

PRESERVATION

NOT FOR LOAN

R REFERENCE



MINISTRY OF SOCIAL DEVELOPMENT
Te Manatū Whakahiato Ora

Information Centre

Te Puna Whakamāhioranga



CREATING CHANGE:

FOR PEOPLE WORKING TO PREVENT
FAMILY VIOLENCE IN NEW ZEALAND

SSC
362.
8292
CRE



CREATING CHANGE: FOR PEOPLE WORKING TO PREVENT FAMILY VIOLENCE IN NEW ZEALAND

Creating Change: For people working to prevent family violence in New Zealand was published by:

Campaign for Action on Family Violence
Family and Community Services
Ministry of Social Development
PO Box 1556
Wellington
New Zealand.

Copies of this resource can be downloaded from: www.areyouok.org.nz

March 2011

ISBN 978-0-478-33528-6 (Print)

ISBN 978-0-478-33529-3 (Online)

Author: Campaign for Action on Family Violence, Family and Community Services, Ministry of Social Development.

Early content and case study interviews were completed by: Dr Sue Carswell, Manu Caddie and Shaun Ackroyd. The final resource was completed by the Campaign for Action on Family Violence team: Gael Surgenor, Trish Green, Cristy Trewartha, Sheryl Hann, Stephanie Edmond and Teresa Pomeroy.

Front picture: Players and families involved in Poverty Bay Rugby Union's It's not OK Campaign.

CONTENTS

Introduction	3
The “It’s not OK” Campaign.....	5
PARTNERSHIPS FOR PREVENTION.....	9
Building partnerships.....	10
Engaging sports clubs.....	13
Working with businesses and workplaces	17
Involving local government.....	22
Working with the news media	25
Involving young people	31
Working in neighbourhoods	36
PLANNING YOUR PROJECT.....	41
A focus on preventing violence before it occurs.....	42
Building the social movement.....	47
Starting the work in your community	57
Social marketing	59
Evaluation and reflection.....	64

List of figures

Figure 1: “It’s not OK” Campaign structure	4
Figure 2: Coordinated Community Action Wheel.....	11
Figure 3: A metaphor for primary prevention – the cliff.....	42
Figure 4: The Ecological Model with examples of violence prevention activities	44
Figure 5: Phases of Community Mobilisation	49
Figure 6: Project Cycle.....	65

List of tables

Table 1: Stages of social change	50
Table 2: Stages of the Project Cycle.....	66



It's not OK Champions: Vic Tamati, Alfred Ngaro, George Ashby, and Brian Gardner



Whangarei District Council: mural depicting transformation from violence to wellbeing

INTRODUCTION

The “It’s not OK” campaign aims to end family violence in New Zealand.

The “It’s not OK” Campaign has been running for several years and in that time there has been a significant development in understanding within the sector of ways to prevent family violence. There has been a shift from an almost sole focus on responding once violence has occurred to significant numbers of people and groups working together to prevent violence from happening in the first place. Community action initiatives are operating all over New Zealand and much has been learnt from them about what is working to create change around family violence in our communities.

This resource, *Creating Change*, aims to share these learnings.

The intention is for this document to be used alongside the Community Action Toolkit, which contains information about types of violence, prevention with specific population groups and fact sheets that are useful for training.

This new resource is aimed at enabling further understanding of community change and provides tools that can be applied to strengthen family violence prevention work. It includes examples of successful community action activities with the hope that these will inspire others to develop their own local family violence prevention initiatives.

In 2007, a revised Community Action Toolkit to Prevent Family Violence was released by the “It’s not OK” Family Violence Prevention Campaign. The toolkit provided information and tools for anyone developing community projects or activities aimed at ending family violence in New Zealand.

The toolkit can be accessed online at:
www.arenyouok.org.nz/community_action_toolkit_0.php.

A word of thanks

The “It’s not OK” Campaign team would like to thank the many groups that have contributed to this resource. This includes all of the Community Action Fund projects, family violence networks, businesses, councils, sports and media organisations that have shared their learnings about how we can all work together to prevent family violence.

Thanks also go to the Accident Compensation Corporation for its support of the “It’s not OK” Campaign and for funding the development of this resource.

ACTIVITIES OF THE IT'S NOT OK CAMPAIGN

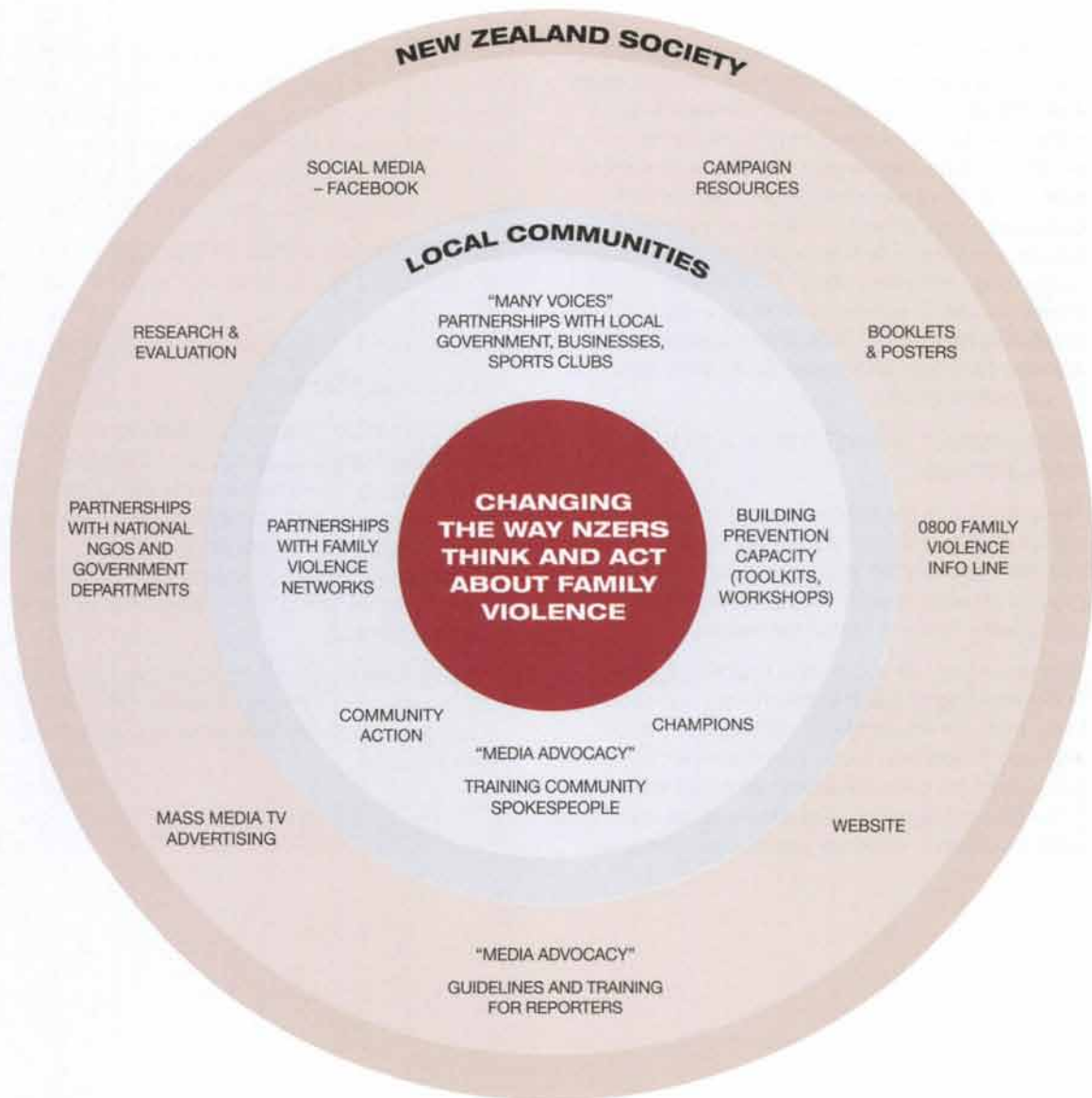


Figure 1: "It's not OK" Campaign structure

The “It’s not OK” Campaign

The Campaign for Action on Family Violence was established by the Taskforce for Action on Violence within Families in 2006 as part of a national strategy to prevent family violence.

The Campaign, also known as the “It’s not OK” Campaign, is led by the Ministry of Social Development in association with the Families Commission and is designed to change the way New Zealanders think and act about family violence.

‘Family violence’ refers to physical, sexual and psychological abuse by a partner (different or same-sex), ex-partner, parent, child, extended family member, or boyfriend/girlfriend.¹

With the aim of ending family violence, the Campaign takes a multi-layered, integrated social marketing approach (as shown in Figure 1) and includes: advertising, community action, community partnerships, media advocacy and training, a family violence information phone line, website, resources, and research and evaluation.

The Campaign takes a positive approach, aiming to inspire action and promote opportunities and possibilities for personal and social change. It is not about blame, shame or demonising people who use violence. There is light and dark in key messaging around the simple theme “It’s not OK – but it is OK to ask for help”.

By making the most of New Zealand’s small population and existing networks and

collaborations (such as the local family violence networks that exist in many communities), the Campaign has achieved national coverage with deep local connections.

Mass media advertising (three sets of television advertisements) has created an environment for encouraging family and community conversations about family violence, increasing the understanding of family violence as a serious social problem and providing a supportive environment for prevention work.

One of the Campaign’s first activities was to start work on **media advocacy**, recognising that the way family violence is reported in the news media significantly affects the way New Zealanders view and talk about family violence. The Campaign identified that news reporting did not reflect the seriousness and prevalence of family violence. To change this, the Campaign has worked with the media, developing good practice guidelines for accurate reporting of family violence and providing training for student journalists and newsroom reporters, as well as training community spokespeople on getting their messages into local media.

1 For a full description of family violence see the Community Action Toolkit www.areyouok.org.nz/community_action_toolkit_0.php

TELEVISION ADVERTISEMENTS



The first set of "It's not OK" television advertisements featured local celebrities and ordinary New Zealanders, men and women, voicing short messages about what is not OK. These included: "It's not OK to teach your kids that violence is the way to get what you want", "It's not OK to blame the drink", "It's not OK to punch a hole in the wall to show your wife who's boss". These advertisements aimed to name family violence and 'draw a line in the sand' about what was not OK. The advertisements concluded with a positive message "It is OK to ask for help".

The second set of advertisements features stories of positive change, with four men telling their true personal stories. Three talk about how they stopped being violent after many years of abusing partners and

families. The fourth talks about how he influenced a friend to 'man up' and stop being abusive to his partner. The advertisements encourage people to seek help with the line "It is OK to ask for help".

The third set of advertisements focuses on a new role in family violence prevention – the 'helper' or 'influencer'. These advertisements show those living with family violence surrounded by 'cardboard cut-outs' of people, that is, friends, family and neighbours who know something is going on but do not offer to help or speak up. The advertisements promote the idea that "It is OK to help". In one advertisement, a real-life female helper comes forward to ask her friend "are you OK?"; in another, a real-life male offers a 'supportive challenge' to his best mate who is violent towards his family.

A Community Action Fund (CAF) was established to support local efforts to prevent family violence and make the Campaign alive and real in communities. CAF recognises that communities know best about what works for them and that they are able to tap into the local community assets and strengths to create change. CAF also helps build sustainability by embedding the Campaign messaging into community violence prevention activities. Across New Zealand, 147 projects were funded between 2007 and 2010, initiating a range of community change projects – some of which are described in this resource.

The Campaign also includes a '**Many Voices**' strategy, which involves working with new partners outside the family violence sector such as local government, businesses, sports teams, churches, youth organisations and others to expand the influence and reach of family violence prevention. Examples of this work are outlined in this resource.

Working with **popular culture** and **social media** has also been a focus of the Campaign. This has involved targeting television scriptwriters and producers to get family violence prevention messages included in the storylines of popular programmes; finding opportunities for family violence stories to be featured in magazines and working with well-known personalities to promote the Campaign messages. **Campaign champions**, people who previously used or experienced family violence, talk with community groups and media. They tell their stories of leaving violence behind in order to inspire and encourage others to seek violence-free lives.

Partnerships with national non-government organisations, Police and local family violence collaborative networks ensure the Campaign is connected to those leading family violence responses across the country. This helps to build capacity around community action and primary prevention initiatives.

A range of **resources** sit alongside the work with communities and partners. These resources have been developed over the course of the Campaign and add depth to campaign messages and support attitudinal and behavioural change. The resources include:

- a free information phone line that provides information and advice and connects callers to services in their own areas, where appropriate
- a campaign website providing information and advice www.areyouok.org.nz and Facebook page
- free printed resources, information kits, a newsletter and e-newsletter.

Ongoing **research** and **evaluation** has informed the Campaign's development and helped identify its impact and effectiveness.

From internal and external research and anecdotal evidence, we know the Campaign is making a difference.

- Family violence is no longer a private issue.
- Media coverage of family violence is more accurate and responsible.
- Communities have mobilised, including involvement of sports clubs, businesses and local government.
- Police, health and social agencies say it is easier to raise issues of family violence with clients.
- Community organisations report increased staff morale and an improved understanding in the community of their work.
- There has been a significant increase in people, particularly men, seeking help to change behaviour.
- Celebrities are increasingly offering to get behind the Campaign and lend their support.
- The number of people who are talking about family violence in the community and within their families has increased.

- The number of women who are saying it is OK to do something about the violence from their partners and family members has increased.
- When people seek help, they are talking about their experiences of family violence sooner and more openly than they did before the Campaign.
- There is a sense in the community that change is happening and the problem of family violence can be turned around.

The national Campaign was launched in September 2007. Within a matter of weeks, the phrase "It's not OK" was in widespread use throughout New Zealand and is now synonymous with family violence.

The simplicity of the message proved a highly effective catalyst for bringing the conversation about family violence into the open.

The subsequent use in the television advertisements of four men sharing their stories generated further debate and action. The men are in constant demand to speak to all manner of groups and organisations.

Research results – awareness raising and action

The statistics below come from a community attitudes survey and reach and retention research conducted in 2008 to inform the development of the Campaign.²

- Ninety-six percent of people think everyone should try to help victims of violence and encourage violent people to change their behaviour.
- Nine out of 10 (88%) people believe a life without family violence is possible.
- More than half (57%) of people surveyed think it is possible to change people's behaviour.

- Ninety-five percent of people surveyed were aware of the campaign.
- Seven out of 10 (68%) people who saw the television advertisements discussed them with others.
- Two out of three people aged 18–49 years say they are thinking more about family violence.
- Two out of three people feel the Campaign has helped them to understand more about behaviours that should not be tolerated.
- More than a third of people say the Campaign has had personal relevance and impacted on them in some way.
- One in four people (24%) say their views on family violence have changed as a result of the campaign.
- One in five (22%) say they have taken some action because of the Campaign.

The Campaign is also having a strong impact with Māori and Pacific peoples.³

- The highest total recall of the campaign was by Māori females and Māori males (99% and 98% respectively).
- Overall, 55% of Pacific males and 58% of Pacific females surveyed reported taking some action.

