



Taking action to end violence against women and their children: *What can your organisation do?*

A guide for members of the Grampians
Communities of Respect and Equality
(CoRE) Alliance

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Communities of Respect and Equality (CoRE): A Plan to Prevent Violence against Women and their Children in the Grampians region was launched in May 2016. All organisations, clubs and networks in the Grampians region are invited to join the CoRE Alliance and work towards the vision of a safe, equal and respectful society for everyone, as outlined in the Plan. Implementation of the CoRE Plan is overseen by the CoRE Alliance Governance Group. The Alliance Governance Group has overseen the development of this resource, to help organisations select activities they will undertake to move us towards that vision.

Women's Health Grampians would also like to acknowledge the members of the Women's Health Association of Victoria (WHAV) (the other regional and three state-wide Women's Health services), Our Watch and the many other innovative organisations who have been paving the way with activities that will lead to the cultural change required to end violence against women and their children. This resource draws heavily on the ideas and actions undertaken by these organisations, especially those listed in Part 2 of this resource.

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This Plan is a Grampians region call to action. We can all help to end violence against women

Women's Health Grampians co-ordinates Community of Practice sessions every quarter that focus on specific issues with expert speakers. These are an opportunity for staff from CoRE member organisations to increase knowledge, share success stories and learn from one another.

Sign up to be informed about our Community of Practice sessions and come along and join in.

Phone 5322 4100

Introduction

This guide has been developed to help you as a member of the Communities of Respect and Equality (CoRE) Alliance take action to end violence against women and children in ways that are both relevant to your organisation and in line with the 2015 evidence based national framework (*Change the Story: A shared framework for the primary prevention of violence against women and their children in Australia*) and the CoRE Plan.

The national framework and CoRE Plan identify **5 Essential Actions** that are necessary to address the underlying drivers of violence against women. This resource outlines the actions and provides examples of how different organisations can incorporate these actions into their work. For more information on the drivers and essential actions required please refer to *Change the Story**.

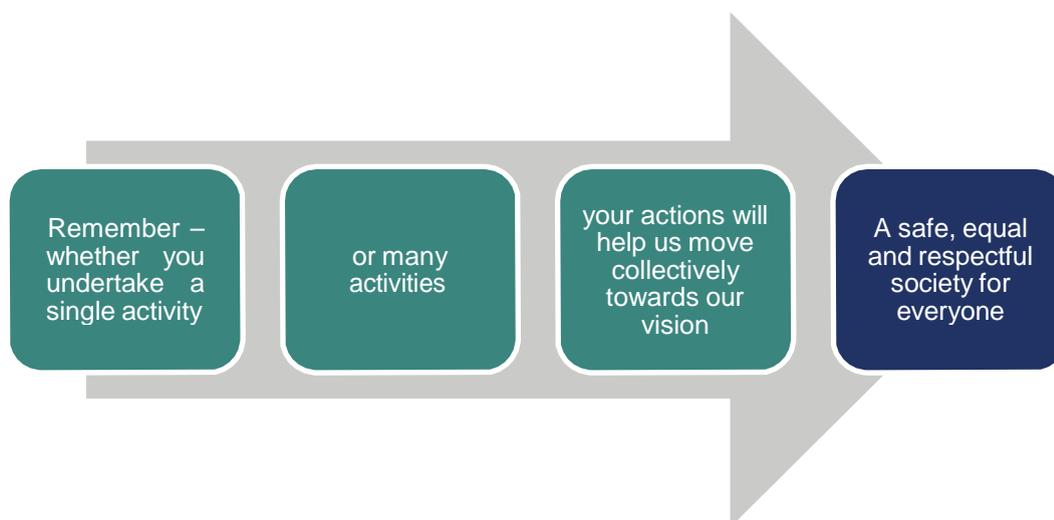
There are an unlimited number of actions member organisations can do that collectively, will start to address the drivers underlying violence against women and children. This resource is to help inspire your ideas. Please do not be limited by the activities suggested in the following pages.

* Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth (2015) *Change the Story: A shared framework for the primary prevention of violence against women and their children in Australia*, Our Watch, Melbourne, Australia.

When thinking about what your organisation can do:

1. Try to **align activities with the vision and purpose of your organisation** and with work you already do; this will help your actions to be meaningful and sustainable;
2. **Integrate activities into your core documents** such as planning and policy documents to also ensure meaningful and sustainable change;
3. **Consider both internal** (workforce/ club culture), **and external** (interface with community or other businesses) opportunities;
4. Ensure the activity or **activities you elect to do are consistent with the themes espoused in all action areas** (e.g., beware of perpetuating a stereotype, even if your activity is in line with a different action area).

Please see Appendix A for an overview of the evidence for different activities and Appendix B for a tool to help you map out activities you plan to do.



Part 1: The 5 Essential Actions Required

Remember, you do not have to do everything! But everything you do contributes to the collective movement towards respectful and equal communities, when working in the 5 action areas identified in the national framework.

The 5 action areas cover these themes:

1. Challenge violence against women
2. Empower women and girls
3. Challenge stereotypes and norms
4. Build respectful relationships
5. Promote gender equality

The Action Areas each provide a perspective or 'a lens to look through', to consider the types of activities that would be appropriate if aiming to change the underlying culture that perpetuates gender inequality and violence against women and their children. Actions in one area are not discrete and separate from other action areas.

