Putting the prevention of violence against women into practice:

How to Change the story

Our WATCh

End violence against Women And Their Children

Acknowledgements

Building on a history of Australian women's leadership in primary prevention

Good prevention strategies already exist across Australia and signs of progress are emerging. This Handbook builds on the valuable work by individuals and organisations in many sectors. Our Watch would like to acknowledge the numerous women and women's organisations across Australia that pioneered the work in the prevention of violence against women, in particular our colleagues in the women's health, gender equality, family violence and sexual assault sectors. We would also like to acknowledge the important leadership and work of women in Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities in working to end violence against women across Australia. Their collective leadership, commitment, efforts and advocacy – which are underpinned by a feminist, social justice and human rights approach – have put the primary prevention of violence against women at the forefront of the national agenda in ending violence against women. This has provided an important basis upon which this work can continue.

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Section 6: What, where and how

In this section you will find:

- an overview of the essential actions to address the gendered drivers of violence against women

- an overview of the supporting actions to address the reinforcing factors of violence against women

- an overview of the key settings for primary prevention: where prevention work can be implemented

- an overview of the key techniques for primary prevention: how prevention work is best implemented.

Prevention practice includes any activities that work to impact the underlying drivers of violence against women. Prevention practice will be more effective if it is informed by a clear understanding of:

- what these actions look like

- where they can be implemented

- how they are best implemented.

This section of the Handbook covers the what, where and how. It contains examples of existing practice, however there is plenty of scope for new and innovative ideas in this emerging field.

Essential and supporting actions: what these actions look like

Essential actions

Change the story outlines five essential actions to reduce the gendered drivers of violence against women. The first four essential actions mirror the four gendered drivers and the fifth essential action points to the overall aim of promoting gender equality.

Drivers of violence against women	Essential actions to prevent violence against women
Condoning violence against women	Challenge condoning of violence against women
Men's control of decision-making and limits to women's decision-making and independence in public and private life	Promote women's independence and decision-making in public life and relationships
Rigid gender roles and stereotyped constructions of masculinity and femininity	Foster positive personal identities and challenge gender stereotypes and roles
Male peer relations that emphasise aggression and disrespect towards women	Strengthen positive, equal and respectful relations between and among women and men, girls and boys
Promote and normalise gender equality in public and private life	

1. Challenge condoning of violence against women

This means we need to:

- 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.

Examples of work that challenge condoning of violence against women

Awareness raising and social marketing campaigns that make it clear that violence against women is never acceptable, is never justifiable and is a breach of the social norms that we value.

The 16 Days of Activism Against Gender-Based Violence campaign, an annual international campaign, held from 25 November (the International Day for the Elimination of Violence against Women) until 10 December (Human Rights Day). Examples of recent initiatives in Australia to mark the 16 Days of Activism include:

- #NoExcuse4Violence campaign[60] – a partnership between Our Watch, the Australian Football League, Australian Rugby Union, Netball Australia and the National Rugby League.

- Girl Guides Australia, #16Ways in #16Days campaign[61]

- Aboriginal Family Violence Prevention and Legal Service Victoria, 16 actions you can take to stand firm against family violence[62]

- Women's Health West, 16 Days Activist Challenge[63]

Other initiatives include:

- Australian Government, Violence against women – let's stop it at the start[64] campaign

- White Ribbon Australia[65] campaigns and Ambassador program

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

This means we need to:

- 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.

⚑ Examples of work that promote women's independence and decision-making in public life and relationships

- courses and programs that assist women to improve their financial literacy and skills

- initiatives to promote more women into senior management positions or onto boards

- national, state and local organisations and alliances that undertake a diverse range of advocacy and activism to promote gender equality such as the Equality Rights Alliance,[66] YWCA Australia[67] and Women on Boards Australia.[68]

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>
> # Prevention practice includes any activities that work to impact the underlying drivers of violence against women.

3. Foster positive personal identities and challenge gender stereotypes and roles

This means we need to:

- 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.

⚑ Examples that foster positive personal identities and challenge gender stereotypes and roles

Baby Makes 3[69] is a group program for first-time parents that aims to support couples maintain healthy and equal relationships after the birth of a baby. The three-week program is delivered through Maternal and Child Health services and led by a male and female facilitator. During the sessions, parents are taken through a series of exercises and discussions to encourage them to think about the way gender norms and attitudes impact on the choices they make as parents. The program was developed in recognition that gender norms and expectations can exert a powerful influence on couples as they negotiate their roles as new parents and that patterns established at this life stage can become entrenched, including unequal power relations. Exploring parents' roles as new mothers and fathers opens up a critical opportunity to influence gender equitable relationships, now and in the future. The program also focuses on building the skills and capacities of Maternal and Child Health nurses to promote gender equality and respectful relationships among the families they work with.

Books and videos that promote gender equality and challenge gender stereotypes among children and young people. Examples include:

Let's change the story[70]   Inspire her mid[71]

#LikeAGirl[72]   Dear Dad[73]

Inspiring the future – redraw the balance[74]   Girls do science[75]

Princess Machine[76]

Children's picture booklist: promoting gender equality and challenging gender stereotypes[77]

Amightygirl lists children's books, movies and toys that promote gender equality and challenge gender stereotypes[78]

Let Toys be Toys[79] have a gift-buying guide for gender-neutral books.

Amy Poehler's Smart Girls'[80]

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

This means we need to:

- challenge peer relations between men that involve hostility or disrespect towards women

- challenge 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.

⚑ Examples that strengthen positive, equal and respectful relations between and among women and men, girls and boys

- Respectful Relationships Education is a whole-of-school approach to prevention. It is often considered as only what is delivered in the classroom, however evidence shows that to be most effective, it needs to take a whole-of-school approach. This means addressing the multiple overlapping elements that shape the school culture surrounding students and staff to ensure they consistently promote equal and respectful relationships between women and men, boys and girls. This includes:

  » classroom activities, led by trained teachers, with age-appropriate curriculum which supports students to critique gender stereotypes, understand and challenge norms and attitudes that are supportive of violence against women and promote equal respectful relationships

  » school policies and practices

  » school culture and ethos

  » the working conditions and culture experienced by staff, acknowledging that schools and education systems are also workplaces

  » the relationships modelled to students by their school community including staff, parents and community groups.