New reach and retention research from 2010 (to be published 2011), shows that more people are taking some form of action as a result of the Campaign. One in three (up from one in five) now say they have discussed or spoken up about family violence, or got involved to help. There is also a significant shift in the number of people who believe they could influence someone to change their behaviour - up from 57% to 81%.

2 Ministry of Social Development (2008). *Attitudes, Values and Beliefs about Violence within Families: 2008 Survey*, Ministry of Social Development, Wellington; Ministry of Social Development (2008). *Campaign for Action on Family Violence: Reach and retention of the "It's not OK" television advertisements*, Ministry of Social Development, Wellington. Available online at www.areyouok.org.nz/research_evaluation_and_statistics.php.

3 Ibid.



PARTNERSHIPS FOR PREVENTION



BUILDING PARTNERSHIPS

Community action is about people from all sectors of society doing something about family violence in order to make a difference.

To be successful in changing New Zealanders' perceptions and tolerance of violence, it is important that groups outside the social services get involved and consider the things they can do that could help to prevent family violence in their communities.

Nine out of 10 New Zealanders believe that personal and social change towards violence-free relationships, families and communities is possible,⁴ but this change cannot be achieved by government agencies or family violence services alone.

The Coordinated Community Action Wheel in Figure 2 shows what a whole-of-community response to family violence might look like. Different sectors of the community can work collaboratively to take actions that promote safety, support those affected by violence and contribute to stopping violence from happening in the first place.

Not all of us can or should focus on the same thing, because a range of activities are needed to create change. To make the best use of expertise it is helpful to identify what your role is, how you can best contribute and collaborate with others working to prevent violence.

This model shows that everyone can do something to help stop family violence – whether it is in their personal, social or community life, or at work.

Working with organisations such as local councils, businesses, sports clubs and service groups can be an effective way of engaging large numbers of people in everyday places where they live, play and work. This section describes what we have learnt from community action in some of these sectors across New Zealand.

Tips for building family violence prevention partnerships

- **Make the most of relationships and connections that you already have** – start talking to people around you to find out who is interested in doing something to end family violence.
- Go **where the passion is** – start working with those who are motivated and willing to be involved.
- Building **strong relationships** will mean you can work through challenges – things will arise when you work with groups outside the family violence sector that you may not have expected or encountered before.
- **Listen** to what members of your partner organisation are saying – they will know what will work to engage people, and it might mean taking quite a different approach from what you would usually.
- **Think about what you can do in the everyday places where people are** rather than having them come to you.
- **Be open** to feedback and change – ask your new partner what they think about your ideas – if they do not understand what you mean it is likely their organisation will not get it either.
- **Be prepared to be surprised** by the passion and innovation engaged groups can bring to this work.

4 Ministry of Social Development (2008). *Campaign for Action on Family Violence: Reach and retention of the "It's not OK" television advertisements*, Ministry of Social Development, Wellington. Available online at www.areyouok.org.nz/research_evaluation_and_statistics.php.

COORDINATED COMMUNITY ACTION TO PREVENT FAMILY VIOLENCE



Figure 2: Coordinated Community Action wheel

Note: The full Coordinated Community Action Wheel with suggested activities can be downloaded or ordered from the Campaign website www.areyouok.org.nz.



The Pulse promoting It's not OK at games



It's not OK supporting the Waka Ama national sprint champs



Manukau Rugby League Club Women's team



Adventure racer Nathan Fa'avae speaks at the launch of Violence Free Motueka

ENGAGING SPORTS CLUBS

Sport offers a unique way of connecting with members of the public – through players, club members and coaches, but also whānau, friends and sports fans. Sport can provide exposure, relevance and positive association for social messages.

Clubs may approach you because they want to help or need help as members in their club have had incidents of family violence – whichever way they become involved, there is huge potential for change.

Sports clubs can:

- run awareness-raising sessions with players and coaches
- promote key messages during games and at club events
- offer parenting workshops
- develop a club policy on all forms of violence (on and off the field)
- support coaches and managers to act as mentors for players around respectful relationships
- create a club statement on family violence, safe relationships or what it means to be a club that has strong family values
- make family violence prevention messages visible, for example, by using stadium signage, club letterhead, uniforms or newspaper advertising.



Tauranga's Blow the Whistle Campaign during the Rugby World Cup 2007



Cory Jane shows leadership in Upper Hutt



Aranui Eagles Rugby League juniors

CASE STUDY

BREAKERS BASKETBALL TEAM

The Breakers Basketball Team was the first sports team to be associated with the “It’s not OK” Campaign. General Manager Richard Clarke contacted the Campaign team because he felt the Campaign objectives fitted with the culture he was building with the Breakers and he wanted to be involved.

A key value of the Breakers is being involved in our community and making a real difference. We have watched the work of the 'It's not OK' campaign against family violence and now have the opportunity to partner with the campaign to help make this message heard. We are being asked to lead by example; to ensure that our family and friends know that violence is never acceptable, and to use our public profiles to get this message into the wider community.

Richard Clarke, Breakers General Manager

The Breakers were not looking for money – the team already had a senior sponsor signed.

Working with Richard was a reminder that sometimes people just ‘get it’ and know how the relationship will work, with benefits for both partners; other people have a general idea about what they want to do but do not quite know how to go about it.

Richard ‘got it’ from day one and the Breakers quickly became campaign champions. The club integrated campaign branding on team uniforms and in courtside signage. Individual players were selected to deliver campaign messages via radio advertisements, and articles about the partnership were put up on the Breaker’s website and included in the club programme.

The Campaign provided workshops for the players – talking about family violence and what they could do or say on their community visits. The Campaign linked the club to the local family violence network in Auckland’s North Shore, and the Breakers provided tickets to games to the local women’s refuge.

Richard Clarke was invited to the national White Ribbon Day men’s breakfast in Wellington as a key speaker and subsequently was named as a White Ribbon Day ambassador.

The minimal financial input from the Campaign has covered the cost of resources. The Campaign does not make demands on the Breakers but checks in now and then to see what is happening and what else may be possible.



Breakers players supporting It's not OK

CASE STUDY

POVERTY BAY RUGBY UNION

Poverty Bay Rugby Union is a good example of how action in one area generates action elsewhere.

We thought we could make a positive difference on a local level to raise the awareness of family violence. There is no doubt family violence is a serious issue and with the help of some local role models we want to get the message out to young people and their whānau that family violence is unacceptable and help is available. One of our ex-representative players crossed the line and committed some very serious offences. He and his family will suffer the consequences of his actions for the rest of their lives. This made it clear to me that, if there is one, then there could be others and the only way to stop it from happening is to take a proactive stance and get the message out to our membership. We hope we can change some attitudes.

Neil Alton, Poverty Bay Chief Executive Officer

Neil Alton the Chief Executive Officer of the Poverty Bay Rugby Union saw the “It’s not OK” Campaign logo on the Breakers Basketball Team uniform when watching the television sports news. He thought being involved in the Campaign was something his club could benefit from. He rang the Campaign team and another great relationship began.

The Campaign team met Neil and talked about the Campaign and things he could do – if it worked for him. He talked to his team and board and, with some financial support from the Campaign, started a variety of initiatives to raise awareness of the Campaign within his rugby community.

There were several important aspects of the Poverty Bay relationship – these being links to the local family violence network (Tairāwhiti Abuse Intervention Network), local newspaper

and local police. It was invaluable for Neil to be able to talk to other men involved in promoting violence-free messages. The Campaign team introduced him to Tairāwhiti Men Against Violence (TMAV) and he now attends their meetings to hear what is happening locally and whether or not the club can play a part.

After a year of being involved with the Campaign the club has received good feedback from the community, with comments from members of the public to the club committee, to team management, in after-match speeches and even at airport terminals about how great it is to see rugby involved in supporting the Campaign.

The local players who were identified as role models were proud to wear their “It’s not OK” t-shirts and talk to others about their involvement in the Campaign.

“...with the help of some local role models we want to get the message out to young people and their whānau that family violence is unacceptable and help is available.”



In the first year of the relationship, Poverty Bay Rugby Union introduced many successful initiatives.

- Club support for the Campaign was included in a front-page story of the *Gisborne Herald* featuring Poverty Bay Centurion Jamie Hutana, who spoke as a club role model about why the club was supporting the Campaign.
- Support for the "It's not OK" Campaign was highlighted at after-match speeches and prize givings.
- DVDs produced by TMAV were distributed to age-grade representative players at talks. The Campaign team received a great photo of the Poverty Bay under-14s team going on its first tournament to Taupo. The players all wore "It's not OK" t-shirts and were shown the TMAV DVD and campaign advertisements on their bus trip.
- The "It's not OK" Campaign logo was

included in weekly rugby columns, on the Poverty Bay Rugby Union website and in email signatures.

- Club representatives attended numerous schools wearing "It's not OK" branded gear and positive-behaviour messages were communicated to students.
- The club added the "It's not OK" Campaign logo to its own branding on its Secondary School Team of the Month t-shirts.

The club also:

- identified other key figures from the Poverty Bay Heartland Team to act as role models who visited schools and other community events
- delivered talks to representative team members about showing leadership in their peer groups
- produced a mini booklet for distribution to clubs, schools and teams, using local heroes from a variety of backgrounds



WORKING WITH BUSINESSES AND WORKPLACES

Working with employers and businesses is an excellent way of reaching large numbers of people. Employers are interested when they learn about the impacts of family violence in the workplace, many employers know about family violence and want to do something to help their staff.

The Campaign team has developed a resource for employers called *Good for Staff – Good for Business*. The resource includes an online information toolkit, posters and leaflets and is available at: www.areyouok.org.nz/business_toolkit.php.



Business Toolkit - Igniting Change Christchurch



Taylor Preston meat works, Johnsonville



Mitre 10 Ashburton supporting the Campaign



Masterton Pak 'n Save supporting the Campaign

CASE STUDY

IT'S YOUR BUSINESS TAURANGA

Businesses were saying things like “we know that it is important, show us what to do”.

– It's Your Business Tauranga

In 2007, Tauranga Safe City, Tauranga City Council and Tauranga Moana Abuse Prevention Strategy formed a partnership to work to prevent family violence.

The 'It's Your Business' project aimed to:

- increase awareness among businesses on how family violence affects the workplace
- promote healthy positive workplaces by giving employers and employees tools to deal effectively with family violence and its impacts on the workplace
- increase awareness among employers of the needs of employees who are victims of family violence
- increase awareness of the cost to businesses of family violence.

A CD resource was produced that has been received by businesses, industry employers (including heavy construction and the kiwifruit industry) and individuals.

What the project has achieved so far

- Information about family violence was made easily accessible to businesses and employees.
- Employers from one industry mentioned that violence was an issue in their workplace and were keen to hear more on what they could do about it. One industry was so supportive of receiving the CD resource that all industry health and safety and human resources managers received a copy.
- Employers have gained an increased understanding of family violence along with confidence to provide solutions.

They tell me that they are not social workers but employers, giving them the resources makes it not so daunting for them.

It's Your Business Tauranga

Learnings from Tauranga

- Though businesses may be motivated to do something they may have little time to actually do it.
- Keeping things realistic and easy for businesses will enable success.
- Test out your ideas before you get started on the project – this is important when working with businesses.



Family Violence
IT'S YOUR BUSINESS
A Workplace Toolkit



Tauranga's toolkit for businesses

Supermarket docket in Tauranga

CASE STUDY

TARANAKI CHAMBER OF COMMERCE

Te Rito Taranaki Safe Families Trust (TSFT) Coordinator Marion James was invited to present to the Professional Women in Business network in South Taranaki in March 2010. The Chair of the Taranaki Chamber of Commerce was in the audience and offered the support of the Chamber to family violence prevention by adopting the TSFT as its cause for a year.

Since then, Marion has contributed to the Chamber's quarterly magazine, which goes to 750 members in the region, and uses its weekly email to promote local events and initiatives. TSFT was given a free space at the Chamber's trade fair, where the work of the Trust and family violence prevention messages were promoted, along with the "It's not OK" Campaign's Business Toolkit. The Toolkit highlights the role employers can play in creating an understanding in the workplace that family violence is not OK. The local business community was very interested in learning more about family violence prevention and how it applied to the workplace. A local business offered its shop window to display posters promoting events and activities. A business networking group offered a place for the TSFT to talk with employers about family violence prevention and any issues they faced around violence in their workplaces.

Members of the Professional Women in Business network recently volunteered at the South Taranaki Family Day providing children's activities. Marion said it was great to have the business community involved in the event.

Other activities going on in Taranaki support new groups, like businesses, getting involved in the prevention of family violence. The New Plymouth District Council has partnered with

the "It's not OK" Campaign to run a local media campaign and is working with TSFT in developing a comprehensive approach to family violence for staff that is built into the Council's human resources policies. The Tarankai DHB, Taranaki Rugby Union and Southern Rugby Club have also been hugely supportive of family violence prevention messaging and initiatives within their organisations.

Marion says talking to people face to face is essential to getting them thinking about what they could do to help. She acknowledges that TSFT members are learning as they go about working with new partners in sports and business but that these partnerships have huge potential.



Marion at Taranaki Chamber of Commerce trade fair

CASE STUDY

WORKING WITH WAITAKERE SUPERMARKETS

Waitakere Anti-Violence Essential Services (WAVES) has been talking to local supermarkets to encourage them to do something to address family violence.

Using the 'Good for Staff – Good for Business' resources developed by the "It's not OK" Campaign team, WAVES Coordinator Debbie Hager and Michelle Hazeldine, Advocate for children and young people who witness family violence, have been asking local supermarket managers to think about what they can do to support any staff who may be experiencing or perpetrating violence.

Managers can get involved by putting up "It's not OK" posters, making available brochures with local service numbers, developing employment policies and/or providing family violence training to their managers. The resources and messages have been well received. One manager said "I read every word of the leaflets you gave me", and wanted


WAVES to come back to train the supermarket's managers.

Debbie Hager says:

The "Good for Staff, Good for Business" material creates a context for managers to look at all the other material provided by the Campaign and see the relevance of it to their organisation. It is critical for us to have this nationally produced material and advertising – it connects what is happening nationally to our local work which provides us with much more credibility. We are also using this material with churches – the "Good Business" brochure provides a clear introduction to how they might engage with family violence with their congregation.


Managers can get involved by putting up "It's not OK" posters, making available brochures with local service numbers, developing employment policies and/or providing family violence training to their managers.

TARANAKI WHERE FAMILY VIOLENCE IS NOT OK!



IT IS **OK** TO ASK FOR HELP

0800 456 450
www.areyouok.org.nz



Betty Leung Vance Hoskins Peter Tennent Colleen Tuuta

PARTNERSHIPS FOR PREVENTION

Taranaki Champions



Mayor Len Brown at Manukau City Council's campaign launch



Vic Tamati at Kapiti District Council's campaign launch

INVOLVING LOCAL GOVERNMENT

Local councils are in a good position to strengthen and drive local family violence prevention activity. They are well connected to their communities and can provide local leadership, which is essential to social change.

The "It's not OK" Campaign team has developed a resource for mayors and councils that want to do something about preventing family violence in their communities.

The Local Government Toolkit is available online at: www.areyouok.org.nz/local_government_toolkit.php.

Some councils have been working in family violence prevention for some time and have

made a commitment to continuing to do so through events, partnerships and communications; others are new to this area. There are many different ways councils may want to get involved in preventing family violence. Outlined below are current examples of work being led by councils with their community networks.