One way to think about this is to consider all the activities that contribute to the prevention of violence against women as being generated within a cube. If you look through one side of the cube, for example Action area 1: Challenge violence against women, then all the activities that relate to this concept would light up. Looking through another side of the cube, using a different lens, at Action area 5: Build gender equality, some of the actions from Action area 1 may stay lit, some will not appear and new activities will also light up.

When developing ideas relating to one action area, it is important to ensure that the activities you plan are compatible with all the other action areas, even if not directly related to them. For example, if an activity seeks to empower women, but perpetuates a stereotype, the activity will not be appropriate. (See *Checking your ideas* on page 6)



Intersectionality and diversity

While we know that gender inequality is the key driver of violence against women, it is important to consider that other forms of inequality and discrimination can intersect. For example, an aboriginal woman with a disability encounters significant additional disadvantage, facing multiple barriers to be overcome in terms of achieving equality. To build a safe, equal and respectful society for everyone, it is important our strategies also aim to consider and address these additional layers of disadvantage and discrimination.

It is possible that many of your activities can be extended beyond simply looking at the impact of gender, to be inclusive of all forms of diversity. When looking into the cube, remember to apply this lens to whatever you are looking at to broaden or sharpen your strategy.

Checking your ideas...

While all actions may be well-intentioned – some actions, even if they align with one action area, may be harmful – when not in line with the other 4 areas. While the actions you decide to take do not need to address all 5 Action Areas, it is important they do not unintentionally counter the goal of the other areas.

For example, an activity that is aligned with Action 1: Challenging Violence Against Women, but is essentially designed on the basis of ‘men need to protect women’ aligns with a stereotype which pitches men as strong and women as weaker and requiring protection –counteracting Action Areas 2 and 3.

The following questions may help in assessing your actions. Does your activity:

- X Fundamentally accept that violence against women is inevitable?
- X Fundamentally disempower women or girls by reducing their opportunities to make decisions freely?
- X Perpetuate a gender stereotype or expectations about what is ‘normal’ based on gender?
- X Seeks to pit men and women in opposition (even for humour)?
- X Accepts that inequality exists and cannot be changed?

If the answer is ‘yes’ to any of the above, please consider an alternative or adjusting the focus of the activity.

Challenge violence against women

Action 1: Challenge violence against women

This means:

- Challenging attitudes, beliefs, behaviours, systems and practices that justify, excuse, trivialise or downplay violence against women, or shift blame away from the perpetrator.
- Challenging helps to shift social norms that accept, tolerate or excuse violence against women.

Examples of action:



Develop a leadership statement for your organisation stating your position and promote this internally and externally

Set the tone in your workplace via leadership modelling and staff management, training, staff induction program, and policy reviews

Remember to challenge violence against **all women, including of different race, abilities, and sexuality**

Develop a Community Charter to raise awareness amongst your community of interest and gather momentum for change.

Raise public awareness via banners, public placards, signs at events, on buildings, vehicles etc

16 Days of Activism

November 25 - December 10

Provide training to staff/members about the prevalence, causes and impact of violence against women and their children on the community

Support White Ribbon by nominating White Ribbon Ambassadors or supporting/hosting a White Ribbon Day event

Participate in an anti-violence against women regional, national or international campaign (White Ribbon, 16 Days of Activism, International Human Rights Day, Week without violence)



Empower women and girls

Action 2: Promote women's independence and decision making in public life and relationships

Gender-based violence and gender inequality exist because there is an imbalance of power and control between men and women; this action area prioritises creating a more equal platform to allow women to have greater opportunities economically, politically and socially.

This means:

- Equalising access to power and resources by strengthening women's economic security and participation.
- Challenging men's use of controlling behaviours and position of dominance.
- Promoting networks and connections women can use for peer support.
- Advocating broadly for fairness and equality.

Examples of action:



Perform internal audits regarding leadership roles, pay, etc. and set targets for equality

Ensure gender balance on all internal working groups and committees

Remember to develop strategies that **empower all women**. Strategies should seek to address other forms of oppression and structural disadvantage, in addition to gender

Challenge stereotypes and misconceptions about women and leadership; women and traditional roles; and the idea of gender based occupations

Engage a diverse range of champions and leaders in both formal and informal positions of leadership

Consideration of equality and diversity during planning can impact on women's economic, social and civic participation and access to facilities, transport and public spaces

Promote the visibility and voices of women leaders and role models

Promote full and active participation of diverse women and girls in all aspects of your organisation/club/ community

Advocate for equal pay, equal representation and greater and better visibility of women – with the media and all levels of government

Ensure gender equality and gender transformative analysis is applied to all stages of planning, policy, program delivery and budgeting

Challenge stereotypes and norms

Action 3: Foster positive personal identities and challenge gender stereotypes and roles

This means:

- Rejecting rigid gender roles and stereotypes that are restrictive and perpetuate power imbalances (especially those that support ideas of masculinity being aggressive and dominant and femininity as being subordinate and sexualised).
- Encouraging gender equitable norms – particularly around domestic and parenting practices, and occupational choices.