  Find more information on good practice Respectful Relationships Education and working in education settings on page 82 of this Handbook and on the Our Watch website.

- Faith-based initiatives can have a powerful influence and reach people from diverse backgrounds throughout their life. Faith-based contexts are an important space in which people form their beliefs and behaviours around intimate relationships and gender roles and norms. Initiatives that work with faith leaders and members of faith communities can play a key role in role modelling and shaping respectful, equal and non-violent attitudes and practices within their community, including with individuals, families and wider community groups. Find more information on opportunities and resources to use in this setting on page 88.

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5. Promote and normalise gender equality in public and private life

This means:

- increasing 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)

- establishing and maintaining 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 truly inclusive gender equality.

Examples that promote and normalise gender equality in public and private life

- Workplace programs that take a whole-of-organisational approach to promote gender equality throughout in all aspects of their organisation, including policies, process, leadership and workplace culture. Given that many adults spend a large portion of their time working, workplaces have a significant influence over people's professional and personal lives, and over society more broadly.

Violence against women impacts on both private and public life. Most women who have experienced violence in Australia are in the paid workforce. In addition, 75 percent of women report experiencing unwelcome and unwanted sexual behaviour at work. It is estimated that Australian employers lose $1.3 billion annually as a result of violence against women.[81]

Many organisations have established response and support systems for women affected by violence. However, workplaces also have the opportunity to use their influence to promote a culture that stops this violence happening in the first place. This means creating workplace cultures that actively promote gender equality, have zero tolerance of sexism, eliminate discriminatory attitudes, behaviours, policies and procedures, and support increasing the number of female leaders and influencers. See more about workplaces as a key setting for prevention on page 84.

- Another popular form of action that promotes and normalises gender equality is called active bystander training. This training works with groups of people to help them develop the knowledge and skills to intervene when they observe behaviours that promote gender inequality. This might be commenting that a sexist joke is 'not funny' or that the way a co-worker treated a female staff member was not acceptable or asking a family member to stop using words that are derogatory towards women. Bystander training is based on research that suggests that in social situations many people may not like it when someone tells a sexist joke, but no-one feels brave enough to say anything, so everyone assumes that the joke is acceptable. If one person names their discomfort with the joke, the others have their discomfort acknowledged and this can start a change to the social norms. For further information on bystander training, see the MATE case study in this section and VicHealth's research on bystander action.[82]

In practice, many primary prevention initiatives will be working across multiple actions at the same time. For example, the CHALLENGE Family Violence project (featured in a case study on page 68) involved activities that aligned to essential actions 1, 3 and 4. However, even where prevention practice is aligned with more than one essential action, it is important that there is clarity about how this is happening so that your activities can be appropriately evaluated.

Supporting actions

Change the story also outlines five supporting actions to address the reinforcing drivers of violence against women:

1. Challenge the normalisation of violence as an expression of masculinity or male dominance

2. Prevent exposure to violence and support those affected to reduce its consequences

3. Address the intersections between social norms relating to alcohol and gender

4. Reduce backlash by engaging men and boys in gender equality, building relationship skills and social connections

5. Promote broader social equality and address structural discrimination and disadvantage

Work that focuses on these supporting actions, if it occurs in isolation from work that address the five essential actions, will not prevent violence against women in a sustainable way. However, if supportive actions are implemented in gender-sensitive ways and in conjunction with the essential actions that address the gendered drivers of violence described above, these supporting actions can make a significant contribution to overall prevention efforts.

Prevention approaches to address harmful alcohol use – a reinforcing factor of violence

While not a direct cause of violence against women, harmful alcohol use can exacerbate violence against women, weakening pro-social or positive behaviour in individuals and at a community level. Alcohol consumption, when combined with sexist attitudes, norms, practices and structures can result in a higher probability, frequency and greater severity of violence against women and girls. At an individual level this can be seen in the instances where men will use violence against family members whilst drunk, but not against colleagues, or in the excusing of men's violence against family members whilst drunk.

At a community level this reinforcing of violence in the context of harmful use of alcohol, can be seen in:

• drinking cultures that promote male conquest and sexual entitlement over women, such as in mainstream advertising of alcohol that plays into rigid gender stereotypes or the objectification of women

• the emphasising of social norms and practices within masculine peer group behaviour that lead to increased male aggression, dominance and disrespect towards women

• the promotion of gendered drinking practices that encourage individual men and women to behave in certain ways under the influence of alcohol and social norms that use alcohol as an excuse or to minimise the seriousness of men's violent behaviour.

Interventions to reduce harmful alcohol use need to be transformative, rather than gender exploitative or gender blind (see Section 5 for more information on a gender transformative approach) and be tailored to fit the community in question and inclusive of people from a diverse range of backgrounds, rather than adopting and applying a 'one-size-fits-all' model. An example of a gender exploitative approach, which does not consider the context where the intervention is taking place, would be an anti-drinking campaign that reproduces victim-blaming messages by suggesting that women who binge drink put themselves at risk of sexual violence while simultaneously reproducing racist/discriminatory stereotypes.

In contrast, an intervention that takes a gender transformative and intersectional approach would address the cross over between alcohol use and norms on both violence and gender within that specific community or group context. This approach would:

• challenge how drinking cultures normalise male aggression and sexual entitlement

• challenge how drinking cultures contribute to the condoning of male violence and disrespect towards women

• challenge gender and racial stereotypes in both drinking and non-drinking situations

• engage men and boys as responsible bystanders to call out sexism and prevent violence against all women and girls, regardless of their race or ability.

Such an intervention acknowledges that men's violence towards women, while under the influence of alcohol, is underpinned by gender norms, practices and structures that drive violence against women more broadly. In doing so, it would support and complement other strategies to address the gendered drivers of violence by helping create a more supportive environment for population-wide prevention work.

More information about violence against women and about alcohol-related violence can be accessed on the Our Watch website.

Settings: the 'where they can be implemented'

Change the story identifies 11 priority settings: the places in our society where people live, learn, work, socialise and play. Each setting has opportunities for significant influence over the norms, practices and structures that need to change to shift the drivers of violence against women in Australia. This section will outline each of the 11 settings for prevention work and explains what the settings are, why they are important for prevention work, some key considerations and links to other resources to support work in these settings.