**Family Violence -
IT'S NOT OK
In Waitakere**

IT IS
OK TO ASK
FOR
HELP

0800 456 450
www.areyouok.org.nz

Campaign proudly supported by
Waitakere City Council
Te Taitahi o Waitakere

The Wehi Whanau

The Wehi whanau support the Waitakere campaign



Bob Harvey leading the way in Waitakere



Waitakere residents take to the streets

CASE STUDY

LEADERSHIP FROM WAITAKERE

In 2007, Mayor Bob Harvey launched the Mayoral Taskforce on Family Violence (now the Waitakere Taskforce on Family Violence), which he co-chairs with Māori Party co-leader and local kaumatua Dr Pita Sharples.

The Taskforce consists of regional and national leaders who are committed to supporting the people and agencies working to reduce and prevent family violence in Waitakere. The Taskforce's vision is that all families and whānau in Waitakere have healthy, respectful, stable relationships, free from violence.

The Taskforce has provided strategic, local and regional opportunities to address family violence utilising the broad experience and knowledge of leaders in the field both from within Waitakere and nationally.

Tiaria Fletcher, WAVES Manager

The Taskforce is not an operational group. The leaders act as advocates and champions to aid networking, cooperation and partnering, and members provide the expertise of their agencies in support of those workers in the family violence prevention community in Waitakere.

The Taskforce is supported by a Māori roopu and local advisory group. Both act as a bridge between the Taskforce and people and agencies working in family violence prevention and intervention, and inform the Taskforce of key issues, gaps and opportunities that exist in Waitakere.

The support and leadership in the Taskforce has provided opportunities for more meaningful collaboration resulting in swifter responses to issues as they arise,

higher trust in the sector, more robust accountability, and stronger relationships.

Tiaria Fletcher, WAVES Manager

The Taskforce has undertaken several initiatives, some of which are discussed below.

Policy development

Family violence had been a priority for Waitakere City Council and a feature of the Council's community wellbeing strategy and crime prevention plan for some time. Under the First Call for Children Policy, Waitakere City Council pledged that Waitakere would be a city where children and youth are free from violence.

"It's not OK" billboard campaign

Launched in 2007, the Waitakere billboards led the localisation of the national "It's not OK" Campaign. There has since been a series of billboards featuring 'famous Westies' and well as 'everyday' Waitakere residents.

White Ribbon Day

The Taskforce works with other agencies to lead the annual White Ribbon Day march in Waitakere. In 2008, almost 1,000 people marched under the banner, 'Family Violence – It's not OK in Waitakere'. The march attracts people from all ages, cultures and backgrounds.

CAN'T REMEMBER LAST NIGHT? YOUR KIDS WILL

**FAMILY VIOLENCE
IS NOT OK IN WAIHI**

Hauraki District Council campaign in Waihi



CASE STUDY

WAIHI – KEEPING KIDS SAFE AND SECURE

A three-month campaign in Waihi targeting the effects that heavy drinking and family violence have on children was led by a strong collaboration of agencies that attracted additional support and involvement from the Waihi community, adding to the success of the campaign.

The Waihi project was the first in the country to secure the backing of two high-profile national campaigns to drive home a local message. The work was supported by the "It's not OK" Campaign and Alcohol Advisory Council's "Ease up on the Drink" Campaign.

The awareness-raising campaign included four billboards displayed on the roads leading in to Waihi reminding people to 'ease up on the drink'. Shoppers also got the message from a slideshow running at local supermarkets and liquor stores featuring locals encouraging people to think about how their drinking and violent behaviour could be hurting their children.

An information leaflet distributed in the Waihi Leader included tips for people on how to cut down on their drinking and contact numbers for local agencies that provide help.

The Hauraki District Council partnered with Waikato District Health Board, Police and Hauraki Family Violence Intervention Network to lead the Waihi project. A small working group of key people involved in family violence prevention in Waihi and the Hauraki district developed the campaign. This included staff from the Waihi Community Resource Centre.

The Waihi project was particularly interesting because of what happened outside of the original scope for the campaign.

- Concerns about people not knowing where to go for help led to the development of a local directory of services that proved to be an invaluable resource.
- The local radio station, Gold FM, got involved, recording messages from the local role models who featured in the campaign and playing them on the radio.
- The local photographer who took the photos for the slideshow became closely involved with the campaign and set up a Facebook page to promote it.

This extra work was a great example of how projects can benefit from increased local initiative and support. The learning is: stay flexible, listen to the community, be open to local people bringing their skills to the work – be it a photographer, local radio DJ and so on.

The Waihi project evaluation has just been completed, but stories are already emerging on how the campaign has helped initiate conversations about family violence in Waihi and how people are asking for help for the first time.

The Waihi billboards were also seen by a Taupo police officer, and the Waihi campaign is now being modified for use in Taupo.

WORKING WITH THE NEWS MEDIA

Media and reporting on family violence

The way the news media report on family violence has a significant impact on the way New Zealanders think about family violence. News stories are as good as the sources reporters use for their information and comment.

It is important that people and organisations working to prevent family violence have a strong profile in the news and provide expert comment and knowledge to inform news stories across the print and broadcast media.

There has been an improvement in the quality and quantity of news reporting of family violence as a result of the "It's not OK" Campaign. This section discusses examples of effective use of the news media.

For a practical guide on to how to use the news media to prevent family violence, refer to Speak Up, which is a media manual produced to support media activity by community organisations. Guidelines for journalists on reporting family violence, and a summary of the campaign's "Media Advocacy" project are available from: www.areyouok.org.nz/working_with_the_media.php.⁵

There is also a media section in the Community Action Toolkit, which is available at: www.areyouok.org.nz/community_action_toolkit_0.php.

Effective use of the media

Effective use of the news media can be defined by the following broad principles.

- Make your story news – it will have 'news value' if it:
 - is new
 - is happening – involves current events, new appointments
 - affects people – human interest/people stories
 - has local significance
 - has names and actions of important people
 - is novel ('man bites dog')
 - is timely
 - has conflict.
- Give news outlets story ideas.
- Build relationships with reporters and editors.
- Be available as a spokesperson.
- Make it easy for reporters to get information and people to interview.
- Do not tell media people what to do.
- Do not leave media activity to the last minute.

Family violence is a serious social problem in New Zealand and news is free. Stories relating to family violence should be in the news, on the front page and at the top of news bulletins. The "It's not OK" Campaign team found that poor reporting is often largely because of reporters' lack of knowledge. When reporters learn more about family violence they produce articles that are more balanced and informative.

5 The resources focus on traditional print and broadcast media, but these days social media also has an important role as more and more people get information and keep in touch through social networking sites and electronic media.

CASE STUDY

WANGANUI CHRONICLE

The *Wanganui Chronicle* is the first New Zealand daily newspaper to run a comprehensive campaign on the topic of family violence. The way the Campaign came about is a strong example of community action getting results.

In 2008, the Whanganui Family Violence Network asked for the "It's not OK" media training workshop to be delivered in Whanganui. Like many people working in family violence prevention, members of the group felt intimidated by the media and did not see the value of interacting with reporters who they felt often misquoted them and got facts wrong.

Following the workshop, the network began to seek media attention by putting out media releases about the seriousness of family violence in Whanganui and what was being done locally to address it. The network began to comment on national news stories related to family violence. The editorial staff at the *Chronicle* began to see that family violence was a problem in Whanganui they had been unaware of. *Chronicle* staff asked for a seminar for journalists to be delivered to the editor and reporters by the "It's not OK" team. The staff were staggered by the facts, saying things like "I did not really know what family violence was" and "I had no idea that family violence was so prevalent".

The editor and reporters decided to run a two-week campaign featuring stories about family violence every day – 12 issues of the newspaper. This included stories on all facets of family violence: partner violence, child abuse and the effect of violence on children, elder abuse, personal stories from people who have experienced family violence, local statistics as well as editorials. The campaign prompted an immediate public response to the newspaper

and local agencies reported an increase in calls from victims and perpetrators of family violence. The series also prompted calls from those who had been abused and abusers who were keen to tell their stories now that the issue had been put in front of the community.

The really good thing was getting not just feedback but calls from people who are still in or have broken away from abusive relationships, people who have been suffering in silence, people from all ages, young and old, one was a 90 year old woman. At least a dozen people wanted to tell their story but we just couldn't get to them all.

Senior reporter

The newspaper was still getting calls from people living in violent relationships, people wanting help or to have their stories told, three months later. Several callers to the newspaper's office expressed their thanks for what the newspaper had done. Some said it had given them strength to seek help after suffering years of abuse.

Chronicle staff made the following comments.

We have never generated that amount of interest and feedback from any other campaign we've run. It was the best thing I've ever been involved with.

Everyone was touched by what they were doing and what they were told, it was a wonderful journey for all of us.

We have never generated that amount of interest and feedback from any other campaign we've run. It was the best thing I've ever been involved with.

The *Chronicle* worked closely with local family violence prevention agencies to decide what stories would be included in the campaign.

We found some of the agencies were extremely nervous about talking to us but once we sat down with them and explained the intent of our campaign they were more confident and open. Now those agencies are keen for us to repeat the campaign.

Until we began our campaign Whanganui folk had no grasp of the depth and extent of domestic violence here.

Senior reporter

The *Whanganui Chronicle* campaign and media engagement by local family violence prevention organisations has made a huge contribution to awareness of family violence in Whanganui and the likelihood that people will take action when they see, hear or suspect violence in families they know.



CASE STUDY

Nelson/Tasman Te Rito Network

Strong media activity by the Nelson/Tasman Te Rito Network ensures that family violence is regularly in the news, both print and broadcast media, locally and nationally.

The Nelson/Tasman Te Rito is a large, strong network of community agencies committed to reducing and preventing family violence in the Nelson and Tasman districts. It has 59 members including local iwi, the Police, government agencies, the Accident Compensation Corporation, local school principals and a range of social services.

Its Coordinator, Gayle Helm, has become the go-to person for local media on family violence-related stories, and nearly every week she receives a call from a newspaper or radio station for comment. This means family violence is rarely out of the news in Nelson because reporters have someone to go to who will give them good strong comment, up-to-date facts and statistics and will let them know when there is a story they would be interested in. Because family violence is treated as a serious issue by the media, the community is also coming to regard it as a serious issue.



Gayle and local police making an impact

Media releases

Gayle puts out media releases to:

- publicise events, such as White Ribbon Day
- comment on horrendous incidents, such as family violence murders
- publicise visits to Nelson by prominent people involved in preventing family violence
- release statistics
- let people know about local prevention initiatives, such as using street flags to promote violence-free messages.

Gayle says:

My media releases generally tie in with something important because that's what interests the media. They are focused on news.

I always include our local slogan 'See it, Hear it, Report it', some statistics, some prevention messages and a blurb about the Te Rito Network. If possible I'll also get a quote from local Police to add weight.

Expert comment

The local daily newspaper and radio stations regularly contact Gayle for comment:

I attended the sentencing of a stepfather found guilty of murdering his eight year old stepson. When I came out of the courtroom all the media were there. The resulting interviews I had with them meant that connections were made with National and

Our message is that we want people to get involved in what's going on and take responsibility. We can reach so many more people with this message through the news media than we could any other way.

local radio that became invaluable down the track. It also resulted in them understanding more about the Nelson Tasman Te Rito Network. So now when other high profile cases hit the news they give me a quick call for a comment.

Recently something happened at the Nelson Court, I didn't know about it, but got phoned up by media for comment. That's when you go away and find out about it, ask them to phone back so you can get your information ready and know what you are going to say, get some local stats together and some prevention messages.

Gayle's tips for effective media activity are:

- do your homework
- have information at your fingertips
- know what reporters want to know
- know what you want to say – ask reporters to ring back in 10 minutes if you are unprepared
- keep the sound-bites short.

As Gayle says:

We know we are getting the message out. Neighbours are starting to report family violence incidents more. We know we are raising awareness of the issue and how to prevent it.



Gayle and former Nelson Mayor Kerry Marshall launch the Nelson Campaign (photo courtesy of the Nelson Mail)

CASE STUDY

GISBORNE HERALD

The *Gisborne Herald* illustrates how a newspaper can become part of family violence prevention in one community. As an independently owned daily newspaper, the *Herald* has more flexibility than many news outlets in New Zealand and has used this to support local efforts to address high rates of family violence in the Gisborne district.

The *Gisborne Herald* had no special interest in family violence before three fatal family violence incidents at the end of 2006.

Our attitude before the 2006 incidents was 'another day, another assault' but after we saw the tragic results of family violence we made a decision and a concerted effort to take a stand on the issue. **Chief reporter**

This change in attitude has led to the paper modifying the way it reports on family violence, how it profiles prevention initiatives and how it uses its pages for education, awareness and debate.

For White Ribbon Day 2006, the *Gisborne Herald* featured a white ribbon on a black background for the entire front page, which stimulated debate locally and drew attention nationally.

I remember walking down the street and seeing people engrossed in that edition of the newspaper. **Chief reporter**

The chief reporter also says:

I think we have to admit we are biased and not neutral on this issue. We have to put our hand up and say we are not neutral. We don't want to encourage copycat incidents. It does weigh on us – how we cover the issue.

People were grieving and some wanted it to go away – so we got a lot of flack for our stand. It was a very bold move to put the white ribbon on the front page and we knew we'd get a lot of flack from that. We got some good feedback too – from some of the pastors and Victim Support and members of the community. People realised it was time to bring it into the open and deal with it.

Learnings from working with media

Local media is powerful

The *Gisborne Herald* and *Wanganui Chronicle* examples demonstrate how local media can be used to tell local stories, to provide a forum for informed debate on the causes of family violence and promote initiatives to prevent violence.

Community people can make family violence issues 'newsworthy'

The Gisborne and Nelson examples show how local events and visits by leaders in family violence prevention can generate news. The family violence networks all brought family

violence to the attention of local newspapers, making it news.

When communities and media work together more accurate stories can be told

The local family violence networks in Tairāwhiti, Nelson and Whanganui all work closely with reporters to ensure accurate information is provided about the issues being published. The networks have built relationships with reporters and editors so the newspapers get news stories and the networks get quality media coverage. The networks stay in touch to maintain these relationships and reporters appreciate having a knowledgeable, well prepared spokesperson to go to.

INVOLVING YOUNG PEOPLE

Young people need to be involved in initiatives to prevent family violence, and while intimate partner violence, elder abuse and neglect, and child maltreatment are often a focus, young people's experiences can be missed.

Preventing violence in dating relationships and making respectful, equal relationships the norm will help young people to reject violence as part of relationships throughout their lives.

Young people bring incredible energy to this work. They are bold leaders and are often able to mobilise their communities quickly. They open doors through their unique, positive and aspirational approach. You will not need to encourage them to get the message of family violence prevention out – young people talk, text and use social media a lot to communicate with their friends, family/whānau and networks. Often their understanding of violence will be broad and include bullying and community violence. They see how violence in one part of a person's life can flow into other parts and frequently want to address the whole picture.