Examples of action:

Actively seek to create and reinforce positive personal identities that are equal in all marketing, practices and policy

Audit practices, policies and marketing, etc. to ensure you are building positive personal identities, and not unintentionally (or intentionally) reinforcing stereotypes – and modify where needed

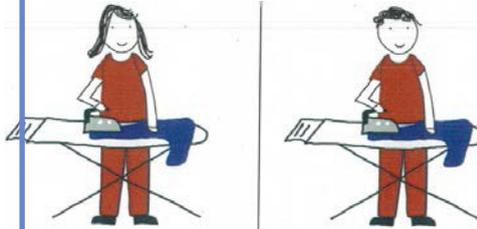


Be more conscious and challenge the way roles and tasks are allocated in organisations where they perpetuate gender stereotypes and roles



Ensure policy is transformative, building new norms such as parental leave rather than maternity leave; that flexible working conditions are encouraged for both men and women – and modelled by leadership – to translate policy into culture

Promote the visibility and voices of women leaders and role models



Remember to **reject stereotypes** of all kinds that limit or restrict women's and girls' opportunities

Encourage and support flexible gender roles (e.g., male netball coach, female football club president.)

Ensure you are building positive images that reflect a diverse community

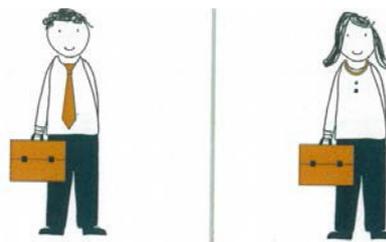
~~MALE NURSE~~



Ensure task allocation in clubs does not perpetuate gender roles regarding setting up for event, car park attendants, facility, maintenance, catering etc. (Share the roles across genders)

Encourage conversations that challenge preconceptions, bias and prejudice and promote tolerance and inclusion for all individual identities

Provide training and resources to support critical analysis of images portrayed in the media



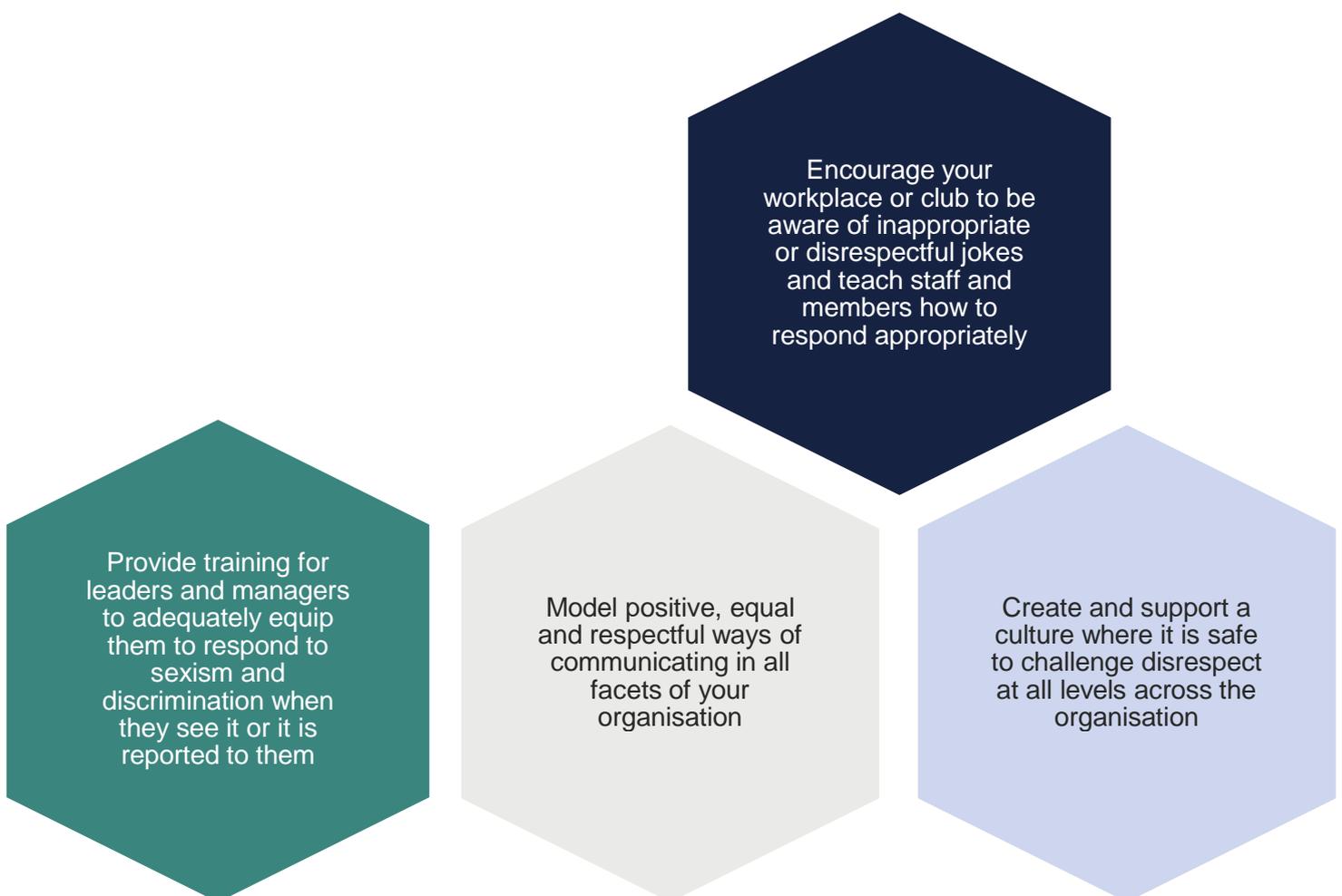
Build respectful relationships

Action 4: Strengthen positive, equal and respectful relations between everyone

This means:

- Challenging ideas that relationships between men and women are oppositional.
- Promoting positive, equal and respectful relationships in all contexts.