The choice of setting will be dependent on a number of factors, such as where your organisation currently works or where there are opportunities for funding. Ideally, we want to see prevention work happening across all these settings and in all locations. If possible, it is better to commence a prevention initiative in a setting where there is little or no activity in your community, rather than have multiple strategies happening in the same setting.

What is a 'whole-of-community', 'whole-of-organisation' or 'whole-of-school' approach?

A 'whole-of' approach to prevention means that your strategy aims to engage everyone in the population, community, organisation or other group of people that you are working with. A 'whole-of' approach recognises that change is complex and requires actions to embed prevention across all areas of an organisation, school or community.

Your work is not isolated and is aligned with other prevention work in your setting or wider region. Your strategy is also not targeted at victim/survivors or perpetrators of violence but on the structures, systems, behaviours and attitudes of the general population to address the drivers of violence against women.

If you are working at the community level, a whole-of-community approach means that your prevention efforts aim to engage diverse groups of people in the community. You may be working through a smaller-scale strategy or your work may form part of a site-based or regional strategy, as in the Generating Equality and Respect program (see the case study on page 105).

If you are working with an organisation such as a workplace, you must aim to have everyone's support, especially those in positions of power and influence. There needs to be strong leadership commitment to and role modelling of prevention, and strategies, structures, policies and practices in place that explicitly promote gender equality.

A whole-of-school approach recognises the school as an education institution, a workplace, and a community hub. This means work in schools, such as respectful relationships education, needs to engage with school communities at a number of levels and using a number of different strategies. This approach could be adapted and tailored for other educational and care institutions, including early childhood settings and universities.

While 'whole-of' approaches are ideal and should be the aim of prevention work, they require time and resources that are not always available. Single prevention activities need to form part of a larger 'whole-of' approach across a population group or setting, as the evidence is clear that one-off or single prevention activities in isolation are not effective in achieving long-term social change.

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1. Education and care settings for children and young people

This setting includes childcare and early learning centres, and primary and secondary schools, including specialist schools.

Key opportunities

- Education settings at every level – early childhood, primary and secondary – have near-universal reach to Australian children and young people.

- Education settings play an important role in the socialisation and development of children and young people. They also act as community hubs for families and communities, and as workplaces they represent a large workforce.

- Shaping positive attitudes and behaviours among children and young people to identify and challenge gender stereotyping, violence-supportive and gender stereotyped attitudes/practices in their daily lives, the media and popular culture.

- Initiatives can support children and young people to build their skills and establish respectful and equal relationships of their own.

- Young people can also be skilled and empowered to advocate for gender equality and non-violence and positively influence their peers, as well as future generations.

- Educators, other staff and parents can be supported to model the behaviours and attitudes that are taught to students in classrooms.

- International students, recent migrants and children with disabilities can be engaged by working in English as a second language classes and specialist schools.

Examples

- Respectful Relationships Education is a whole-of-school approach to school-based prevention of violence against women. It engages schools as both education institutions and workplaces to be the catalyst for generational and cultural change in addressing the drivers of violence against women.

- Classroom activities can enable students to critique gender norms and attitudes supportive of violence against women, and promote respectful relationships.

- Professional development and learning with school staff is a critical element to the whole-of-school approach.

- Organisational change, acknowledging that educational institutions are also workplaces, including human resource policies and strategies, can be gender transformative at a structural level.

- Schools are also community hubs. A whole-of-school approach should promote an integrated approach to encouraging partnerships between schools, community organisations, violence response services and government organisations.

Our Watch resources

- Our Watch's *Respectful Relationships Education Toolkit* provides schools with an annual cycle and resources for embedding a whole-of-school approach in their school and evaluating and monitoring their efforts, https://www.ourwatch.org.au/What-We-Do/Respectful-relationships-education/Whole-School-Approach-Toolkit

- Our Watch, *Respectful Relationships Education in Schools: Evidence Paper*, https://www.ourwatch.org.au/getmedia/4a61e08b-c958-40bc-8e02-30fde5f66a25/Evidence-paper-respectful-relationships-education-AA-updated.pdf.aspx

Other resources available

- National Association of Services Against Sexual Violence, *Framing best practice: National standards for the primary prevention of sexual assault through education*, http://www.nasasv.org.au/PDFs/Standards_Full_Report.pdf

- Partners in Prevention, http://www.partnersinprevention.org.au

- Australian Education Union, http://www.aeufederal.org.au/

- Association of Women Educators, http://www.awe.asn.au/drupal/

- There has been more work undertaken in secondary schools than there has in primary schools. The work that has been undertaken in primary schools has generally not taken a whole-of-school approach or been evaluated. Our Watch will be exploring a whole-of-school approach to respectful relationships education in primary schools over the next few years. *YWCA Respect, Communicate, Choose* is a respectful relationships education initiative in primary schools that has been evaluated, https://ywca-canberra.org.au/community-services/respect-ed-respectful-relationships-resources/

2. Universities, TAFEs and other tertiary education institutions

This setting includes academic, vocational and training environments.

Key opportunities

- Tertiary education settings directly influence people during the transition from school to the workforce and between career changes.

- Engaging entire groups in these settings can achieve wider cultural shifts in attitudes and behaviour towards gender equality and violence.

- Gender equality initiatives in higher education can help reduce gender segregation in the workforce. Tertiary institutions offer an opportunity for role modelling the transformation of gender stereotypes in different industries, such as women teaching science and technology subjects, and men in nursing or other care services.

- Tertiary education institutions are also workplaces and community hubs, and have the potential to promote whole-of-organisation and community-led prevention strategies.

- Engage international students, recent migrants, young adults with disabilities and Aboriginal and Torres Strait Islander students as part of a whole-of-population approach.

- Working in partnership with associated organisations such as student unions and student accommodation/colleges can add value to initiatives and supports consistent prevention activities and messages being reinforced at multiple points.