To involve young people in violence prevention:

- choose groups that have a shared interest and come together regularly, for example, for sport, kapa haka or music, so they are not having to fit more meetings into their already busy lives
- make an opportunity early on to share your knowledge about family violence prevention and listen to their views – young people's understandings and perceptions may differ from practitioners in the field
- develop any messages, resources or activities with them not for them
- make sure a range of support options are available to those who get involved, and ensure they know it is OK to ask for help themselves or for their family/whānau or friends
- be aware of their other commitments, including exams, and time activity around these
- give them room to develop their ideas and support them to make things happen.



Parachute Music Festival



Leadership from the Otara Youth Collective



CASE STUDY

TAIOHI MOREHU

Taiohi Morehu is a community project that fosters young Māori leaders as catalysts to positively influence behaviour within their whānau and communities. The initiative started in 2008 with the aim of getting young leaders involved in the “It’s not OK” Campaign.

The project consisted of 13 wānanga (developed and designed by Taiohi Morehu) to build leadership, nurture ideas, maintain momentum and open networks. Topics included social marketing, tourism, cultural development, understanding family violence and leadership and excellence in performing arts. The wananga were delivered by recognised experts in business, advertising and marketing, social services, leadership, tikanga and kapa haka.

The three goals of the project were to:

- develop a supportive environment for young leaders to influence positive social behaviour in schools
- connect with communities to change attitudes and behaviours
- support the development of resources to address violence in schools.

It's simply no longer acceptable to continue acting like the ambulance at the bottom of the cliff. We want to work towards a time where we treat our children and each other as tapu, without the remotest consideration that we would hurt our whānau.

Maria Maniapoto, parent

Students from three Upper Hutt colleges got involved in the project, along with their parents, whānau, friends and schools. Taiohi Morehu has used many different ways to get messages

into the community and across the country, for example, through the young people planning and being involved in:

- community events
- speech competitions
- developing an anti-bullying resource, ‘Bouncy Bully’, for high schools through the Youth Enterprise Scheme
- presenting at conferences
- using Māori performing arts to promote non-violence as the norm.

Taiohi Morehu has been student led and driven and requires students to make a personal commitment to being violence free. The project has made a big impact in communities and has supported huge personal growth for the rangatahi involved.

Taiohi Morehu promotes tremendous growth in self esteem ... It encouraged the students to become confident communicators and it made connections within the community. It is extremely effective for grooming taiohi into effective, confident, competent and responsible young adults – these are the aspirations all parents and whānau have for our taiohi.

Hine Poa, Orongomai Marae

For further information on Taiohi Morehu see: www.areyouok.org.nz.

It's simply no longer acceptable to continue acting like the ambulance at the bottom of the cliff. We want to work towards a time where we treat our children and each other as tapu, without the remotest consideration that we would hurt our whānau.

Learnings from Taiohi Morehu

- The success of the Taiohi Morehu initiative hinged on it being student led.
- By making space for whānau, communities, local non-governmental organisations, marae and government agencies to be involved, this allowed the initiative to become embedded in the local community and meant adults could learn alongside the young people.
- Taiohi Morehu was able to successfully engage the support of local community members because it met their needs and goals too. For example, Upper Hutt City Council's youth survey showed there was a need to address violence – Taiohi Morehu gave the council a way to do this.
- For Taiohi Morehu, spending the time to get the full support and engagement from schools and principals was crucial to the project's success.
- Tap into and make the most of existing projects. For example, Taiohi Morehu linked into existing kapa haka tutors who had great local networks and utilised White Ribbon Day and Waitangi Day as key dates for violence prevention events.



Taiohi morehu performance flyer



Taiohi Morehu members promoting White Ribbon Day

CASE STUDY

STUDENTS AGAINST VIOLENCE EVERYWHERE

Students Against Violence Everywhere (SAVE) is a student-led organisation that started in America. In 2009, two SAVE groups were established in New Zealand, in Nelson and Tokoroa, with the goal of reducing violence at school, in homes and in the community. Students aimed to develop strategies by young people for young people.

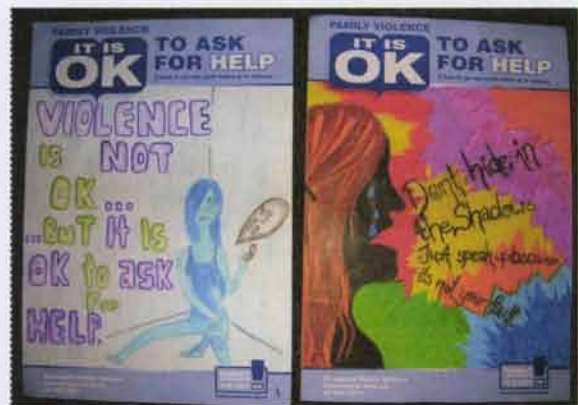
A pilot project was subsequently funded in the Waikato to support SAVE teams in 25 high schools, produce a SAVE manual and provide advice to students wanting to establish SAVE teams outside the pilot area.

Teams were formed within high schools and they developed and ran their own violence prevention projects. For example, at Forest View High School in Tokoroa a notorious area for bullying in the school grounds (B Block Quad) was redeveloped by the SAVE group. Woodwork students got wood from the local mill, designed and made furniture for the quad. Art students made murals for the quad walls. Agriculture students cleared the gardens and planted herbs and vegetables for hospitality students to use. The cooking room now opens on to the quad and students provide alfresco dining, customers are entertained by students from the music and dance courses. The quad has been transformed.

SAVE Nelson focused its activities on developing a national profile for the organisation and leadership for youth wanting to speak out against violence. It established a website (www.savemovement.org) and, working with local organisations and the Nelson/Tasman Te Rito Family Violence Network, organised the SAVE Young Leaders Conference on Violence, which was attended by young people from across New Zealand.



SAVE (Students Against Violence Everywhere) Conference 2010



Whanganui school art competition



Parachute music festival



Wellington youth initiative

WORKING IN NEIGHBOURHOODS

Neighbours are often aware if family violence is happening in their neighbourhood and can help to decrease the impact of it. Neighbours who know one another well can offer support, get in early if problems arise, and offer help.

Neighbourhoods are also sites for prevention activity. Neighbours can build social norms that support positive family relationships and do not tolerate violence. Activities that build closer communities and neighbours can help prevent many different social problems, including family violence.



Tauranga Seventh Day Adventists making a statement at church

CASE STUDY

KAPAI KAITI, TAIRAWHITI

The 'Kaiti Good Neighbours Project' focuses on strengthening relationships between neighbours to keep children safe and make the community an even better place to live.

This project has been influenced by the work of the *Strong Communities*⁶ initiative in South Carolina and has come out of local residents organising the project since 2000. In Kaiti, members of the project have adapted the 10 principles of *Strong Communities* and use these principles to guide their efforts.

1. Activities used to engage the community should be related to strengthening positive relationships in the neighbourhood and have the ultimate outcome of keeping children safe and cared for. An activity 'fits' if it naturally brings people together so that connections among families are enhanced and isolation is reduced.
2. Plans and approaches should be directed toward the transformation of community norms and structures so that residents 'naturally' notice and respond to the needs of children and their caregivers.
3. Activities should continuously promote the core kaupapa. The objective is not to provide programmes or services but instead support the continuous creation of settings in which the core messages of the project are heard and applied.
4. Available resources should be directed toward volunteer recruitment, mobilisation and retention.
5. Activities should be directed toward the establishment or strengthening of relationships among families/whānau or between families/whānau and community institutions.
6. Activities should include a focus on the development of widely available, easily accessible and non-stigmatising social and material support for families of young children.
7. Although the ultimate goal is the safety and care of children, project activities will mainly involve parents/caregivers and extended family/whānau.
8. Activities should be undertaken in a way that enhances parent/caregiver leadership and sustainable community engagement.
9. Whenever possible, activities should facilitate manaakitanga and reciprocity of help.
10. Activities should be designed so that they build or rely on the assets (leadership, networks, facilities and cultures) of the community.

Contact details

KaPai Kaiti Trust

Web: <http://kapaikaiti.com/>



⁶ Melton, G. et al (2008). *Community Life, Public Health and Children's Safety in Family and Community Health. Family and Community Health*, Vol 31, No 2, pp 84-99.



CASE STUDY

ARANUI, CHRISTCHURCH

In Aranui, neighbours, schools, sports teams, young people, parents and children have been involved in family violence prevention through a huge range of activities in the community.

The Aranui Community Trust “reinforces positive parenting and loving environments by promoting love, as kids and adults will talk about this but not about violence”, explains Selau Ifopo-Sumner, Family Violence Coordinator at the Trust.

Selau has organised a wide range of initiatives in Aranui. In an art competition in local primary schools, children drew pictures of ‘What is love’ in their homes. The winning pictures were reproduced as posters and jigsaws and distributed locally to show the behaviour that was wanted instead of violence. The art competition grew out of conversations at regular barbeques at primary schools where Selau had been giving the message that it is OK to ask for help. Recently, Selau has been leading discussions at these schools on the concept ‘This is love, this is not’.

This approach is helping to start the conversation about violence. Selau says, “Men find it hard to talk about violence. They are more likely to talk about how to be a better father and brother”, so her message to dads is that “it’s about loving your son and being a good role model”. This was demonstrated in the ‘A-Team of A-Town’ event one White Ribbon Day. Groups of Aranui fathers and sons got involved in archery and waka ama, performed skits about the ‘stop, think, walk away’ strategy to avoid violence and received tips about what changes they could make themselves. All participants

wore “It’s not OK” t-shirts and white ribbons to reinforce the purpose of the day.

The Trust provided the local rugby league club with drink bottles and mouth guards with Campaign messaging on them. This has also been effective in getting the “It’s not OK” message across to local boys and men. Selau says, “At the league they now say it is not OK if they want to remind each other about how to talk to their kids”.

The Trust is also addressing other community concerns. At one Mother’s Day ‘Love Yourself’ event, breast screening was offered, and the 2010 White Ribbon Day incorporated ALAC’s ‘ease up on the drink’ messages. Aranui has also linked with other city-wide events, for example, the Christchurch Children’s Day to which it bussed 120 local parents and children.

Learnings from Aranui

- Make activities ‘joyful experiences’ so that people want to take part in them.
- If you are organising a family violence prevention activity, remember that participants will be asking themselves “What’s in it for me? Do I want to come back?”.
- Provide information that will help people who want to know “What would help me make the change if I was in a violent environment?”.

Top left: Involving young people in Aranui, Christchurch

Top right: Getting out and talking to people

The Mrs Peace and Quiet story

Monique grew up in a volatile household. As one of three children, with an alcoholic and highly stressed mother, it was hard to find anywhere peaceful to study. A kind neighbour noticed what was happening and approached Monique's parents, offering to let the teenager do her study in a quiet room at her house.

Mrs Peace and Quiet had a light touch – she negotiated the arrangement without ever mentioning the problems and, as a result, Monique made regular visits to her place – the cups of tea, books to borrow and friendly chat after study were a welcome respite from the problems at home.

In her own way, Mrs Peace and Quiet managed to help a mother without 'interfering' and to support a young person without exposing her to any of the shame she could so easily have felt.

Monique passed her exams with ease, getting excellent marks for English. As for her mother, in time, she got help and stopped drinking.

The Mrs Milo story

This is a great story about how one neighbour supported a young family who lived next door.

Mrs Jones' neighbour – Jill – was on her own with three preschoolers. Mrs Jones could hear that things got pretty stressful – yelling, smacking, tears, especially from the older boy – Jimmy. One day she plucked up the courage to call out to Jill – in a quiet time – that it must be tough looking after three such adventurous and active children and offered to look after Jimmy sometimes if that would help. Soon after Jill did bring Jimmy over to meet Mrs Jones and he had a look around and enjoyed a cup of Milo at the kitchen table.

This became a pattern, especially when Jill was under stress. Quite soon Jimmy – an intelligent boy – could see the pattern and its benefits. He would announce, as the pressure rose and Jill started to look frazzled, that he was "Going over to Mrs Milo's" as he headed off through the fence.

The Getting on the Waka story

Hemi and Rawiri didn't need to look for trouble – it found them. Their behaviour at primary school had the principal seriously worried.

Not one to give up on a child, the principal entered a team in the local waka ama challenge then talked the boys into joining up. Next, the principal enlisted the support of Mr W, long-time waka ama coach and informal mentor to many young men.

Mr W recalls, "Those boys weren't keen, they turned up acting like they were too cool for the others. Then we took them out on the river. I thought to myself, 'If you buggers want to take off now, be my guest, but you'll be swimming home!'".

Mr W picked them up for training the next day. Still reluctant, they went back up the river. "We had a bit of fun and then I couldn't get them off the water. For two hours!"

It wasn't long before the boys' attitude started to change. They learned about cooperation – that making the waka run well was about more than brute force; they needed to work together as a team. Clearly enjoying the discipline, they could soon see the results of their efforts.

There were other changes as well. When Mr W visited the boys' whānau he saw parental support – it hadn't always been evident before.

Hemi and Rawiri went on to become national waka ama champions, even persuading their old school principal to compete. They made it safely through intermediate and now attend high school, where they have continued to be enthusiastically involved in waka ama and other sports.

CASE STUDY

CREATING CHANGE IN RURAL COMMUNITIES – WHAKAATU WHĀNAUNGA TRUST

Whakaatu Whānaunga Trust (WWT) is a pan-tribal, social service agency in Opotiki, Eastern Bay of Plenty. WWT has been providing family violence services for over a decade and started the Opotiki Domestic Violence Network.

Attitudes in the community such as 'it's not my business', 'I'm not a nark' and 'it's just what always happens' can be some of the biggest barriers to address. Doing some basic research on what those attitudes are and designing strong messages to challenge those attitudes is effective alongside the 'Family Violence – It's not OK' and 'It is OK to ask for help' messages. In rural Māori communities there are often relationships and connections with marae and hapū that provide significant opportunities to talk about local tikanga and stories that challenge the idea of violence being part of life in the past or the future.

Whakaatu Whānaunga Trust

WWT's 'Changing Attitudes' campaign began in late 2006 and includes a media campaign, printed resources, message promotion at community events and community and marae-based workshops.

Opotiki has a large Māori population and isolated rural communities. The campaign has worked with several marae and community groups in rural areas around Opotiki. A hikoi to isolated marae and workshop presentations to local communities increased active participation in the Opotiki Domestic Violence Network. The hikoi and presentations also increased the number of people in the region who have training in and a commitment to family violence prevention (around 50 people at each of the three rural marae and 100 in Opotiki).

Feedback from Police is that more whānau, friends and neighbours are reporting incidents of family violence.

WWT

Local support services and agencies based outside the Opotiki area are now working more collaboratively through the Opotiki Domestic Violence Network. The enhanced collaboration between local agencies is resulting in specific communities and individual whānau having increased access to more appropriate services.

This means that service providers aren't working in a vacuum, it's helping to create an atmosphere of trust.