Examples of action:



Act@Work

Undertake a workplace-based cultural change program like Act@Work

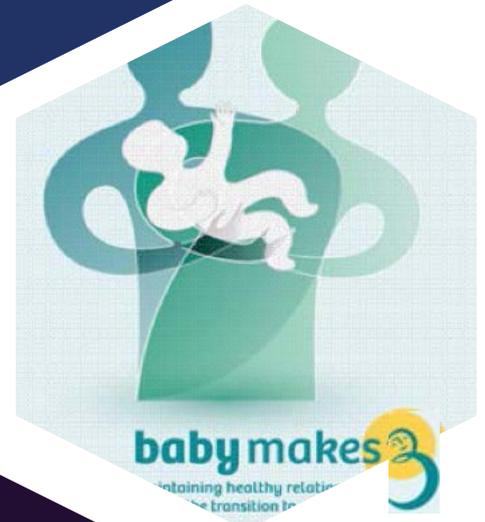
Remember to build positive respectful relationships **between women and men across all groups in our community.**

Reward and incentivise the efforts of those championing equality or reaching gendered targets

Respectful relationships need to be built on the principles of inclusion and celebration of diversity

Provide respectful relationships' training to staff that covers issues relating to gender

Baby Makes 3 is a program for new parents that helps build respectful relationships and communication between new parents and explores gender roles, gender equality and societal expectations



Act@Work is an intensive organisation-wide cultural change program that aims to challenge sexism and discrimination and build a respectful workplace. The program takes 6-12 months to complete

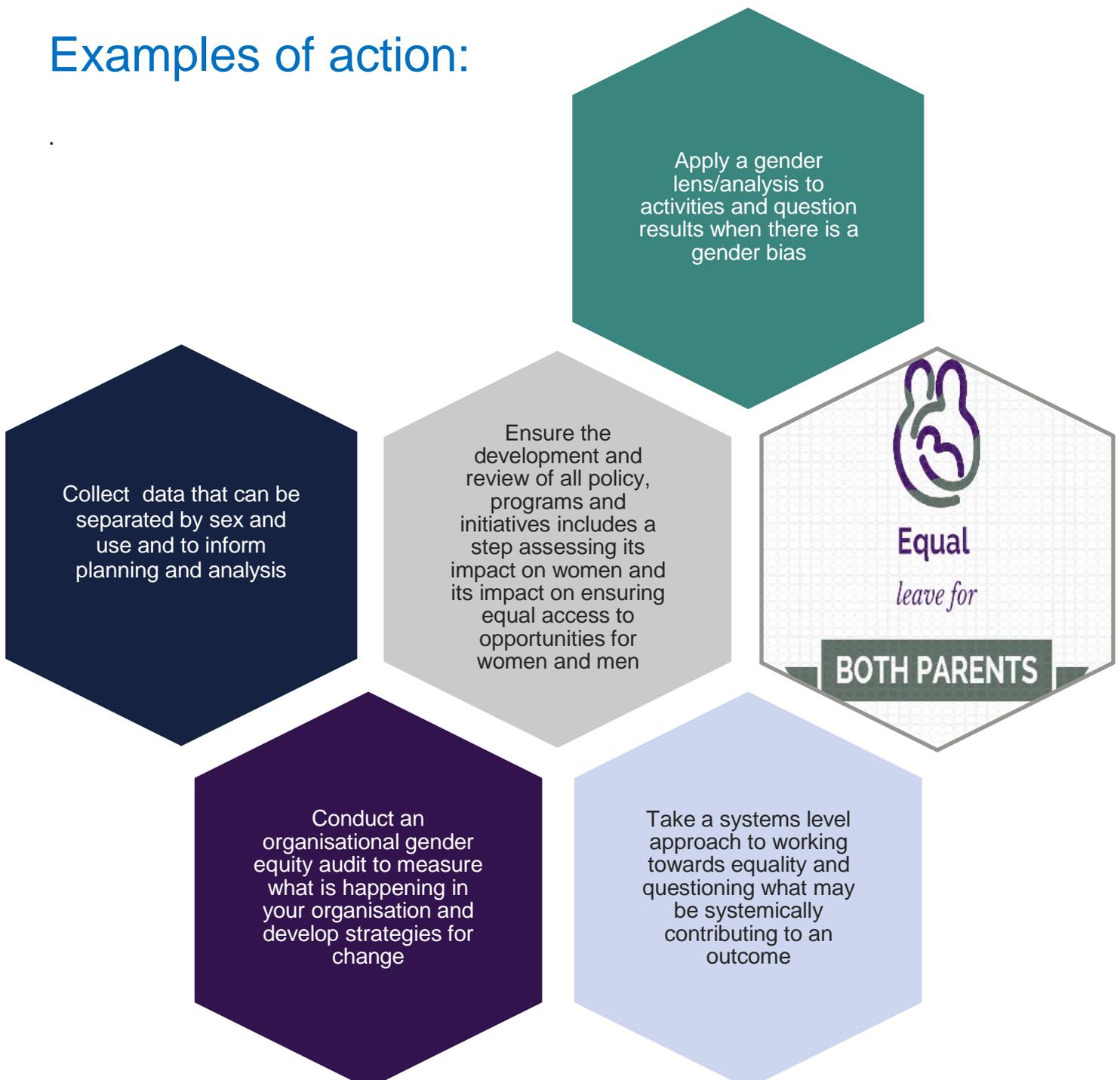
Promote Gender Equality

Action 5: Promote and normalise gender equality in public and private life

This means

- Assess all public policy for its impact on women and ensure it is promoting and normalising equality.
- Increase social and structural support for equality.