Examples

- Prevention work in tertiary education institutions will ideally be part of a whole-of-organisation approach that involves students, academics/ teachers, other staff, campus residential accommodation and the wider community. This includes assessing who holds leadership and support roles in the institution and examining the gendered norms, practices and structures of the organisation as a whole.

- Prevention initiatives trialled in tertiary institutions include direct participation programs in bystander intervention, which give participants the skills to address sexist and harmful behaviour they witness.

Other resources available

- Universities Australia has resources and networking opportunities through their *Respect. Now. Always*. campaign on the prevention of sexual assault and harassment in Australian universities, https://www.universitiesaustralia. edu.au/uni-participation-quality/students/Student-safety#.WO3i32mGOUk

- In 2016, the Australian Human Rights Commission undertook research into the nature, prevalence and reporting of sexual assault and sexual harassment of students in Australian universities. The research findings are due to be released in 2017, https://www.humanrights.gov.au/our-work/sex-discrimination/projects/university-sexual-assault-and-sexual-harassment-project

3. Workplaces, corporations and employee organisations

This setting includes industry, employer networks, unions, employment agencies and the public and private sectors.

Key opportunities

- Violence against women is more common in communities with strong ideas about what it means to be a 'real man' or 'real woman' and where men use disrespect towards women as a way of bonding.

- Workplaces are key spaces where peer relationships and stereotypes are formed and shaped, so they have a unique opportunity to challenge cultures of disrespect. What is accepted and rewarded in the workplace influences social attitudes, beliefs and behaviours.

- Prevention activities in workplaces should target sexism, gender-based harassment and discrimination, and cultures that might exclude women from decision-making and leadership. These activities can shape social norms and relationships both inside and outside of workplaces as staff promote gender equality and respect in their daily lives outside work.

- There are significant benefits to workplaces that promote gender equality. Respectful and equitable workplaces see strong staff morale, performance and commitment, reduced sick leave and are more likely to attract and retain quality staff. Businesses and industries with fair and equitable policies and practices stand to benefit from greater employee retention and business reputation.

- Workplaces provide an opportunity to reach large populations as they have almost universal reach across all employed people in Australia. This is a diverse setting and includes employment sectors with large migrant and refugee workforces, male-dominated sectors and rural and remote workplaces.

Examples

- Whole-of-organisation approaches should involve work with individual staff, middle management, the executive and the board to address the root causes of inequality in structures, policies, cultures and practices.

- Workplaces should aim to ensure gender equality is embedded in all organisational structures and cultures, including reviewing recruitment and promotion strategies, considering how to support women in leadership and actively promoting flexible work to allow male and female staff to balance care and work responsibilities.

- Prevention activities in the workplace might include work to address gender imbalances in leadership positions, provide training to equip staff to speak out against sexism and strengthen management responses to gender discrimination and sexual harassment.

- Workplaces can also promote gender equality and non-violent norms outside the workplace through their engagement with external stakeholders.

Our Watch resources

- Our Watch is currently implementing the *Workplace Equality and Respect Project*, https://www.ourwatch.org.au/What-We-Do/%E2%80%8BVictorian-Workplace-Equality-and-Respect-Project

Other resources available

- Governance Institute of Australia, *Guidelines for gender balance performance and reporting Australia*, https://www.governanceinstitute.com.au/knowledge-resources/guidance-tools/guidelines-on-gender-balance-performance-and-reporting-australia/

- VicHealth, *Equal Footing toolkit*, https://www.vichealth.vic.gov.au/media-and-resources/publications/equal-footing-toolkit

- VicHealth, *Preventing Violence Against Women and Bystander shortcourses*, https://www.vichealth.vic.gov.au/courses-and-events/vichealth-short-courses

- White Ribbon, *Workplace Accreditation Program*, https://www.whiteribbon.org.au/stop-violence-against-women/what-white-ribbon-does/workplace-accreditation/

- Workplace Gender Equality Agency, *Gender strategy toolkit*, https://www.wgea.gov.au/lead/building-gender-equality-strategy

4. Sports, recreation, social and leisure spaces

This setting includes local and regional clubs, professional institutions, state and national associations and the organisations providing services and facilities to them. It also includes social and leisure spaces, licensed venues and facilities.

Key opportunities

- Sport and leisure spaces bring people together across the community and have the opportunity to involve a diverse range of individuals, groups and communities across Australia. They are important spaces for socialising and have a powerful influence on gender norms and relations.

- Gender segregation and gender stereotyping occurs in many sporting and recreation environments. This may indirectly contribute to sexist attitudes and disrespect towards women. Addressing this segregation and promoting collaboration between males and females is a good opportunity for partnership.

- Engaging men and boys in prevention initiatives can be a focus in this setting, however women's participation is also crucial. This helps to ensure that the prevention strategy does not cause further harm or indirectly reinforce unequal gender norms.

- Addressing reinforcing factors, such as condoning of violence in general and harmful use of alcohol, is also possible in a sports setting.

- It is important that sport, which has such a big influence on our society, uses this influence to advocate for respect, gender equality, inclusion and non-violence on and off the field

- Positive elements and values within sport, such as participation and "fair play" have been extended to the promotion of respectful relationships, gender equality, inclusion and non-violence by various partnerships between sport and community organisations.

Examples

- Taking a whole-of-organisation approach by involving all participants, leaders and the wider community in promoting equal, respectful and non-violent policies and practices.

- Training and support for sports club leaders, at both the local level and elite level, to create club environments and structures that are inclusive, respectful and welcoming of women and girls.

- Strategies that aim to increase the participation of and challenge rigid gender stereotypes for women and girls in all elements of sport and recreation, including as participants, coaches, umpires, administrators and leaders.

- Establishing networks and partnerships for prevention across different groups in the community and contact your local community health centre, local government or women's health service.

- Direct participation programs with a focus on education and promoting respectful and healthy relationships can be used when working with young people in this setting.

- Male and female leaders in sport can be influential as community advocates and ambassadors in campaigns to prevent violence.

- Ensure leadership support from within clubs/associations for the prevention of violence against women through active promotion of gender equality and active participation in developing strategies to address these.

- Using internal communications to regularly promote gender equality and the prevention of violence against women within the sporting club as well as sporting members.