WWT

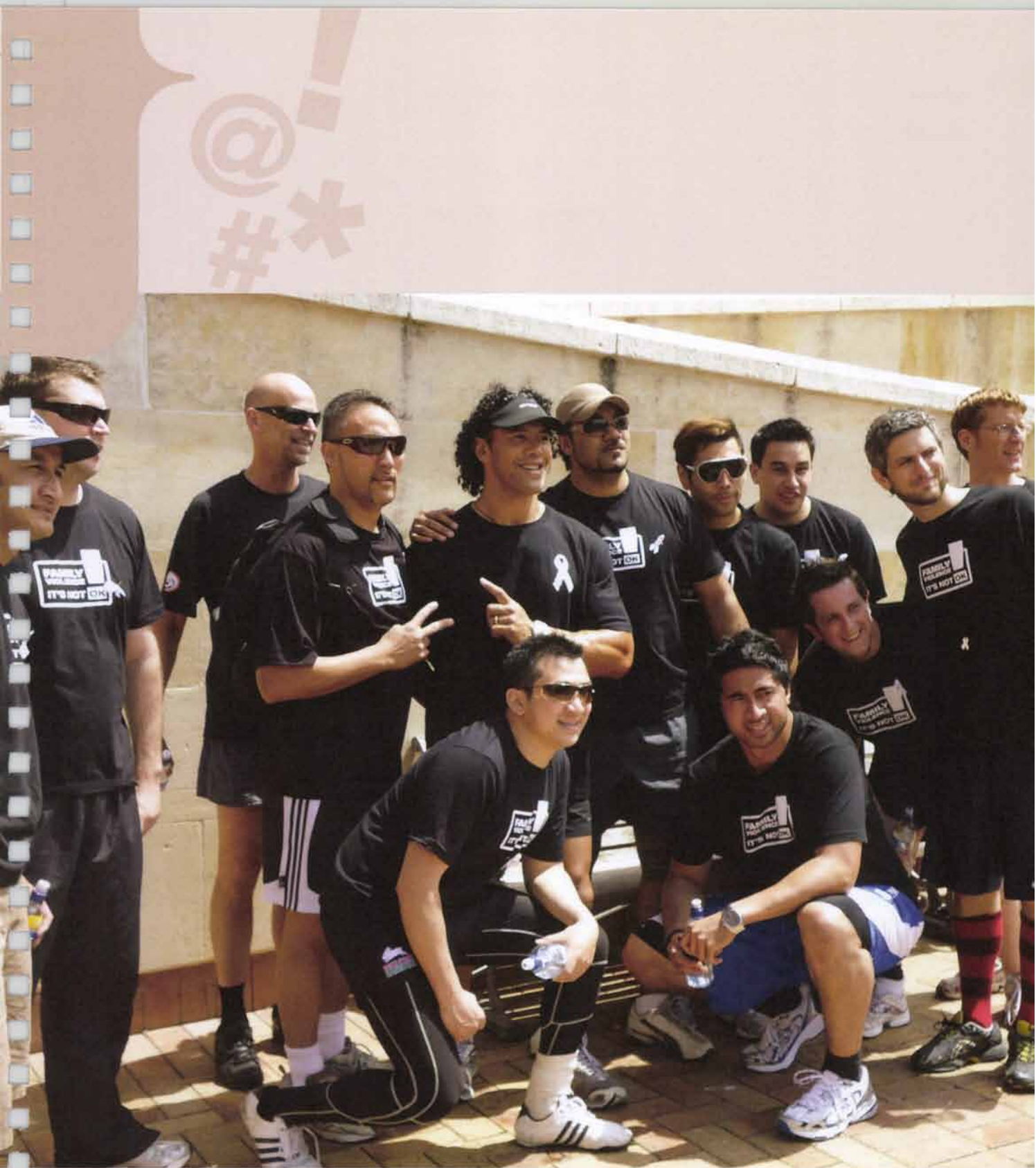
Rural residents and networks are an asset to the family violence prevention projects as they have strong community spirit and are willing to pitch in to help positive things happen.

Learnings from Whakaatu Whānaunga Trust

- Aim to mobilise sustained community and agency support.
- Accept donations of time, money, media space and other resources.
- Utilise local media and negotiate community rates.
- Dedicate resources to building capability within the community.
- Do not take on too much too soon.

Contact details

Whakaatu Whānaunga Trust
Phone: 07 315 5174
Email: wwt@xtra.co.nz



PLANNING YOUR PROJECT



A FOCUS ON PREVENTING VIOLENCE BEFORE IT OCCURS

For more than 30 years work to stop family violence has been mainly focused on working with women, men and children directly affected by violence.

To prevent family violence before it occurs, and put an end to family violence, a broader approach is required, one that involves whole families/whānau and communities.

An approach known as primary prevention aims to create an environment where violence is not normalised, minimised or tolerated.

The prevention continuum

Work to stop family violence can be understood as a continuum of activity (see Figure 3) from prevention through to crisis intervention.

These terms are explained below.

Primary prevention is about working in the "green fields" before people even get to the "fence at the top of the cliff" or the bottom of the cliff.



Figure 3: A metaphor for primary prevention – the cliff

Primary prevention

Primary prevention initiatives are developed using research on the underlying **risk factors** that increase the likelihood of violence and **protective factors** that reduce the likelihood of violence. Primary prevention initiatives can target a whole community (for example, Taranaki) or whole groups within a community (for example, all new parents in Hamilton). Primary prevention efforts aim to create environments where being violence free is normal, where violence cannot thrive and partners and families have safe and equitable relationships.

Examples of primary prevention initiatives include:

- social marketing campaigns that challenge social norms that tolerate violence and encourage positive change
- comprehensive programmes that build resilience, social skills and problem solving from early childhood
- implementing policy in sports clubs, workplaces, marae, churches and schools to take a stand against violence and make it clear how violence will be addressed if it occurs
- broad interventions that address the underlying causes of family and sexual violence, such as work to achieve gender and income equality.

Early intervention – taking action on early signs of violence

Early (or secondary) intervention is targeted at individuals and groups who show early signs of perpetrating violent behaviour or of being victims of violence. Early intervention can be aimed at changing behaviours or increasing the skills of individuals and groups (for example, mentoring or counselling programmes). It can also be targeted at environments where there are signs that violence could occur or people are using violence, for example, working with a sports club to create a culture of safe and respectful relationships that are mirrored in the code of conduct for club members and players.

Crisis intervention – limiting the impacts after violence has occurred

Crisis intervention (also known as tertiary prevention) strategies are those implemented after violence occurs. These strategies aim to deal with the violence, limit its consequences and ensure it does not occur again or escalate. Intervention includes things such as crisis accommodation and community support for victims and criminal justice and therapeutic interventions for people who have been violent.



Mayor Guppy increasing understanding of family violence in Upper Hutt



Signage on the main roads in Hauraki

Preventing violence at all levels – the ecological model

To make a difference to ending family violence, prevention work is required at all levels of New Zealand society – with individuals, family/whānau, local communities and nationally. Activity across these levels needs to be coordinated and connected to bring about change (see Figure 4).

The ecological model is useful for thinking about what is already happening in your community, what level your initiative is focusing on and how it fits within other work going on around it. Different strategies are used to achieve different goals with different levels of resourcing (people, money, time, skills). Again, work is needed at all levels to make change in communities.

What activities are already happening in your community, and where does your initiative fit?



Figure 4: The ecological model with examples of violence prevention activities

Source: Adapted from the World Health Organization (2004). *Preventing Violence and Health: A guide to implementing the recommendations of the World report on violence and health*, p 4.

Preventing violence against women – prioritising action

Primary prevention efforts can be broad. Flood and Pease⁷ recommend prioritising efforts to prevent violence against women by working in the following areas:

- among children who have witnessed or experienced violence and in families affected by violence against women
- with youth
- in boys' peer cultures and with young men at risk of/already using violence
- in organisations and local contexts and the cultures in which boys and young men are associated, particularly university colleges, sporting clubs, workplaces and military institutions
- among religious institutions and leaders.

Flood and Pease recommend prevention efforts utilise the following methods to effect change:

- mass media
 - social marketing
 - improved news reporting
 - media literacy in school education
 - regulation of media content
- community development and mobilisation.

Transforming whānau violence

*Transforming Whānau Violence – A Conceptual Framework*⁸ identifies the fundamental tasks for preventing violence within Māori whānau as:

- dispelling the illusion that whānau violence is normal and acceptable
- removing opportunities for whānau violence to be perpetrated through providing education for the empowerment and liberation of whānau, hāpu and iwi
- teaching transformative practices based on Māori cultural imperatives that provide alternatives to violence.

Six approaches for primary prevention of child maltreatment⁹

An extensive literature review was carried out for the Campaign to identify the key primary prevention actions to stop child maltreatment. The review recommended the following actions.

1. Establish a positive view of children.
2. Change attitudes and beliefs about physical punishment.
3. Reduce adult partner violence and educate about the impact of adult partner violence on children.
4. Address adult alcohol and substance use.
5. Create accessible and responsive support systems that adults can easily engage with.
6. Provide parenting education and skills to all parents.

7 Flood, M and Pease, B (2006). *The Factors Influencing Community Attitudes in Relation to Violence Against Women: A Critical Review of the Literature*. VicHealth, Victoria.

8 Tamati, K, Pitman, M, Grennell, D et al (2004). *Transforming Whānau Violence – A Conceptual Framework*. Te Puni Kokiri, Wellington.

9 From Centre for Social Research and Evaluation (2008). *Preventing Physical and Psychological Maltreatment of Children in Families: Review of Research for the Campaign for Action on Family Violence*. Ministry of Social Development, Wellington. www.areyouok.org.nz/files/test/resources/Maltreatment_Prevention_Report_v5.pdf

Resources

The content of this section has been drawn from the following references.

Preventing Physical and Psychological Maltreatment of Children in Families: Review of Research for the Campaign for Action on Family Violence

Centre for Social Research and Evaluation, (2008).
www.areyouok.org.nz/files/test/resources/Maltreatment_Prevention_Report_v5.pdf

Beyond Zero Tolerance: Key issues and future directions for family violence work in New Zealand

Janet Fanslow (2005), Families Commission
www.familiescommission.govt.nz

Transforming Whānau Violence – A Conceptual Framework: An updated version of the report from the former Second Maori Taskforce on Whānau Violence

Te Puni Kōkiri, (2004).
www.nzfvc.org.nz/PublicationDetails.aspx?publication=12788

Preventing Violence Before it Occurs: A framework and background paper to guide the primary prevention of violence against women in Victoria

VicHealth, (2007).
www.vichealth.vic.gov.au

The Factors Influencing Community Attitudes in Relation to Violence Against Women: A Critical Review of the Literature

Michael Flood and Bob Pease (2006).
www.vichealth.vic.gov.au

World Report on Violence and Health and Preventing Violence: A guide for implementing the recommendations of the World report on violence and health

World Health Organization (2004).
www.who.int/violence_injury_prevention/violence/world_report/en

Other key resources

Prevention Institute

The Prevention Institute's focus areas reflect a comprehensive view of community health and wellness that emphasises primary prevention and solutions that solve multiple problems. A key area of the institute's work is violence prevention.
www.preventioninstitute.org/index.php

Violence Prevention: The evidence

World Health Organization. (2009).
A series of seven briefings on evidence-based violence prevention.
www.who.int/violence_injury_prevention/violence/4th_milestones_meeting/publications/en/index.html

BUILDING THE SOCIAL MOVEMENT

“There is no power greater than a community discovering what it cares about” – Margaret Wheatley¹⁰

Why a social movement?

People turn first to family and friends for help around violence, and only a small number of people access professional services for help. Police estimate that only 18 percent of all domestic violence incidents are reported. Violence continues to happen partly because communities tolerate it and do not take action to stop the violence.

By focusing prevention efforts on family members/whānau, friends, neighbours and work mates you will be talking to the people who are likely to be asked for help and who can either minimise or challenge violent behaviour. These people will also be the ones who provide support for change over the long term.

Changing a social norm requires the majority of the community, not just those who work in the family violence area, taking on new ways of thinking and acting. Change is usually community driven – it comes from people deciding to do things differently, not top-down from governments. A lot can be learnt about how to mobilise people from other social movements, for example:

- women’s rights
- ending apartheid
- the anti-nuclear movement
- the Green movement.

Each of these social movements started with individuals who formed small groups that grew into large groups that changed the way most

people thought about and acted on these issues. When each movement began, what leaders were seeking to change was radical, but they influenced public opinion to the point that the change has become mainstream and accepted as normal.

In New Zealand there are many people working to stop violence within families, and many communities are motivated to make change. The potential for social change around family violence is huge.

Research by the “It’s not OK” Campaign shows that nine out of 10 New Zealanders believe change is possible. To fuel the movement towards non-violent families and relationships, there needs to be a shift towards attracting new individuals, groups and networks to get involved. This will amplify efforts and enable the work to gain a life of its own. Family violence prevention work needs to engage people from outside of the family violence sector.

Successful social movements share four key attributes:

- worthiness
- unity
- numbers
- commitment.

Remember these attributes when you are planning projects, building relationships and communicating progress to your community.¹¹

10 Wheatley, M. (2009), see the ‘Resources’ list at the end of this section.

11 From Mulgan, G. (2007), See the ‘Resources’ list at the end of this section.

“WE WANT OUR FAMILIES TO BE SAFE AND FREE FROM VIOLENCE.” PACIFIC DADS.



IT IS OK TO ASK FOR HELP | 0800 456 450 | www.areyouok.org.nz

LEARNINGS FROM THE “IT’S NOT OK” CAMPAIGN

- It is all about **people** – people who care about preventing violence will inspire others to care and to start making changes – find as many of these people as possible.
- Go with the **open doors** – if individuals or groups do not want to know, do not worry. There are many people who do want to get involved and do something – do not assume the biggest employer in town or the corner diary owner will not care – find out by asking them.
- Have a **BIG PLAN** – but do not be put off if at times you have to take baby steps towards your goals.
- **Make the most of links and relationships** – work with the connections you already have, find ways to join together with others, utilise the collective power of networks.
- **Timing** is essential – if things are not moving focus on another area for a while and come back to the issue – this is not a ‘failure’ but it is ‘working smart’.
- **Be flexible** – make space for new ideas, new people, new opportunities and change.
- **Make room** – allow community members to get involved and let your activities develop naturally with their input.
- Make time to gather information and ask for feedback – use this to **reflect on how your project is going**.

LEARNINGS FROM THE MEN AND FAMILY CENTRE SOUTH KAIPARA

Listen – especially to those on the edges – children, older people, underemployed and so on.

Don’t underestimate people’s will to live, heal and grow towards health.

Phases of community mobilisation¹²

Communities go through a process of change much like individuals do. It is important to take into account the journey of change as a community moves from silence and not knowing about family violence through to taking action to end it.

A violence prevention project in Uganda, 'Raising Voices', has done a lot of work on understanding how communities change and what activities work best at each stage. The project uses six principles to strengthen its approach to preventing violence against women.

- *Prevention*: focus on primary prevention, the root causes of violence and engaging the whole community in critical analysis of the systems and structures that maintain violence.
- *A holistic approach*: understand the broad context that contributes to violence in the home and works to address violence at all levels of the ecological model (individual, relationship, community, institutional, societal).
- *Repeated exposure* to ideas: reaching different groups several times using a diverse range of strategies that are appropriate for the target audience.
- *A process of change*: avoiding reactive and haphazard responses by using planned and structured approaches that work with the natural process of change in communities. (See Figure 5: Phases of community mobilisation below.)
- *Community ownership*: encouraging community members to take up the issue and address it in their own way, through their own networks and grounded in local reality.
- *Human rights framework*: promoting freedom from violence as a fundamental human right, while being careful not to alienate those who are not used to working in a human rights framework. In some contexts it is more appropriate to focus on healthy relationships rather than human rights.