Examples of action:



Remember to aim for equality for everyone. Gender inequality is crucial, but it needs to be equality for all women

Consider how your activities can incorporate data/strategies to ensure equality for women from all backgrounds



Be creative – think transformational policies that create new norms

Ensure contracts with other businesses include requirements about gender equity

Conduct a facilities checklist to ensure adequate access to necessary resources is available to both genders (i.e. breastfeeding change rooms, a prayer room, etc.)

Consider ways to support both mothers and fathers to balance work and parenting responsibilities (and model so that policy becomes practice and then part of the culture)

Develop and promote a local equity scorecard which captures key indicators of diversity representation for the community

Ensure amenities are accessible to everyone (males, females and gender neutral) in your facility or those you manage

Ensure a representative of board/ staff/ membership is responsible to monitor gender equity in your organisation and resourced/authorised to lead action

Assess or brainstorm barriers women face and be creative in developing solutions

Include gender equity as a regular item of business on meeting agendas and follow up identified barriers and with actions

Part 2: Examples of what others have done in various settings

This list is not exhaustive, but simply to provide more ideas for you to determine the opportunities that might be a good fit for your organisation. If you come across other examples that you think are worth sharing, please let Women's Health Grampians know so we can add to this list for new organisations joining the CoRE Alliance.

Workplaces

Workplace settings provide an opportunity to reach large populations and activities can be designed to influence aspects of organisational culture, work environment and practices, where there is strong potential to shape social norms and relationships. Develop a whole of organisation prevention plan to set priorities, identify key strategies, direct organisational resources, facilitate action and promote accountability. Develop policies and programs to increase the number of women in leadership roles and challenge social norms (e.g., review parental leave schemes, provide unconscious bias training, etc.)

Workplace Gender Equality Agency

<https://www.wgea.gov.au/learn/about-workplace-gender-equality>

WHG's Act@Work program – A cultural change program for workplaces available in the Grampians

<http://whg.org.au/priorities-programs/prevention-of-violence-against-women/actatwork-3>

Business

Businesses have realised the business case for gender equality and the competitive advantage that is linked to innovation and diversity, and employer of choice strategies.

See here for the business case

https://www.wgea.gov.au/sites/default/files/business_case_for_gender_equality.pdf

[http://genderequity.ahri.com.au/docs/GEP-Building a Business case for Diversity.pdf](http://genderequity.ahri.com.au/docs/GEP-Building_a_Business_case_for_Diversity.pdf)

And here for some excellent examples:

<http://malechampionsofchange.com/take-practical-action/>

<https://www.xero.com/au/small-business-guides/business-management/gender-equality-workplace/>

<https://www.mcc.gov/resources/story/story-kin-apr-2015-gender-equality-a-smart-business-proposition>

<https://www.humanrights.gov.au/listening-tour-plan-action-towards-gender-equality>

<http://malechampionsofchange.com/wp-content/uploads/2016/03/MCC-Progress-Report-2015.pdf>

Local Councils

Councils are well placed to drive change in this area. Consideration of equality and diversity during planning and development can impact on women's economic, social and civic participation and access to facilities, transport and public spaces. Many Local Councils have already done a lot of work in this area. The Municipal Association of Victoria is an excellent point of contact for you and will be able to provide you with many other ideas and resources.

<http://www.mav.asn.au/policy-services/social-community/gender-equity/gender-equity-factsheets/Pages/default.aspx>

5050 Vision is a national accreditation and awards program that encourages councils across Australia to address gender equity issues within the organisation and among their elected representatives.

<http://www.5050vision.com.au/home>

Here are a few plans that some Councils have developed to help you with ideas.

<http://www.monash.vic.gov.au/files/assets/public/about-us/council/publications/monash-city-council-gender-equity-strategy-action-plan-year-one-and-two.pdf>

<http://www.maribyrnong.vic.gov.au/Page/Download.aspx?c=28166>

<http://www.maribyrnong.vic.gov.au/genderequity>

<http://www.yarracity.vic.gov.au/DownloadDocument.ashx?DocumentID=10039>

<https://www.whittlesea.vic.gov.au/your-council/plans-strategies-and-policies/gender-equity-strategy>

Sport, recreation and art (and other community clubs)

Sport, recreation, art and community clubs provide a significant opportunity to reach large groups and a range of communities. What is more, these contexts exert a powerful influence on gender relations as they impact on attitudes, behaviours and social norms. They reflect and reinforce our culture and shape the way new generations develop norms and expectations.

There have been a number of initiatives already developed; these are only a small sample to help with ideas.