Our Watch resources

- Our Watch works closely with national sporting codes across Australia through the *National Sporting Organisations Initiative*, https://www.ourwatch.org.au/What-We-Do/%E2%80%8BSports-Engagement-Program

Other resources available

- AFL Victoria, *Fair Game Respect Matters*, http://www.aflvic.com.au/fair-game-respect-matters/

- Coaching Boys into Men toolkit, http://www.coachescorner.org/

- Inspiro, *YOU&I*, resources for local sporting club coaches and committees on contributing to preventing violence against women, http://www.youandirespect.com.au/resources/

- VicHealth, *Changing the Game* on increasing female participation in sport, https://www.vichealth.vic.gov.au/programs-and-projects/increasing-female-participation-in-sport-initiative

- VicHealth, *Everyone Wins*. Resources have been developed for State Sporting Associations and community sporting clubs to build healthier sporting environments that are welcoming and inclusive of everyone in the community, particularly women and girls, people with a disability, Aboriginal and Torres Strait Islanders and people from culturally and linguistically diverse backgrounds. https://www.vichealth.vic.gov.au/programs-and-projects/everyone-wins

- Ten ways local government can advance gender equity, *Sports and recreation*, http://www.mav.asn.au/policy-services/social-community/gender-equity/gender-equity-factsheets/Pages/sports-recreation.aspx

- Knox City Council, Maroondah City Council and Yarra Ranges Council, *A Gender Lens for Leisure*. This report identifies the role of local government in promoting gender equality in sport and recreation in local sporting club facilities, recreational open space and other major leisure facilities such as swimming pools, gymnasiums and indoor sports centres, https://www.knox.vic.gov.au/Files/Community/A_Gender_Lens_For_Leisure_Final_Report.pdf

5. The arts

This setting includes community networks and professional organisations across the creative industries including visual and performing arts, film and literature.

Key opportunities

- The arts provides a number of different platforms for challenging rigid gender stereotypes. This includes the way that women and men are represented creatively as well as challenging norms that prevent women's full participation in creative industries, such as providing female artists/performers with equal opportunities to present their work.

- Violence against women and gender inequality can be creatively explored through the arts and assist people to understand and question their own values and beliefs.

- Using various communications strategies and platforms to address the drivers of violence, including social media and social marketing campaigns.

- The arts bring people together across the community and can be used to promote inclusive population-wide change. This setting has the opportunity to involve a diverse range of individuals and groups nationally.

Examples

- Using a community-based arts approach to engage with local communities in the planning, development and delivery of arts initiatives. Using participatory, tailored and inclusive approaches to work with local communities means that arts initiatives are more likely to be effective in conveying their key messages and be more sustainable.

- Arts organisations can contribute to community mobilisation and strengthening through establishing different partnerships across the community.

Other resources available

The arts are an emerging setting for primary prevention and there are limited resources available to support the work. For examples of work in this setting in Australia, see:

- Big hART, an arts organisation, which uses the socio-ecological model to create long-term change and opportunities for participants to share their stories to challenge gender norms. Their prevention strategy, *Project O*, works to empower women in rural communities to build resilience and prevent violence against women. Women can develop their skills through arts events and contribute to cultural change in their communities. This strategy uses both direct participation and community mobilisation to address gender inequality in the local area, http://bighart.org/project/project-o/

- *The Locker Room*, a mixed media installation, which aims to use an artistic platform to provoke thought and stimulate conversation about violence against women in the community. The installation was developed in partnership between Knox City Council in Melbourne's East and local women who are survivors of violence. Designed to grow over time and explore the stories of other survivors, the work explores the loss, courage and resilience of women and families exposed to violence and encourages audience members to re-examine what they see, hear and believe. It has been used in a range of community festivals and events. https://www.knox.vic. gov.au/Page/Page.aspx?Page_Id=3516

6. Health, family and community services

This setting includes hospitals, community health, family support and relationship centres, settlement and migrant resource centres, disability support services, maternal and child health, prenatal and antenatal care, primary health, mental health and other social services.

Key opportunities

- This setting has a long history in leading prevention initiatives across Australia. Women's health organisations have been invaluable to the evolution and coordination of prevention work nationally. They are in a strong position to influence individuals and communities.

- These services have extensive and established networks across multiple sectors in the community and have the capacity to coordinate prevention work.

- By working together, these services can have significant reach across the community to raise awareness of the health impacts of violence against women.

- These services provide direct services to the public, which presents opportunities to embed gender equality and non-violent respect into their service delivery and interactions with their clients.

- Services, including disability support services and aged care, can be targeted to prevent violence against women that takes place in care and institutional settings.

- Many of these services can reach marginalised and isolated groups, including young people outside the education system, first-time parents, newly arrived migrants and refugees, and Aboriginal and Torres Strait Islander families.

- Many of these services address the reinforcing factors of violence. They can mobilise attention and resources to ensure their work to address these factors also considers the drivers of violence.

Examples

- Whole-of-organisation approaches, where prevention is integrated into their daily services and practices with clients and workplaces within which prevention can be undertaken.

- Undertake regular consultation with clients and the local community on their experience of how gender equitable, respectful and inclusive they have found your service and programs. Use these findings to make appropriate changes to relevant services, practices, policies and programs.

- Direct participation programs that address the drivers of violence, such as programs that promote healthy, equal and respectful relationships among new parents.

- These services are often well placed to respond to disclosures of violence. As well as supporting their clients who have experienced violence, they can also develop partnerships with other prevention initiatives in the community to establish strong and clear referral pathways for people who have experienced violence.

Our Watch resources

- Our Watch, *Strengthening Hospital Responses to Family Violence*, https://www.ourwatch.org.au/What-We-Do/%E2%80%8BStrengthening-Hospital-Responses-to-Family-Violen

Other resources available

- Women's Health Association of Victoria, *Action to Prevent Violence Against Women*, http://www.actionpvaw.org.au

- Women's Health West, *Why gender matters: a guide for community health services*, http://pvawhub.whwest.org.au/why-gender-matters-a-guide-for-community-health-services/

- Carrington Health, *Baby Makes 3* is a group program for first-time parents which aims to support couples maintain healthy and equal relationships after the birth of a baby, http://www.carringtonhealth.org.au/services/groups/baby-makes-3

7. Faith-based contexts

This setting includes places, networks and associations that are brought together on the basis of faith, religion or belief.