A community mobilisation model

Raising Voices developed the phases of community mobilisation model, which brings together individual¹³ and community change. The model is based on an understanding that particular activities are most effective at different stages of change. This may be a helpful guide for your social change efforts.

If you are starting work in a community of new migrants, for example, it may be that talking about family violence is new to the community and there is little understanding about the effects of violence on women and children. The 'community assessment' phase enables you to gather information about attitudes and behaviours and know better where to begin the conversations to bring the community in.

This model shows that awareness raising has its place, but the same activities cannot be continued year after year. Awareness raising is just one part of the process of change – groups need to move on from this to other activities to bring about change in the way people think and act with regard to family violence.

Figure 5: Phases of community mobilisation



Source: Lori Michau, 2007.

12 From Michau, L. (2007), see the 'Resources' list at the end of this section.

13 The stages that people go through when changing their behaviour is outlined in Prochaska and DiClemente's work on treating addictions. For example see Prochaska, J., DiClemente, C. and Norcross, J. (1992). In search of How People Change: Applications to addictive behaviours. *American Psychologist*, 47(9), pp 1102-1114. Available from www.denmarkcsi.com.au/articles/In-Search-Of-How-People-Change.pdf

Table 1: Stages of social change¹⁴

STAGES OF SOCIAL CHANGE	FOCUS	EXAMPLES OF ACTIVITIES
PHASE ONE: Community assessment	Gather information on current attitudes and behaviours Understand the community Build relationships with community members and the sector	Survey community members on their attitudes Hold community meetings on the issue Gather local data on prevalence and kinds of family violence
PHASE TWO: Raising awareness	Increase community understanding of family violence, its causes and consequences Stimulate personal reflection and community discussion	Promote violence-free messages in media, community newsletters and at community events Develop posters, leaflets, art work and so on Provide training and workshops for community members and professionals
PHASE THREE: Building networks	Build supportive networks Work with new groups so that they can take action to prevent family violence Involve community members	Strengthen family violence networks and grow membership by involving new groups and organisations Develop collaborative family violence prevention projects with sports groups, community leaders, health providers, councils, churches, journalists, businesses, youth groups, schools and so on Organise community discussions, workshops and workplace forums on safe healthy relationships and families
PHASE FOUR: Integrating action	Inspire and support community actions so that family violence prevention becomes a part of everyday life Formalise local responses for change, building it into policies and practices so that family violence prevention becomes business as usual Encourage practical change and leadership	Help businesses, schools, councils and so on to develop their own policies around addressing violence and supporting those people experiencing family violence Support champions who can work in their own organisations or businesses to prevent family violence Ensure a wide range of people have access to family violence training
PHASE FIVE: Consolidating efforts	Strengthen actions to ensure sustainability, continued growth and progress	Implement monitoring and evaluation of family violence policies and practice Develop a peer support group of people working to share innovation, and support reflection and growth Consult survivor and former perpetrator groups to get feedback, to inform ongoing changes

14 Adapted from Michau, L. (2005), see the "Resources" list at the end of this section.

SUCCESSFUL COMMUNITY ACTION

The “It’s not OK” Campaign team has been investigating what it takes to make significant change in communities around family violence. By looking at successful community action projects, nine components were identified that contribute to effective prevention projects.

You may want to workshop these factors with your project team or network by asking the following questions.

- What are we strong on?
- What do we need to develop?
- What/who else do we need to involve to develop further?

Note down your assessments and then revisit them in three or six months to track progress towards strengthening your project and way of working.

Key features of successful community action projects

Strong collaboration

Members of the project team have developed strong relationships with each other and the wider community. The team utilises these relationships to attract project resources and champions and to engage new groups.

Prevention skills

The project team works continuously to develop skills in family violence prevention and community action/mobilisation.

Community connection

The project team is well connected to the wider community and involves a range of community members in planning and implementing activities.

Audience-focused activity

The project team has defined the target audience(s) and the project is developed to fit this audience. Project initiatives reach people in everyday places that they regularly use rather than having to go out of their way to get involved.

Active leadership

The project team engages community leaders (such as the Mayor, coaches, local celebrities, kaumatua, kuia and church leaders) in the project, and these leaders are actively involved in initiatives and media.

Reflection and evaluation

The project team uses reflection and evaluation in a dynamic way that informs project development.

Media work

The project team has built a mutually beneficial relationship with media agencies, enabling media coverage that supports the project. Other forms of media are used in innovative ways to place messages across a range of community settings.

Local resources

The project team uses its networks to attract resources (people, funds, leadership, support) from the local community to increase the reach and level of activity of the project.

Campaign leverage

The project uses branding and resources of national campaigns to generate increased buy-in locally.

CASE STUDY

TAIRAWHITI MEN AGAINST VIOLENCE

Tairawhiti Men Against Violence (TMAV) is a group of about 50 men in the Gisborne region who are committed to challenging themselves and other men to be good people in their families, workplaces and wider community.

The group began in 2006 after three intimate partner murder-suicides in Gisborne within the space of two months. All volunteers, the men have organised a wide range of initiatives that have challenged and inspired large numbers of men to take positive action to prevent violence and be great partners, parents and mates. While family violence remains a problem in the Tairawhiti region, the founders are committed to starting a revolution of non-violence and momentum is slowly building. TMAV says:

Most men don't want to hurt their partners and children but find themselves in situations where they see violence as the only option. We're working hard to ensure men in our community know violence is never OK, and promote positive ways of dealing with conflict.

TMAV has produced 3,500 copies of a DVD featuring local fathers who are really involved in parenting their children and 52 ideas of weekly no or low-cost activities that fathers can do with their children in the Gisborne area. The DVD has been very successful and is used by parenting programmes, workplaces and families to encourage reflection about positive parenting. A second DVD has been produced that focuses on men talking about their relationships with their partners and includes 52 no or low-cost 'date night' activities.

TMAV keeps family violence prevention messages visible by ensuring there are a lot of

opportunities for community members to get involved. Some of the initiatives TMAV has run include:

- whānau fishing competitions
- Father's Day family sports events
- community-wide White Ribbon Day events involving over 2,000 men from the Tairawhiti region
- promoting alternatives to violence strategies at public events such as the Christmas Parade, Mother's Day Triathlon, 'Big Boys Toys' Car Show and the A&P Show
- organising wānanga for men on the issue of violence – exploring the causes of violence and local strategies and plans to prevent violence
- working with places like the library and supermarkets on evening activities for fathers and their children
- establishing a Men's Resource Centre and Safe House for Gisborne (The Tauawhi Men's Centre)
- undertaking research on the key issues that cause men to be violent and designing practical, local strategies to address these issues.

TMAV says:

From early on we realised if we organise a whānau event people will come. They fish and spend time together and we promote the non-violence kaupapa.

TMAV resources have provided improved access to information on services for local men and encouraged thousands of them to reflect on their relationships within their families as partners and parents. Seeing local men taking leadership over several years on the issue of family violence has changed previous perceptions that men were not prepared to do anything meaningful about the issue.

Learnings from TMAV

- You do not have to be experts when you start out, but access 'expert' advice.
- Support people who care about stopping violence to get involved.
- Everyone can contribute in some way: businesses, sports clubs, workplaces, marae, service clubs, churches and other faith communities have all supported TMAV and these can all be groups who undertake effective activities to support local families.
- Support other violence prevention initiatives and create a culture of working together across the community.

Contact details

Tairawhiti Men Against Violence
 Web: www.tmav.org
 Email: info@tmav.org

Tairawhiti men say no to violence

CASE STUDY

STONE SOUP WHANGANUI

Greg and Judy from Te Ora Hou Whanganui, Kirsty from Housing New Zealand and other local people decided to try to do something positive as a neighbourhood. They started 'Stone Soup', which is based on an old fable about coming together as a community.

The start of it was Baby Jhia's death – our community was depressed – people sleeping on the floor in their back rooms, services withdrew from the area, people would have to get taxis to see medical help, 20 kids left local schools and families left the neighbourhood.

Te Ora Hou Whanganui

Stone Soup is an event run in the local park on a Saturday every two months. It is designed to help residents open up, access useful resources, start talking about issues as a community and take ownership of those issues.

Neighbours should be a resource if you are having hassles in your family and neighbours can limit the impact of violence.

Te Ora Hou Whanganui

More than 350 people regularly go along to Stone Soup. A pānui is sent to 550 households asking locals to supply hāngi ingredients, and this has resulted in many residents, especially young people, being involved in the preparation of the shared meal.

After two years, success is hard to quantify, but people have raised issues like safety in the local park and how to resolve conflict in the home and neighbourhood. Trusting relationships are being built and people know where to go to ask for help. The number of requests to Housing New Zealand for transfers out of the area has dropped dramatically after the project started. Residents reported feeling more confident about their ability to effect positive change. Several resident-led initiatives have started, like 'Potluck @ the Park' once a month, and a group of whānau started a shared garden to contribute to the Stone Soup hāngi in a practical way.

Te Ora Hou has taken a lead role, but Greg and Judy say:

We are part of the community, using our time and abilities as our contribution. We do not have professional boundaries because this is who we are and where we live. Maintaining 'professional boundaries' in this context would isolate us.

They do not want Stone Soup to be seen as a Te Ora Hou event but do a lot of the organising. They say, however, that Stone Soup is a collective effort:

Everyone has something to contribute. At least part of the answer to community issues exist within the community. Some of the issue is us being able to identify our issues rather than someone else.

Learnings from Stone Soup

- Keep it community-owned rather than a public relations event for agencies.
- Utilise local knowledge and skills – everyone has something to offer.
- Be prepared to commit to the long haul and beyond the day job.
- Plan to let things happen naturally.
- Provide space to talk about the important things.

Stone Soup has become a rallying point to extract the good from the community and is focused on the strengths of the community, not the problems.

Contact details

Te Ora Hou Whanganui

Phone: 06 344 7860

Web: www.teorahou.org.nz

Email: whanganui@teorahou.org.nz



Opening of the Tauawhi Men's Resource Centre in Gisborne



Whakatane mural



It's not OK Pacific launch

Resources

Getting to Maybe: How the world is changed

Frances Westley, Brenda Zimmerman and Michael Quinn Patton (2006).

Random House, Canada.

Turning to One Another: Simple Conversations to Restore Hope to the Future

Margaret Wheatley (2009).

www.margaretwheatley.com

Social Innovation: What is it, why it matters, and how to accelerate it

Geoff Mulgan, Skoll Centre for Social Entrepreneurship (2007).

www.sbs.ox.ac.uk/centres/skoll/research/Pages/socialinnovationpaper.aspx

Strong Communities

Strong Communities is a groundbreaking initiative to engage all sectors of the community in prevention of child abuse and neglect. Strong Communities is extraordinary in the scope of its application, the nature of its strategies and depth of its evaluation. The initiative has brought together more than 4,500 volunteers and hundreds of organisations in a relatively small area of the Upstate region of South Carolina. Strong Communities differs from many community initiatives to enhance the safety and wellbeing of children in that the principal participants come not from social service agencies but instead from the community (for example, apartment complexes, businesses, churches and synagogues, civic clubs, parent organisations, fire departments, police departments, municipal governments, primary health care and schools).

www.clemson.edu/public/ifnl/projects_grants/strong_communities

Tamarack – An Institute for Community Engagement

Tamarack is a dynamic organisation that develops and supports collaborative strategies that engage citizens and institutions to solve major community challenges and to learn from and share these experiences.

www.tamarackcommunity.ca

Raising Voices

Lori Michau

'Approaching Old Problems in New Ways: Community mobilisation as a primary prevention strategy to combat violence against women', *Gender & Development* 15(1) (2007).
www.raisingvoices.org/files/LM.GaDarticle07.pdf

Good Practice in Designing a Community-Based Approach to Preventing Domestic Violence (2005).
www.raisingvoices.org/publications.php

STARTING THE WORK IN YOUR COMMUNITY

“Identify the most common local attitudes and develop strategies to specifically address them”

Whakaatu Whānaunga Trust

Assessing what action to take in your community

For any family violence prevention effort to be really successful it needs to fit with where a community is at. As the stages of social change model (Table 1, page 49) from Raising Voices shows, communities can be at different stages of change and your activities need to fit with that stage.

Developing a comprehensive action plan to prevent family violence is no good if community members do not yet feel that family violence is an important issue for them to address.

Where is your community at? What would take your community's understanding and action to prevent family violence to the next level?

Learnings from Te Hiringa Hauora Iwi Social Services, Kapiti

Be aware of your community's needs – research well what your community is currently facing.

Effective collaboration – we get invited to a lot of hui. Make meetings purposeful – time is precious.

Be prepared to listen to others' points of view – be open to constructive criticism and new ideas.

How do you know where to start?

The social change model presented in Table 1 shows the first stage of action is community assessment. Outlined below are ideas that groups in New Zealand have used to help prevent family violence.

Community surveys

In Ashburton, the Te Rito family violence network started its prevention work by running a community survey to assess what local people thought about family violence. The network set up a stall outside a local supermarket and asked people to complete surveys.

The same survey was run later in the project to help assess the difference the project was making. Survey results were used to inform planning for further activity.

For further information about community research methods (surveys, focus groups and so on) see: www.community.net.nz/how-toguides/community-research/publications-resources/Evaluation-research-methods.htm.

Community readiness model

The community readiness model is a structured process used to identify where a community is at and where prevention initiatives should start. It can also be used to evaluate change.

This model matches stages of community awareness with goals and general strategies appropriate for each stage. Copies of the community readiness model and handbook are available on line at: www.triethniccenter.colostate.edu/communityreadiness.shtml.

Project evaluation cycle

You can use this tool to help you plan, implement and evaluate your project. Go to page 65 for further information.

Who needs to be involved?

No one organisation alone can prevent family violence. People need to work together with family violence agencies and other organisations and individuals who support women, children, men and families. It is important to go beyond these traditional partners and involve groups outside the social and health sectors. The Coordinated Community Action Wheel (Figure 2, page 11) identifies key partners who have a huge amount to offer with regard to violence prevention initiatives. The Campaign team has found there are many ordinary New Zealanders who want to do something about family violence.

Who have you got involved so far?

Who else can you invite to join your efforts, and what are you asking them to do?

CASE STUDY

HAURAKI FAMILY VIOLENCE PREVENTION NETWORK (HFVIN)

The Hauraki Family Violence Prevention Network (HFVIN) was doing a lot of crisis intervention work in the Coromandel and Hauraki districts but wanted to move into primary prevention knowing that stopping violence from happening in the first place was the ultimate goal.

HFVIN wanted to get it right, so in 2007 they started by doing research. They aimed to find out about family violence and community attitudes in the Hauraki–Coromandel districts, existing primary prevention work in the region and to look at examples of best practice in family violence primary prevention.

“When we looked at what had been done elsewhere in New Zealand we saw that prevention activities were collaborative involving a wide range of agencies, had simple clear messages, and were community specific. So we took what we learnt about our own communities’ attitudes to family violence and used these basic principles to develop our own Community Action Plan”, says Rachel Harrison, Coordinator of HFVIN.