<http://s.afl.com.au/staticfile/AFL%20Tenant/Richmond/Files/Gender%20Report.pdf>

<http://gippsport.com.au/5050-clubs-working-towards-gender-equality-preventing-mens-violence-against-women/>

<http://www.un.org/womenwatch/daw/public/Women%20and%20Sport.pdf>

[http://www.sportanddev.org/en/learnmore/sport and gender/promoting gender equity through sport/](http://www.sportanddev.org/en/learnmore/sport%20and%20gender/promoting%20gender%20equity%20through%20sport/)

Health Services

Health services often deal with the impact of violence against women first hand. They are also large workforces that can be great settings for primary prevention strategies. Using data that separates men's and women's needs can also be useful to improve planning and program delivery for healthcare for both men and women.

<http://www.carringtonhealth.org.au/services/groups/baby-makes-3>

<http://www.who.int/mediacentre/factsheets/fs403/en/>

<http://www.who.int/ageing/publications/Women-ageing-health-lowres.pdf>

http://www.euro.who.int/_data/assets/pdf_file/0006/64941/E92846.pdf

http://whwest.org.au/wp-content/uploads/2015/11/Why-Gender-Matters-Booklet_WEB.pdf

Emergency services

Violence against women can increase in times of emergency as people rely more on norms and stereotypes to cope with extreme situations. There is a wealth of information here..

<http://www.genderanddisaster.com.au/info-hub/gender-disaster-taskforce/>

<https://ajem.infoservices.com.au/items/AJEM-30-04-08>

Schools

Schools are an excellent site for primary prevention activities. It is important to consider a "Whole of school" approach that considers the culture and environment of the school as well as a setting for education programs for students. Many of the activities in this pamphlet would be useful to consider in a 'Whole of school' approach.

<http://www.education.vic.gov.au/school/teachers/health/Pages/respectrel.aspx>

<http://www.fpv.org.au/education-training/school-programs/>

<http://www.fpv.org.au/education-training/school-programs/professional-development/>

<http://www.dvrcv.org.au/teachers>

Research organisations

Research has long been recognised as an occupational choice where females are underrepresented. The Australian Research Council has developed an action plan to address this which targets reform at the systemic rather than individual level.

<http://www.arc.gov.au/arc-gender-equality-action-plan-2015-16#ACtions>

Other useful sites and resources

Our Watch

<http://www.ourwatch.org.au>

Diversity Council Australia

<https://www.dca.org.au/>

Workplace Gender Equality Agency

https://www.wgea.gov.au/sites/default/files/Gender_Strategy_Toolkit.pdf

VicHealth

<https://www.vichealth.vic.gov.au/media-and-resources/publications/generating-equality-and-respect-resources>

World Health Organisation

http://www.who.int/gender/mainstreaming/GMH_Participant_GenderAssessmentTool.pdf

Appendix A: Essential actions to reduce the gendered drivers of violence against women

Reference: Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth (2015) Change the Story: A shared framework for the primary prevention of violence against women and their children in Australia, Our Watch, Melbourne, Australia.

The following five essential and five supporting actions together address the factors that drive or reinforce violence against women. No one organisation can undertake all these actions, but all stakeholders can contribute – in appropriate and context-specific ways, separately and in partnership – as part of a shared national approach.

The five essential actions address the gendered drivers of violence against women described in Element 1. They are essential because, without all these actions, violence against women cannot be sustainably reduced or prevented.

To be effective, these actions require both specialised policy support and mainstream implementation in the diverse settings where people live, work, learn and play.

For each action, prevention activities that address norms, structures and practices at all levels need to be considered. For example, work addressing attitudes towards violence and gender at the community or organisational level needs to be accompanied by legislative, institutional and policy support that promotes gender equality and accountability for violence and discrimination. Activity under each action should also be designed, implemented and monitored to take into account the diversity of women's experiences and identities and ensure equality in outcomes for all women, as discussed in Element 3.

1 Challenge condoning of violence against women

- Shift social support for attitudes, beliefs, behaviours, systems and practices that justify, excuse, trivialise or downplay violence against women and their children, or shift blame from the perpetrator to the victim.

2 Promote women's independence and decision-making in public life and relationships

- Equalise access to power and resources between women and men, including by strengthening women's economic security, independence and social, political and economic participation and decision-making in public life.
- Challenge men's use of controlling behaviours in relationships and the subtle normalisation of male dominance in relationships.
- Promote social and cultural networks and connections between women to provide sources of peer support.
- Support women's collective advocacy and social movement activism to prevent violence and promote gender equality.

3 Foster positive personal identities and challenge gender stereotypes and roles

- Encourage and support children, young people and adults to reject rigid gender roles and develop positive personal identities that are not constrained by gender stereotypes.
- Challenge aggressive, entitled and dominant constructions of masculinity and subordinate or sexualised constructions of femininity.
- Promote and support gender-equitable domestic and parenting practices, including through workplace initiatives.

4 Strengthen positive, equal and respectful relations between and among women and men, girls and boys

- Challenge peer relations between men that involve hostility or disrespect towards women, and attitudes that relationships between men and women are oppositional, or inevitably based on conflict.
- Promote positive, equal and respectful relationships between women and men, girls and boys, in all contexts.
- Work with children and young people to counter the early development of negative peer relationships and to promote respect and gender equality.

5 Promote and normalise gender equality in public and private life

- Increase social and structural support for gender equality, in principle and in practice, in both public life (supporting women's social, economic, cultural and political participation, particularly in decision-making) and in private life (supporting equality in relationships).
- Establish and maintain processes to assess all public policy for its impact on women. Include an analysis of any differential impact on different groups of women to achieve a truly inclusive gender equality.