Key opportunities

- Faith-based initiatives can have a powerful influence as faiths represent population groups across all life stages and from a variety of cultural backgrounds.

- Faith settings are an important space in which people's beliefs and behaviours around intimate relationships, gender roles and norms are influenced.

- Faith leaders can play a key role in directly shaping respectful, non-violent attitudes and practices within the members of their faith group.

- Work in this setting can support individuals to take action if they witness sexism or discrimination.

- Faith-based contexts offer important opportunities, but religion should not be confused with cultural identity, and faith leaders should not be viewed as representative of entire cultural communities.

Examples

- Support and train faith leaders to understand and address the drivers of violence against women.

- Involving all leaders and members of the faith community, provides opportunities to influence all aspects of the setting and to ensure prevention work reflects the needs of the community.

- Supporting faith communities to address the drivers of violence against women by drawing on existing beliefs and practices within their faith community that support respectful, healthy relationships.

- Faith-based organisations also have wide networks that can be mobilised across the community to reinforce key messages about gender equality and preventing violence.

Other resources available

- Northern Interfaith and City of Darebin, *Promoting equal and respectful relationships in faith communities: A manual and toolkit*, https://www.vichealth.vic.gov.au/media-and-resources/publications/guide-to-equality

- White Ribbon Australia, research paper on *Key issues in working with men from immigrant and refugee communities in preventing violence against women*, includes discussion on engaging men through faith settings, https://www.whiteribbon.org.au/wp-content/uploads/2016/10/100-WR_Research_Paper_V7.pdf

- City of Greater Dandenong, City of Casey, Cardinia Shire Council, CHALLENGE Family Violence, *Promoting equality and respect: an interfaith collaboration on preventing violence resource*, https://issuu.com/greaterdandenong/docs/family-violence-challenge-family-vi

- City of Darebin, *RESPECT: a guide for Muslim Faith Leaders and Communities*, a resource for Muslim faith leaders and communities to take action to prevent violence against women and promote equal and respectful relationships, http://www.darebin.vic.gov.au/Darebin-Living/Community-support/Diversity

8. The media

This setting refers to the industries and organisations that deliver media in all its forms – print, television, radio, online and social media.

Key opportunities

- By reporting violence against women and violence in general, the media has a powerful influence over how the public understands violence and gender.

- Violence against women generates daily media coverage across Australia. However, the links between gender inequality and violence is often missing from this coverage, with the vast majority of reporting on violence 'incident-based' – looking at tragic individual instances – but not exploring the issue in a more depth.

- Media coverage sometimes perpetuates myths and stereotypes about violence against women, including sensationalising stories and 'victim blaming'. More informed and accurate media commentary on violence against women and challenging rigid gender stereotypes will contribute to achieving population-wide change.

- Media organisations are also workplaces that should adopt internal policies and practices to support women's leadership in the industry and create change to disrespectful and sexist cultures.

- Challenging norms across media organisations that prevent women's full participation in the industry, such as practices of women presenting stories that play into gendered stereotypes.

Examples

- Positive engagement with the media industry, including editors and journalists, encourages them to reflect on the impact of their reporting on violence and how they can play an important role in prevention work. This includes training and resources on responsible reporting of violence against women and incentives for responsible reporting such as media awards.

- Media organisations are well placed to implement communications and social marketing strategies across a range of platforms including print, television, radio and social media to promote positive messages on gender equality and to represent stories of violence against women accurately and respectfully.

- The media can work with media advocates – women who have experienced violence and who have received support and training to share their own experiences of violence, such as through interviews. It is essential that the interview process and how women's stories are presented in any media coverage occur safely, ethically and respectfully.

- Build the capacity of the prevention sector to work with the media, and to provide clear and consistent messages and information on the drivers and prevention of violence. This aims to support improved reporting on violence and contribute to a deeper understanding nationally of prevention.

Our Watch resources

- Our Watch is working around the country on the *National Media Engagement Project*, www.ourwatch.org.au/What-We-Do/National-Media-Engagement-Project

- This includes a National Awards Scheme to recognise and reward good reporting on violence against women, www.ourwatch.org.au/What-We-Do-(1)/Our-Watch-Awards

Other resources available

- ANROWS, *Media representations of violence against women and their children: State of knowledge paper*, http://www.anrows.org.au/publications/landscapes/media-representations-violence-against-women-and-their-children-state

- Domestic Violence Victoria, *Working with news and social media to prevent violence against women and their children: A strategic framework for Victoria*, http://dvvic.org.au/_wordpress/wp-content/uploads/2016/11/Working_with_News_and_Social_Media_Quick_Reference_Guide.pdf

- Domestic Violence Victoria, *Eleven ways to boost your work with news media: How you can help the media report prevention of violence against women*, http://dvvic.org.au/_wordpress/wp-content/uploads/2016/11/11-Ways-Full-Guide.Compressed-for-Website.-10.5.16.pdf

- Partners for Prevention, *Using social media for the prevention of violence against women*, http://www.partners4prevention.org/sites/default/files/resources/socialmedia_final.pdf

- Women's Health East, *Speaking Out program* – media advocacy to end family violence and sexual assault, http://whe.org.au/wp-content/uploads/sites/3/2014/10/SpeakingOutFlyer_July2015.jpg

- Centre for Advancing Journalism, University of Melbourne, *Uncoverered*, https://uncovered.org.au/ Uncovered is a resource developed by and for Australian journalists interested in best practice reporting on violence against women.

9. Popular culture, advertising and entertainment

This setting refers to the variety of industries, mediums and corporations that contribute to popular culture and shape consumer choices and behaviours.

Key opportunities

- The advertising and entertainment industries have enormous influence over an individual's attitudes and behaviours related to violence against women. Examples include the marketing of children's toys which can promote unhealthy and rigid gender stereotypes or other reinforcing factors of violence, such as harmful use of alcohol.

- These industries present information on gendered norms, stereotypes and violence across a number of platforms, including social marketing, television and cinema. They can also be sites for reinforcing factors, such as the backlash evident in social media (see Section 8 for further information on preparing for and responding to backlash).