HFVIN’s next step was to develop local branding and messages to implement a local campaign, which it launched in May 2008. HFVIN wanted to involve youth and community leaders in its activities but had to be patient as the community became familiar with family violence as an issue that was being discussed openly.

This approach worked for HFVIN. The youth project was a great success and involved HFVIN members engaging with young people to discover how they wanted to communicate with each other about family violence. “There is a specific youth culture in each of our towns and it is so great to be able to help young people to talk to their own peers about stopping family violence”, says Kaye Smith, Child Advocate and Youth Project Leader. Youth from each town were involved in hui that led to them developing youth family violence resources, which have created a talking point for young people and their families. The ‘Key Leaders’ project was also successful and evolved as the campaign progressed. The campaign committee started by forming partnerships with key leaders who had already shown support for a violence-free Hauraki–

Coromandel. Hauraki District Council Mayor John Tregidga and his council were first to take part as they had already begun work on creating their own family violence policy, and the Mayor regularly supported White Ribbon Day activities. As the campaign has evolved new initiatives have developed, with the Thames Valley Rugby Union, Hauraki Tigers Rugby League Club, local church groups, local councils, kaumatua and kuia, various youth groups, business associations and local media becoming involved.

Kathy Archibald, Health Promoter at Waikato District Health Board and leader of the campaign’s Key Leader’s project says: “We’re really excited to be able to work in with where people’s passion is. For some groups, they are interested in using our violence free logo and messages in their newsletters, some regularly use our branded gazebo at events, and others have leaders who speak out in the media when opportunities arise”.

HFVIN has had great wins with its campaign. “Having people call us up and say that they saw something we were doing, that they didn’t realise that there was so much help available and they want to do something about the violence is so heartening”, says Rachel Harrison.

The campaign committee has learnt the importance of basing interventions on best practice and trying to evaluate the effectiveness of the projects where possible, to take time to consult within a community and not to presume that representatives involved are feeding information back to their agencies.

Careful planning at the beginning of the project and flexibility to follow the passion of community champions has meant that the HFVIN network is now going from strength to strength.

Contact details

Hauraki Family Violence Prevention Network
Phone: 07 868 9831
Email: hfvin@paradise.net.nz

SOCIAL MARKETING

What is social marketing?

Social marketing is, at its most basic, the application of marketing techniques and principles to an issue that will contribute to social good. Many people assume social marketing is simply promotion of messages or advertising.

Promotion is one aspect of marketing, but there are also other elements that determine how well goods or services do in the marketplace.

With complex social issues and multiple audiences it is most helpful to think of social marketing as a 'how' rather than a 'what'. It is about keeping front of mind the people you want to engage with, the attitudes and behaviours you hope to influence and the factors most likely to contribute to positive change.

Social marketing is often talked about in relation to addressing problems or harmful behaviour at a population level – for example, smoking, obesity, drinking, gambling or sexual health. In New Zealand, it is often referred to in relation to 'campaigns', but the use of marketing principles can be applied from the smallest to largest initiative.

Learnings from Tairawhiti Men Against Violence

- What is the message we want to put out?
- Who are we targeting?
- How can we best engage the people we are targeting?
- Keep it simple and achievable.

Marketing principles

If you think about Coca Cola or McDonald's, or even perfume or designer clothing brands, it is no accident they have world domination! The companies know who will buy their goods and how much they will be prepared to pay; they know which neighbourhoods to target; they know people's dreams and aspirations and how to make products desirable.

Social marketing uses techniques to sell attitudes, ideas and behaviours – not for commercial gain but for social good.

Like commercial marketing, our primary focus is on the 'consumer'... social marketers are learning to listen to the needs and desires of the target audience and building their programme from there.

Nedra Weinrich¹⁵

Key features of social marketing

Audience focus

Social marketing moves beyond the task of communicating information or messages. At the core of your social marketing initiative should be a clear understanding of the behaviour or behaviours you are seeking to change, as well as a good understanding of your 'customers' or audiences.

Consider the following points...

- What do you know about the people/audiences you want to influence and engage with?
- What are the things that might motivate them – or be a barrier?

15 Weinrich, N. (1999). *Hands-On Social Marketing: A step-by-step guide*, www.social-marketing.com.

- Where is the best place to talk to them, who are they most likely to listen to or believe?
- What inspires them, what do they care about?

Answering the questions above is probably a lot more complicated than just giving these people or audiences the information they need.

Complex social issues are difficult to change, and there are often many factors contributing to a problem – including social and economic influences. Sometimes the target audience is not the ‘at risk’ population.

For example, where would you focus your efforts to help reduce the number of speeding drivers on New Zealand roads?

- Young drivers who want to go faster?
- Cars that are made and sold to deliver speed?
- Road-building programmes that provide good racing conditions?
- A culture that equates such behaviour with machismo and power?

Whose behaviour needs to change? Yes, everyone’s! Will you focus your efforts on one audience, two or all of them?

Segmentation

Marketers and social marketers talk about ‘segmenting’ their audience, that is, focusing on different groups or parts of the whole. Often the audience is segmented by ethnicity or economic status, but try looking at different ways to differentiate your audiences.

If you think about segmenting your community around the issue of preventing family violence, you will realise that people are motivated for different reasons – human rights, preventing crime, community ‘image’, social good, protecting children, women’s rights, economic factors ... think about how to connect to the different segments.

Market research

How do you answer the questions about your audience or audiences? You may want to do some research yourself or use existing market research – and even ask for assistance in applying it to your project. Partner up with people in your community who have already undertaken audience research or have a budget for it – local government, the district health board, other community action projects. Test your messages or resources with people (being aware of who your audience is and therefore where to test).

Exchange and reciprocity

Underpinning the development of messages and design of activities is the marketing concept of ‘exchange’. Something needs to be offered that is perceived to be of benefit by members of the target group (refer to ‘segmentation’ above). What are their aspirations? What will motivate them?

Another important point also needs to be recognised: there is a cost involved.

The “It’s not OK” Campaign and, in particular, the stories of positive change have been successful in prompting men to seek help for their own violence. The offer to these men was not a stopping violence programme or counselling – it was a better life and a good relationship with their partners and children. Undertaking a stopping violence programme was the cost involved in achieving these life improvements. Other costs may be shame and embarrassment, the men having to admit their behaviour is wrong and the perceptions of other people.

Competition

As with commercial marketing, you will be competing with others for the attention and commitment of your audience. This might be other social marketing messages, such as alcohol or anti-smoking campaigns, or the social norms that promote or tolerate the behaviours you are trying to address.

Remember, it is often easier for people not to change their behaviour or beliefs. What are the barriers people might face to making changes and how can their impact be minimised? For example, you could work with organisations promoting competing messages (such as those around alcohol) to focus on the mutual benefits to your audience.

Benefits and costs

A useful way to think about exchange is to understand what motivates people to change (the benefits) and what they have to give up or 'pay' (the costs). In commercial marketing, for example, a customer might pay \$3.00 for a bottle of Coca Cola, but they get a thirst quencher, a good taste, satisfaction and possibly even a youthful feeling (as the marketing promises).

In family violence prevention, the cost to perpetrators is stopping their use of violence – which they have seen as effective in controlling their partner or family – in order to get the benefit – which is knowing their partner or family are not afraid of them, a peaceful home and gaining respect for themselves.

Evaluation

To be innovative it is important to ensure that the elements of a project are working. Sometimes things work well that were not anticipated to and at other times things that were expected to work well do not. Try to understand what did and did not work in your project, ask others and build the feedback into your continued planning. (For more information about evaluation, see the next section).

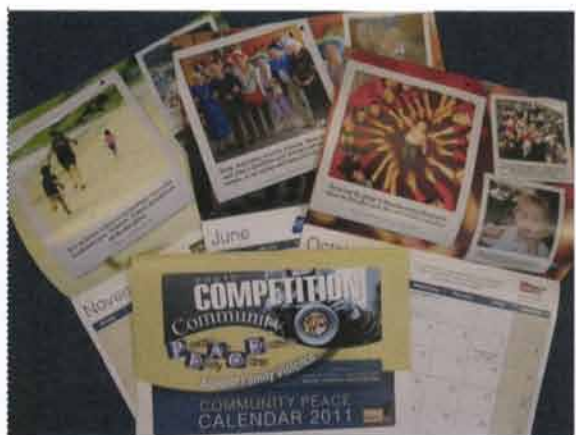
Preparing for your community social change initiative

With your team and community allies work through the following questions.

- What behaviour do we want to change?
- What needs to happen; what are we asking of people, families and communities?
- What are we offering? Do we know what people want or need?
- How do we know our project is working?



Tauawahi Men's Centre staff with Prime Minister John Key at Te Matatini



Community calendar produced by the Invercargill Southland Family Violence Focus Group

Resources

Websites

Social Marketing Downunder

Social marketing is a relatively new discipline. This site shares the knowledge and experience that exists in New Zealand, Australia and the Pacific.

www.socialmarketing.co.nz

Institute for Social Marketing

On this website you will find useful information about social marketing, including a synopsis and the six principles of social marketing. There is also a quick questionnaire to help you check out whether what you are doing is social marketing or not.

www.ism.stir.ac.uk

National Social Marketing Centre

Here you will find information on news and events, as well as case studies, reports, tools, presentations, resources and training materials on social marketing and behavioural change.

www.nsmcentre.org.uk

Books

Hands-On Social Marketing: A step-by-step guide

Nedra Weinrich (1999), Sage Publications Inc.

www.social-marketing.com

Social Marketing: Why should the devil have all the best tunes?

Gerard Hastings (2007), Butterworth-Heinemann (imprint of Elsevier).

A readable text that shows how social marketing can work and gives insights into how to influence individual behaviours and encourage societal change. It includes a number of social marketing case studies from around the world, with several from New Zealand.

The Tipping Point: How little things can make a big difference

Malcolm Gladwell (2001), Abacus (imprint of Time Warner Book Group).

This book analyses the 'tipping point' – that magic moment when ideas, trends and social behaviours cross a threshold, tip and spread like wildfire. It explains the fascinating social dynamics that cause rapid social change.

Nudge: Improving decisions about health, wealth, and happiness

Richard Thaler and Cass Sunstein (2009), Penguin Books.

A book that attempts to change the way we think about choice and shows, using real-life examples, how we can influence people.



Southland campaign



Family Life Education Pasefika and Auckland DHB on White Ribbon Day



Elder abuse highlighted in Northland

EVALUATION AND REFLECTION

Make a commitment to learn from what you do.
– Te Aroha Noa, Palmerston North

How do we know if we are making a difference?

A lot of information is available on how to undertake project evaluation and monitoring. This section provides simple tools you can use to evaluate your project.

Monitoring and evaluation – what is the difference?

Monitoring is about collecting and analysing information about your project as it progresses. You can use the information you gather to help manage the project, answer questions about its efficiency and effectiveness, report to stakeholders and evaluate your progress.

Evaluation uses monitoring and other information you collect to make judgements about your project. Evaluation is also about using this information to make changes and improvements to the project.

Evaluation can be **formative**, taking place during the early stages of a project to help you identify areas that need changing while your project is developing. **Process evaluation** is similar but focuses on how project activities are carried out to see what is working well and how processes can be improved.

Outcome evaluation measures the extent to which project outcomes have been achieved and project activities have led to positive outcomes for the community.

Internal and external evaluations

Groups and organisations can either evaluate their own project and processes **internally** (also known as **self-evaluation**), or commission an **external evaluation**. Not every project can be externally evaluated because of cost, nor is it always necessary to do this to find out how your project is going.

Self-evaluation provides groups with a means of finding out how their project is progressing to inform their learning, development and accountability obligations. It is helpful to build skills in this area and to make monitoring and evaluation part of the everyday activities of the project. This will strengthen the work you do.

Self-evaluation involves a project team holding up a mirror to itself and assessing how it is doing, as a way of learning and improving practice. It takes a self-reflective and open group to do this well and can be an important learning experience. The benefits of internal or self-evaluation include:

- improving your project by asking critical questions at the planning stage
- providing a guide for understanding how your project is working
- gathering information for use in future planning decisions
- providing information for accountability purposes to participants and funders
- minimising evaluation costs.

The benefits of **external evaluation** provided by evaluation experts include:

- independence and impartiality
- expertise in designing an evaluation to suit your project
- rigorous analysis that produces accurate findings to inform decision making.

If you contract an evaluator who is unfamiliar with working in the family violence prevention area, ensure you spend time at the beginning of the process building their knowledge and work together to focus on what information you most need to come out of the evaluation.

A self-evaluation tool

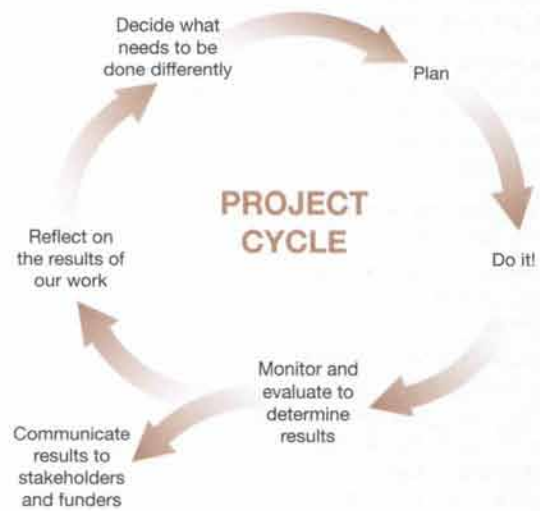
There are four things to remember when carrying out project self-evaluation.

- You need to have a clear idea of what the **current community need** is to establish project goals that are likely to meet those needs.
- You can only evaluate something when you have established your **goals** and **objectives** (that is, how will the project contribute to ending family violence?).
- An evaluation must reflect on the project **outcomes**: that is, what actually happened, and how (and to what extent) you achieved your goals and objectives (for example, increased knowledge about family violence).
- An evaluation should include **supporting information** from a range of sources (for example, the project team, community members, other local agencies and so on).

Project planning and development

This section takes you through a process for planning and developing a community project, and shows where monitoring and evaluation fit in this process.