Appendix B: An overview of effective prevention practice by technique

Reference: Our Watch, Australia’s National Research Organisation for Women’s Safety (ANROWS) and VicHealth (2015) *Change the Story: A shared framework for the primary prevention of violence against women and their children in Australia*, Our Watch, Melbourne, Australia.

Table 2 provides a more specific summary, drawn from existing literature and practice, of what constitutes effective and less effective practice for particular kinds of prevention techniques. More detailed guidance will be provided in an upcoming guide to implementation and evaluation, to be produced as a companion document to this framework.

Table 2 Effective and less effective or harmful practice by technique

Technique	Effective or promising practice	Less effective or harmful practice
Direct participation programs	<ul style="list-style-type: none"> ✓ Deliver initiatives that are ‘gender transformative’.¹⁵⁸ ✓ Provide opportunities for program participants to practise skills learnt and/or reinforce attitude and behaviour change, particularly among their peers. ✓ Offer bystander programs that build participants’ understanding of and skills to address sexist and gendered norms, attitudes and behaviours, and organisational capacity to support and contribute to such bystander actions. ✓ Deliver multiple sessions to a given audience and/or continue to engage the same audience through different strategies to strengthen and prolong impact, create mutually reinforcing effects and encourage extended reflection on the issues. ✓ Implement complementary strategies to enable program settings to reinforce program content¹⁵⁹ such as when delivering staff workshops on sexism to strengthen workplace gender equality policies. ✓ Include quality training and support for educators and program facilitators, and provide regular opportunities to build their confidence and program delivery skills. 	<ul style="list-style-type: none"> ✓ Delivering initiatives that are ‘gender blind’. ✓ Delivering one-off or short-term programs. ✓ Including content that reinforces or perpetuates myths about violence against women or that fails to acknowledge the broader drivers of violence (such as by implying that victims/survivors are responsible for the violence perpetrated against them). ✓ Delivering bystander programs that focus solely on how participants should intervene in potentially violent situations, or that fail to address the role of organisations in contributing to and supporting bystander action. ✓ Delivering participatory programs in isolation from their context (that is, without developing parallel strategies to address gendered structures, norms and practices in that setting).
Community mobilisation and strengthening	<ul style="list-style-type: none"> ✓ Engage key organisations, recognised community leaders and diverse community members (ensuring representation from the intended audience) at all stages of the initiative. ✓ Empower communities to participate in shared decision-making to promote ownership of the initiative.¹⁶⁰ ✓ Ensure commonly marginalised community members and organisations are given a voice and an opportunity to contribute to decision-making. ✓ Invite key decision makers and those with control over resources to play an active role in the initiative.¹⁶¹ ✓ Implement mutually reinforcing strategies to maximise stakeholder participation, develop local leadership and improve resource mobilisation.¹⁶² 	<ul style="list-style-type: none"> ✓ Failing to engage the community in the development of prevention initiatives. ✓ Replicating an initiative that has proven successful elsewhere without tailoring to the audience and context and/or without involving the target community and key stakeholders.

Technique	Effective or promising practice	Less effective or harmful practice
Organisational development	<ul style="list-style-type: none"> ✓ Employ strategies across multiple levels of an organisation so that change is promoted and mutually reinforced across the organisation. ✓ Concentrate initial effort where there is existing support and good potential for traction. ✓ Ensure senior leadership (such as Board, CEO, Directors) creates an authorising environment by establishing and reinforcing organisational commitments to violence prevention and gender equality.¹⁶³ ✓ Develop a ‘whole of organisation’ prevention plan to set priorities, identify key strategies, direct organisational resources, facilitate action and promote accountability. ✓ Implement strategies that build the capacity of staff to promote equal and respectful relationships, identify and challenge attitudes and norms that perpetuate violence, and address the drivers of violence through their own work. ✓ Establish mechanisms that support those within the organisation who have personal experiences of violence, such as enterprise agreements and policies.¹⁶⁴ 	<ul style="list-style-type: none"> ✓ Delivering one-off or annual events that are not part of a broader organizational approach or commitment to prevention and gender equality.
Communications and social marketing	<ul style="list-style-type: none"> ✓ Address the drivers of violence against women (beyond ‘raising awareness’) and promote positive behaviours, practices and social norms. ✓ Develop key messages that are simple, strong and consistent, with tailored messages for specific target audiences and channels. ✓ Ensure that the campaign is rooted in community mobilisation and leadership at a grassroots level.¹⁶⁵ ✓ Devise campaigns with multiple components¹⁶⁶ to promote key messages through a range of platforms including, for example social media and peer mentors. ✓ Develop multiple, multi-layered strategies based on a recognition that behaviour change is not a simple or linear process. ✓ Develop an evaluation framework that outlines how the strategy’s reach, effectiveness and impact will be measured over time, including tracking research. ✓ Engage skilled, independent campaign evaluators. ✓ Brief relevant support services so they have an opportunity to plan responses to increased demand as a result of a communications or marketing campaign. 	<ul style="list-style-type: none"> ✓ Delivering single-component communication campaigns that rely on only one ‘platform’ to reach the target audience. ✓ Allocating inadequate campaign budgets. ✓ Failing to evaluate the strategy. ✓ Devising campaigns that reinforce gender stereotypes, rape myths and blaming attitudes (such as by targeting potential victims). ✓ Failing to advise relevant support services about the potential for increased demand as a result of the campaign.