- These settings provide multiple opportunities for influencing change, including challenging the objectification and sexualised representations of women that are common in popular culture and entertainment. It provides the opportunity to send positive messages about what healthy and respectful relationships should look like, at all stages of life.

Examples

- Supporting this sector to understand the drivers of violence, how violence can be prevented and the role the sector can play in prevention are critical.

- Communications and social marketing campaigns can raise awareness of violence against women as well as challenge the attitudes, practices and social norms that drive it. These should be used with other techniques such as direct participation programs.

- Prevention strategies may be led by the industry or undertaken in partnership with government and community organisations.

- As sectors that are also large employers, these industries can also adopt approaches to support organisational cultural change for gender equality.

Other resources available

- Department of Premier and Cabinet (Victoria), *Gender portrayal guidelines*, www.dpc.vic.gov.au/index.php/communication/policies-and-guidelines/gender-portrayal-guidelines

- City of Melbourne, *Guide to reporting sexist advertising*, www.melbourne.vic.gov.au/community/safety-emergency/Pages/guide-to-reporting-sexist-advertising.aspx

- Let Toys Be Toys, http://lettoysbetoys.org.uk/

10. Public spaces, transport, infrastructure and facilities

This setting involves the wide range of industries and sectors that influence the development and use of public environments and resources in our society.

Key opportunities

- The provision, design and maintenance of infrastructure, facilities and public spaces have a significant impact on the way people access these spaces.

- Planning policies and processes can unintentionally exclude or discriminate against groups in our community and can ignore the fact that women and men often use and perceive public spaces differently.

- Local, state and territory, and federal governments, as well as organisations that contribute to planning and development, all have a role to play. Local governments in particular are important partners for prevention through their role in the design and maintenance of local public spaces and facilities.

- Considering equality, inclusivity and accessibility during all stages of planning and development can support women's equal participation in their community and their access to facilities, transport and public spaces.

- Improving women's and girls' real and perceived safety in public spaces by ensuring the design and planning of infrastructure and transport is gender-sensitive. Supporting women's safety and security in public spaces improves their independence in public and private life.

Examples

- All prevention work in this setting should adopt a whole-of-organisation approach, including involving all members of organisations that work in the setting and the wider community. This recognises that these organisations are both service providers and workforces that can promote gender equality through organisational development.

- Government-based prevention work in this setting can draw on strategies to promote safety, equality and respect in public spaces. This could include a multi-sectoral approach with a communications campaign and direct participation programs such as bystander training.

- Ensuring that any data used is sex disaggregated (statistics and information that is collected and analysed separately for women/girls and men/boys) and that women and men from all sections of the community are consulted to inform the planning and design of public spaces, infrastructure and facilities.

- Applying a gendered lens to disaster management to ensure it considers and addresses gender inequality and the increased risk of violence against women following disasters.

Other resources available

- Department of Premier and Cabinet (Tasmania), *Making public spaces and events safer for women*, http://www.dpac.tas.gov.au/divisions/csr/policy/Policy_Work/taking_action_tasmaniaas_primary_prevention_strategy_to_reduce_violence_against_women_and_their_children_2012-2022/making_public_spaces_and_events_safer_for_women

- Women's Health In the North and Women's Health Goulburn North East, *Gender and disaster pod*, www.genderanddisaster.com.au

- Healthy Spaces & Places, *Why health and planning?*, http://www.healthyplaces.org.au/site/why.php

- UN Women, *Safe Cities* resources, http://www.endvawnow.org/en/modules/view/12-safe-cities.html#53

- Municipal Association of Victoria, *Gender and Emergency Management*, http://www.mav.asn.au/policy-services/emergency-management/Pages/gender-emergency-management.aspx

- Ten ways local government can advance gender equity, *Infrastructure* and *Land Use Planning and Design*, http://www.mav.asn.au/policy-services/social-community/gender-equity/gender-equity-factsheets/Pages/default.aspx

- Moreland City Council, *Female friendly sports facility checklist*, http://www.activemoreland.com.au/Documents/Moreland%20Sports%20Clubs/AWG%20-%20Female%20friendly%20facility%20checklist.pdf

- State and territory governments have policies on crime prevention through urban and environmental planning and design.

11. Legal, justice and corrections contexts

This setting includes the many sectors that are involved in intervening in violence after it has occurred, such as police, courts, law and justice agencies and rehabilitation services

Key opportunities

- Legal, justice and corrections agencies provide an important foundation for prevention by ensuring safety for victims and accountability for perpetrators. The treatment of violence against women within this setting has a powerful influence on community attitudes about the seriousness of the issue and its impact on women.

- The legal and justice system has the opportunity to influence community attitudes through judgements and sentencing perpetrators.

- They have a role in prevention as organisations that actively promote equality and respect in their environments and daily practice.

- Services and organisations in this setting are also workplaces that should adopt internal organisational change work to address the drivers of violence.

Examples

- Crime prevention strategies that address the drivers of violence against women-related crime in communities. These initiatives can be community-focused and driven.

- Whole-of-organisation approaches that involve all staff and other members of the agency or organisation can increase understanding and awareness, as well as influence underlying attitudes and beliefs.

Other resources available

- Department of Justice (Victoria), *Reducing Violence against Women and their Children Grants Program*, http://www.crimeprevention.vic.gov.au/home/your+community/preventing+violence+against+women/

> Work in these settings can support individuals to take action if they witness sexism or discrimination.

Techniques: 'how they are best implemented'

Direct participation programs	Community mobilisation and strengthening	Organisational development	Communications and social marketing	Civil society advocacy

Change the story identifies five techniques – the different ways that prevention practice can be undertaken – that have demonstrated effectiveness or promise for the primary prevention of violence against women. Below is information about these different techniques, including case studies and relevant tips.

It is also important at this point to think about the inclusive and universal approaches that need to be applied to this work as well as to consider the complexity of intersecting circumstances, identities and experiences and the relevant intersections of inequality, discrimination and oppression in women's lives. These are discussed in Section 5.

Technique 1: Direct participation programs

Direct participation programs involve face-to-face engagement with individuals or groups. Direct participation programs build participants' understanding of gender inequality, the sexist norms, structures and practices that drive violence against women and what they can do to prevent violence against women in their daily lives.