Figure 6: Project cycle



STAGES OF THE PROJECT CYCLE

PLAN	DO IT and MONITOR & EVALUATE TO DETERMINE RESULTS
<p>Start to plan evaluation at the same time you start to plan the activity itself</p> <p>Define the issue by asking "what is the problem?", then look at the root causes and actions that can be taken to address it. This provides the basis for establishing measures of success. Success is shown when the original problem changes in some important way.</p> <p>Goals are the one or two specific things you want to achieve. Goals should be related to your assessment of what the need in your community is, for example, your goal might be to change attitudes that perpetuate prevent family violence.</p> <p>Objectives are the activities you carry out to achieve your goals. In other words, how will you bring about these changes? It can be helpful to think about objectives under the following headings.</p> <ul style="list-style-type: none"> • Reach – Who are you intending to reach through your activity? • Engagement – Will your community find your activity meaningful and respond to your messages? • Understanding – What information do you want your community to gain? • Action – What do you want members of the community to do with their new knowledge or understanding? Is a positive action communicated to your audience? <p>Ask the right questions to monitor and evaluate</p> <p>When you plan your project, think about what your evaluation questions are and how you will find out the information to answer them.</p> <p>It is important to ask the right questions so you will know if you have achieved the project goals and objectives.</p> <p>Decide what information you want to collect and make sure the responses to your questions will give you this information.</p> <ul style="list-style-type: none"> • Reach – Did the activity reach the number of people it was intended to? Did it reach the audience it was intended for? • Engagement – Was the means of engagement (event, hui, workplace campaign) successful in attracting attention? Was it appropriate for the audience? How do you know? • Understanding – Did community members gain the understanding or knowledge you wanted them to? How is this understanding evident? • Action – Have community attitudes towards family violence changed in any way? Has behaviour changed in any way? 	<p>Ways to collect evaluation information</p> <p><i>How many people has your project reached?</i></p> <p>To find out if your activity has reached the number, or group, of people you wanted it to:</p> <ul style="list-style-type: none"> • count the number of people who attend the event • give everyone who attends an information pack as they enter, and count how many you have distributed • record information so you can see if numbers are increasing and what kinds of events attract people. You could collect information about gender, age and ethnicity so you can know more about the population you are reaching. <p>If you want to show that the activity has reached the wider community you can collect:</p> <ul style="list-style-type: none"> • newspaper articles about the activity • flyers and posters along with information about where they were distributed • radio and television advertisements • letters, notes or comments from community members who have participated. <p><i>Did the project engage people in a meaningful way and increase their understanding?</i></p> <p>If you want to know whether the means of engagement were meaningful for your target group and members gained the understanding or knowledge you wanted them to, ask people:</p> <ul style="list-style-type: none"> • conduct an interview • undertake a community survey. • run focus groups <p>Ask questions about people's awareness of the project activity; if they felt comfortable attending; what messages they recalled; and any suggestions for improving the way the activities were delivered.</p> <p><i>Did the project have a positive impact?</i></p> <p>You can also use statistical information like police reports of family violence incidents to measure the effect of your project. Family violence reports to the Police tend to increase as people (victims, family, neighbours) are encouraged to come forward.</p> <p>If you have collected information at the start of your project (baseline data) you can compare this with information collected later in the project to see if there have been any changes in the community. (For example, before the project began there were 25 family violence incidents reported to the Police a month. During the project, there were 40 incidents reported to the Police.)</p> <p>At the other end of the spectrum, if you are promoting positive parenting courses, you could ask the agencies involved to report changes in numbers of participants over the course of your project.</p> <p>What does the information tell you?</p> <p>Once you have collected the evaluation information, you will need to decide what it means.</p> <p>You might want to consider the following.</p> <ul style="list-style-type: none"> • Is the information reasonable? • How can the information be explained by your activity? • What is surprising about the information? • What did you expect? • What is missing from the information? • What questions did you not answer? • Has the information identified areas where the project can improve? <p>Bring your project team, stakeholders and members of the community together to discuss these questions.</p>

DECIDE WHAT NEEDS TO BE DONE DIFFERENTLY

Reflecting on what needs to change

The information you collect can then be used to help make decisions to improve your initiative, for example:

- once you have identified the strengths of your project, ask the team how it might be possible to build on those strengths
- once you have identified any weaknesses in your project, ask the team – “shall we focus on improving this activity, or shall we drop this and focus on what is working?”
- look at your original aims; ask the team if any new aims can be set to improve the activity and outcomes for the community.

Project scope can fluctuate during a project. Sometimes projects start off with broad objectives and narrow down to something more defined – others start narrow and then need to broaden out.

What is the right scope for your project? It may pay to ask people outside of the project team to give you their opinion. Be open to the feedback you didn't expect.

Making improvements

Change is a positive and necessary part of any community action project. It does take time to build relationships within project teams and to make this a comfortable process.

If your group feels stuck and that big changes are necessary to get back on track, try not to be overwhelmed. Break up the change into manageable chunks and give yourselves realistic timeframes to work towards your new direction.

The project cycle is dynamic so reflection, future planning, adaption and improvement can happen at any stage throughout the project. If you are making changes, document them and go for it!

COMMUNICATE RESULTS TO STAKEHOLDERS AND FUNDERS

Keep people in the loop

Communication is ideally an ongoing process throughout the project – not just at the end.

Letting people know about evaluation results is one of the important opportunities for connecting with stakeholders and funders.

Give them the whole picture not just what worked well. Show them how the project has improved by paying attention to what works, making the most of opportunities and being conscious of community feedback.

Often, even stakeholders who are close to the project will not know all of the things that have been achieved – presenting to them throughout the project keeps them informed.

Ways to communicate

You can use a range of methods to communicate with your project partners and community – written reports are not the only way.

- Publish an article and pictures that describe the outcomes of the project.
- Make a video that includes interviews with the project team and community members.
- Make and distribute a slide show.
- Host a community meeting where the project team and community members tell their stories of what has changed.

Use the information you have gathered, such as newspaper articles, resources you have produced, photos and anything else that shows how the project has had a positive impact in your community.

Learnings

- Gather local data to inform the development of your project before you start.
- Have in place clear milestones on the way to achieving your project goals.
- Use ongoing evaluation to focus on what is working in the project and to ask what can be done to continue to improve what you are doing.
- Ensure key people involved in the project are also involved in designing the evaluation.
- Remember that evaluation is about the whole project not an individual's work.

Change is a positive and necessary part of any community action project. It does take time to build relationships within project teams and to make this a comfortable process.

Further evaluation models

Results-Based Accountability approach to evaluation

Results-Based Accountability (RBA) provides an easy-to-use framework for designing evaluation activities. The framework emphasises the use of common language and the importance of planning and systematically collecting information to inform decision making and development of initiatives that benefit the target population.

Further information is available at: www.resultsaccountability.com and www.raguide.org

Māori evaluation manual

The 2009 Māori evaluation manual¹⁶ provides a Māori overview of programme evaluation. The *Evaluation Hikoi: A Māori overview of programme evaluation* is designed to be used alongside other toolkits available on the Whariki Research Group website.

The manual aims to:

- provide an overview of the issues surrounding programme evaluation by and for Māori
- give examples of the range of evaluation approaches that might be useful
- highlight areas that evaluators may need to consider.

The manual is available online at: www.whariki.ac.nz

W.K. Kellogg Foundation

A **programme logic model** is a picture of how your organisation does its work – the theory and assumptions underlying the project. It is a helpful tool for communicating with others about your project, both within your team and externally with stakeholders and funders.

A logic model links outcomes (both short and long term) with programme activities and the theoretical principles of the programme. The W.K. Kellogg Foundation has developed a helpful guide to support development of a programme logic, it provides an overview of what programme logic is and how to create your own logic model. Developing a picture of your project will be useful for planning and monitoring, and ensuring working group members have a shared understanding of the project.

Further information is available at: www.wkkf.org. Click on 'Knowledge Centre' and search 'evaluation' or 'Logic Model Development Guide' – there are several evaluation guides available.

Theory of Change

One of the most helpful things to do in the planning stages of a project is ensure you know why you are doing what you are doing – what is the theory of change? Theory of change is a process of:

- identifying long-term goals and the assumptions behind them
- backwards mapping from outcomes to preconditions necessary to achieve your goals
- identifying the initiatives you will carry out to create the desired change
- developing indicators to measure your outcomes and assess the performance of your initiative
- writing a narrative to explain the logic of your initiative.

The Theory of Change website provides tools and examples to enable you to create your own theory of change.

For further information go to: www.theoryofchange.org

Make reflective practice a centrepiece of your action and build your skills in this area.

Westley et al¹⁷

16 Helen Moewaka Barnes (2009). *The Evaluation Hikoi: A Māori overview of programme evaluation*. Te Ropu Whariki, Massey University, Auckland.

17 Westley, F., Zimmerman, B., and Patton, M. (2007). *Getting to Maybe: How the World is Changed*. Vintage, Canada.

CASE STUDY

TE AROHA NOA COMMUNITY SERVICES

Te Aroha Noa is a unique community centre based in the Palmerston North suburb of Highbury.

It offers services such as adult education, counselling, social work support, family/whānau development (HIPPIY, SKIP), a second-hand shop, research and teaching, and early childhood education.

Some years ago, the leadership team of the organisation made a conscious choice to base what they do on combining international best practice evidence with local strengths and the priority needs identified by Highbury residents. This process has helped the organisation develop a theory of change that provides a conceptual framework for residents and Te Aroha Noa workers to understand what they are trying to achieve together. Residents of the Highbury neighbourhood have taken positive action to effect change and have contributed to creating safer public spaces for their families and neighbours. As a result of increased confidence, residents are more willing to seek advice and help from social services and statutory agencies.

Te Aroha Noa provides an out-reach social work and community development programme and is actively developing innovative approaches to reducing family/whānau violence. One initiative involves community members, 'community consultants', who have experience of family violence working alongside the Te Aroha Noa team.

This project has been one of the most exciting (and harrowing) initiatives undertaken by Te Aroha Noa. Meeting fortnightly for 2.5 hours, the community consultants shared their stories of family violence. The process has had many painful and poignant moments but the group has slowly built a deep understanding of violence. The project team has begun to notice that, through this work, transformation has started to happen in the lives of the consultants, their families/whānau and even in the wider community. The project has been running for

two years. Te Aroha Noa is subsequently beginning to expand the 'transformational conversations' approach to see if even greater community impact can be achieved by inviting more people to join the conversation.

Te Aroha Noa is focusing on refining its understanding of how community-led development initiatives can address complex issues such as family violence. By adding a research dimension into its innovative community-led family violence initiative it aims to understand the most effective ways of sustaining community-development initiatives to prevent family violence over time.

Learnings from Te Aroha Noa

- Ask the important questions related to the change you hope to see happen.
- Work with existing potential for change.
- Value relationships and process as much as outputs or tasks.
- Change and development is often gradual, cumulative and unpredictable.
- Respect chaos and unpredictability, recognising that these hold potential for change if productively managed.
- Operate from a perspective of seeing strengths, resources and capacities as this greatly enhances the outcomes reached.

For further information, access Te Aroha Noa's report *The Spinafex Effect: Developing a theory of change for communities*, which is available on the Families Commission website: www.nzfamilies.org.nz/research/the-spinafex-effect.

Contact details

Te Aroha Noa
Phone: 06 358 2255
Web: www.tearohanoa.org.nz
Email: tearohanoa@xtra.co.nz

CASE STUDY

IGNITING CHANGE – ACT TO PREVENT FAMILY VIOLENCE

Igniting Change is a campaign that aims to change attitudes and behaviour to prevent family violence in Christchurch. The campaign is led by the Christchurch Women's Refuge and supported by Safer Christchurch, which is an interagency group.

The campaign was launched in September 2007 and is aligned to the national "It's not OK" Campaign. While the Igniting Change campaign and its evaluation are ongoing, some practices and key learnings about designing and carrying out an evaluation can be shared.

Campaign activity has included media work, advertising, community events and work to engage large employers.

Planning the evaluation

Self-evaluation or independent evaluation?

Although there was only a small budget for the campaign, the Igniting Change team decided it was important to evaluate the project to find out what difference the campaign activities were making. The team contracted an independent evaluator who worked with members to design an evaluation. The evaluator took into account the limited project budget and designed an evaluation where the project team could monitor and self-evaluate activities and some independent evaluation could also be conducted.

Designing the evaluation

The Igniting Change project includes a range of social marketing activities, so the evaluation design focused on two levels: evaluation of

specific campaign activities and evaluation of the overall campaign. Evaluation methods were chosen that collected information from a variety of sources to examine how effectively the campaign has been achieving the project's aims.

Collecting baseline information

The overall goal of the campaign is to change community attitudes and behaviour to prevent family violence. A baseline survey¹⁸ was conducted in Christchurch before Igniting Change started and before the national "It's not OK" television advertisements were aired to find out what community members' attitudes were and their likelihood to take action. The evaluator designed the survey and did the analysis. Canterbury Neighbourhood Support agreed to distribute the survey (to every third house in the street) to 5,000 households across all deciles. There were 940 surveys returned, with a response rate of 19 percent and a margin of error of + or -3.2 percent at the 95 percent confidence level.

Monitoring campaign activities

The project team monitors campaign activities by recording outputs, such as what activities have taken place, resources developed and distributed, engagement with community and business partners.

18 The survey findings are in an unpublished report: SL Carswell (2008). Igniting Change – Act to Prevent Family Violence: Community Views on Family Violence Survey 2007.

The team also records any outcomes of the activities, such as whether media interest was generated and achievements from engagement with community members and business sector partners. For example, the Igniting Change team held a workshop with community organisations to brainstorm ideas for community action, which resulted in Strategic Partners' Action Plans. The activities conducted by the strategic partners were recorded by the project team to identify what had been taking place as a result of increased community networking about primary prevention for family violence.

Learnings from Igniting Change

Informing campaign planning

The evaluation included a formative evaluation approach, so information was collected early on (for example, the baseline survey) to feed into the project team's decision making.

Evaluation of specific activities

Evaluation of discrete activities will inform you of how parts of your campaign are working and help with the development of similar activities. The Igniting Change evaluation included assessing specific activities (for

example, work with the business sector) to provide information on how well the activities were conducted to enhance future action.

Creative ways to keep costs down

Costs have been kept down by using a mix of self-evaluation and external evaluation. The baseline survey was an example of organisations pulling together to enable such a large survey to be done on a limited budget. Canterbury Neighbourhood Support helped distribute the survey, the Christchurch City Council assisted with printing and volunteers from the project team and reference group organisations helped the independent evaluator with collating and data entry.

Contact details

Christchurch Women's Refuge
 Phone: 03 353 7400
 Web: www.womensrefuge.co.nz
 Email: admin@womensrefuge.co.nz



Getting messages visible in Christchurch

Other evaluation resources

Monitoring and Evaluation

Janet Shapiro, CIVICUS

This toolkit provides the 'nuts and bolts' of setting up and using monitoring and evaluation. It clarifies what monitoring and evaluation are, how you plan to do them, how you design a system that helps you monitor and an evaluation process that brings it all together. Go to CIVICUS website:

www.civicus.org/new/media/Monitoring%20and%20Evaluation.pdf

A Handbook of Data Collection Tools: A Companion to "A Guide to Measuring Advocacy and Policy"

Annie E Casey Foundation

This is a handbook of data collection tools that support efforts to develop and implement an evaluation of advocacy and policy work and especially measure social and policy change. The handbook identifies a wide range of data collection methods and includes innovative applications of tools or methods.

Organizational Research Services:
www.organizationalresearch.com
(click on Publications and Resources).

Michael Quinn Patton – Developmental Evaluation

Developmental Evaluation describes ways of evaluating projects that allow for innovation, change, and complexity – where traditional evaluation methods may not work so well.

Introductory overview of developmental evaluation:

www.mcconnellfoundation.ca/en/resources/publication/a-developmental-evaluation-primer

More detailed practitioner's guide:

www.mcconnellfoundation.ca/en/resources/publication/de-201-a-practitioner-s-guide-to-developmental-evaluation

Community Net – How to Guides – Community Research

This website hosts a wide range of information needed to run a successful community group or NGO. The section on 'community research' includes links to evaluation tools and resources:

www.community.net.nz/how-toguides/community-research/publications-resources/



Highbury community taking steps to tackle the 'web of violence'