Technique	Effective or promising practice	Less effective or harmful practice
Advocacy and use of champions	<ul style="list-style-type: none"> ✓ Promote collaborative effort on the gendered drivers of violence against women and ‘common cause’ issues (includes training community members in advocacy and resourcing or establishing independent organisations to undertake advocacy). ✓ Encourage effective champions and advocates to take responsibility for leading action and undertaking the background work required to be effective in such roles. ✓ Provide training and ongoing support to champions and advocates to ensure they are well briefed and confident to share appropriate messages about prevention. ✓ Establish mechanisms to ensure champions and public advocates do not have personal histories that undermine their position, such as a police record that indicates the perpetration of violence against a woman. ✓ Engage a diverse range of champions and/or advocates who are representative of and respected within targeted communities, and who hold both formal and informal positions of leadership and influence. ✓ Lead and support advocacy campaigns that seek to influence the structural drivers of violence against women and prompt systemic change, such as advocating for improvements to childcare accessibility and quality. ✓ Facilitate opportunities for women to network and advocate collectively, particularly on issues or in settings where they are underrepresented, such as in male-dominated workplaces and organisations. 	<ul style="list-style-type: none"> ✓ Relying upon women (or women’s organisations) to support and sustain male champions and leaders, reinforcing the unequal distribution of power between men and women.

Appendix C: A tool to help you plan activities for your organisation

Step 1: Consider the 5 Action Areas, and identify activities that would be suitable for your organisation. Consider both internal and external opportunities. And remember to align actions to your organisation's core business, vision and goals.

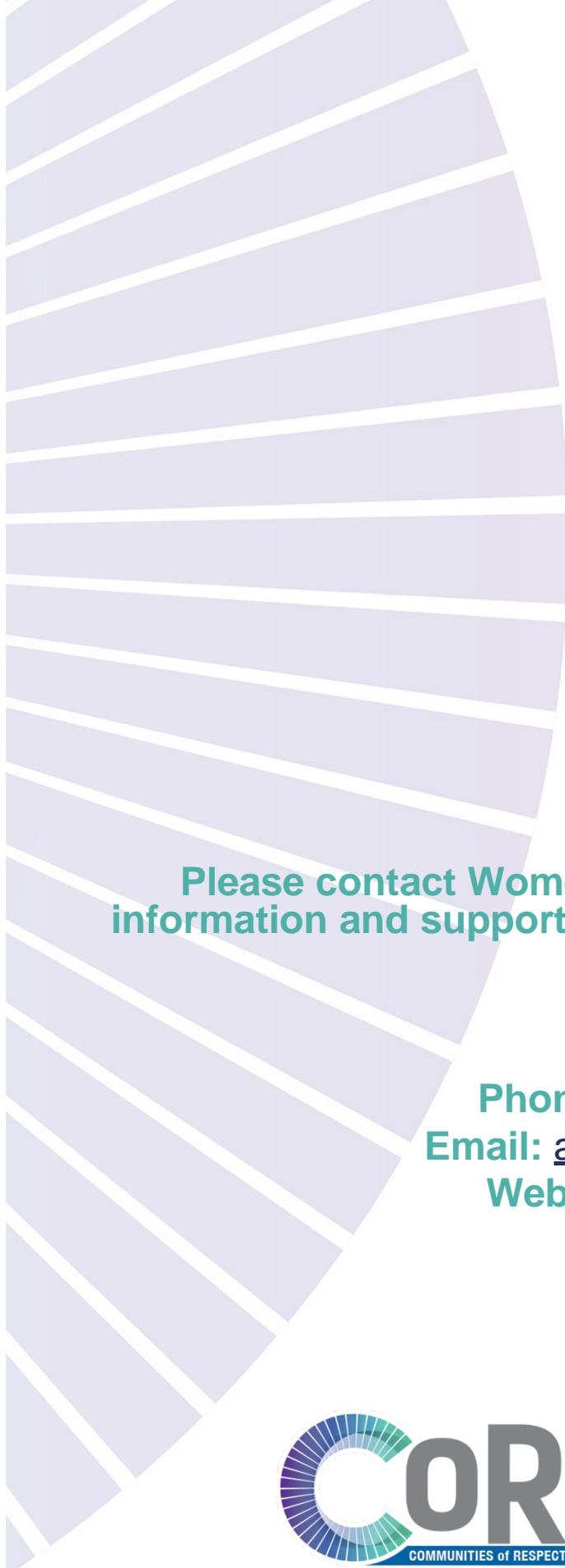
	Internal opportunities (workforce)	External opportunities (business and networks)
1 Challenge Violence Against Women		
2 Empower women and girls		
3 Challenge stereotypes and norms		
4 Build respectful relationships		
5 Promote gender equality		

Step 2: Consider if any activities can be extended to include other forms of structural disadvantage (race; ability, cultural etc)

Step 3: Ensure that your activities support the intentions of the other Action areas (see earlier checklist on page 6)

Step 4: Communicate your plans internally and incorporate into your core business documents

The 5 Essential Action areas are identified in the national framework for the primary prevention of violence against women and their children (Our Watch et al. 2015)



Please contact Women's Health Grampians for more information and support on any initiatives you would like to pursue

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