These programs aim to provide participants with the skills and confidence to examine their own beliefs and behaviours and to adopt ones that are more supportive of respect and gender equality. The direct participation of the target audience increases the impact of the program's key messages and leads to longer-lasting change through knowledge and skills-building. These programs are particularly effective when they are implemented as part of broader organisational change process in settings such as schools or workplaces.

These programs can play an important role in reinforcing new beliefs and behaviours by improving understanding of gender equality and respectful relationships within a community. Table 3 has examples of direct participation activities.

> ## Facilitation
>
> You may wish to have male and/or female facilitators for a direct participation program, depending on your target audience. Male and female facilitators working together can be highly effective with both single sex and mixed sex groups.
>
> Male and female co-facilitators can effectively role model key messages about equality and respect. They can also challenge participants' ideas about gender by actively finding opportunities to act outside of gendered norms.

Activity	Aim
Respectful relationships education	• Teach children and young people about gender relations and how to build respectful, non-violent relationships through age-appropriate curriculum. • Build young people's media literacy and encourage them to critically look at how women and men are portrayed in the media, popular culture and advertising, and challenge gender stereotypes.
Parenting programs	• Promote positive, respectful and equitable parenting practices, challenge gender stereotypes about parenting, and encourage healthy and safe family environments with potential and new parents.
Peer or group education programs	• Support participants to question sexist beliefs and behaviours in their social group, and to challenge the condoning of violence against women. • Encourage individuals and organisations to be active bystanders and speak and act against sexist language and behaviour, including promoting an active role for men in advocating for gender equality.
Women's social and economic empowerment initiatives	• Build the skills of women to seek employment and financial independence and address additional forms of economic disadvantage, such as those experienced by newly arrived migrant women.
Arts and cultural groups	• Produce exhibitions or develop performances to raise awareness of gender inequality or gender stereotypes and explore alternative forms of femininity and masculinity.
Professional development	• Provide training for service providers on the gendered nature of violence, discrimination and inequality. This should also include training on the experiences of specific population groups whose experiences of violence and discrimination can be compounded, such as women and girls with disabilities.

Table 3: Examples of direct participation techniques

Our
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Tip

What works and what doesn't for direct participation programs

- Run programs with multiple sessions over time to reinforce changes to attitudes and behaviours.

- Implement direct participation actions as part of broader, ongoing programs and engagement in a community.

- Deliver programs as part of a complementary strategy, such as staff workshops on sexism, as part of a broader workplace gender equality strategy.

- Include interactive elements in your program that require participants to actively engage with the content and practise the skills and knowledge they learn, to ensure participants stay engaged with what can be challenging content.

- While it is important that training resources should be tailored to the setting and community you are working with, many training resources already exist that you could adapt and use. Contact your local women's health or family and domestic violence organisation for more information. There are also a number of resources referred to throughout this Handbook that may be useful.

- Ensure program facilitators have appropriate expertise. Training and supporting the facilitators should be a central component of the program's design to ensure knowledge, familiarity and confidence with the drivers of violence and the principles of primary prevention.

- Ensure that programs and facilitators do not unintentionally reinforce gender stereotypes and misconceptions about violence against women.

- Take care that programs with male facilitators do not replicate gender inequality by putting men in positions of power or control over women, including both participants and female co-facilitators.

- Ensure content recognises diversity in your group, including different cultural and linguistic backgrounds, different levels of ability and intersections between different identities. Make sure those delivering activities are trained and supported to work with these diverse experiences.

Case study: MATE, Griffith University, Queensland

The MATE program is a leadership program implemented in a number of settings that focuses on preventing all forms of violence. The program views all participants as empowered bystanders and aims to provide them with the skills and knowledge to stand up to situations of violence, sexism, gender inequality and disrespect.

The training sessions are facilitated discussions, not lectures, and are highly interactive. The sessions are used to develop options for participants to use during a range of school or social situations – ranging from sexist jokes or comments to actual violence. Additionally, the training sessions open dialogue for participant leadership on issues such as intimate partner violence, sexual assault, fighting and bullying.

Training sessions aim to challenge participants to understand and embrace the necessity of their action as leaders and proactive bystanders when faced with violence and gender inequality. It provides participants with opportunities to shift their perspectives and attitudes about these issues and then empowers participants with options for intervening in real-life situations.

For more information, see Griffith University, *MATE*, https://www.griffith.edu.au/criminology-law/violence-research-prevention-program/training-development

For more on bystander interventions, see VicHealth, *More than ready: Bystander research project*, https://www.vichealth.vic.gov.au/media-and-resources/publications/bystander-research-project

Technique 2: Community mobilisation and strengthening

Community mobilisation and strengthening builds on existing relationships within communities to take collective action to address the drivers of violence in community settings. This technique engages the community to participate in the design and implementation of initiatives that best reflect their needs and priorities. It uses community partnerships and collaboration, and recognises that participation is key to communities finding their own solutions. Community mobilisation takes a strengths-based approach and can be an important technique for communities that are marginalised and often denied a voice in decision-making. Table 4 has examples of activities.

> **! Tip**
>
> It is important to remember that community is defined in different ways by different people. Just as every person can have range of identities (for example as a woman, a person with disability and as an older or younger person), people can be members of multiple communities – geographic, economic or cultural.
>
> Communities can also be virtual communities. Online communities are increasingly becoming an active voice in preventing violence and advocating for gender equality.

Activity	Aim
Community-driven strategies	• Challenge social norms and practices that support violence against women using local activism and community initiatives such as community meetings, workshops and cultural activities. • Target the condoning of violence and other anti-social behaviours as identified by the community while also promoting and respecting community self-determination, which is particularly important in working with Aboriginal and Torres Strait Islander communities.
Economic empowerment interventions	• Empower women through initiatives that support financial literacy and independence, and support women's leadership in their community and personal relationships. • Address economic inequality in marginalised population groups as part of a broader community-wide strategy.
Community events	• Use community events to promote the key messages of broader prevention strategy through partnerships between prevention initiatives and community leaders
Whole-of-community strategies	• Saturate a local area through a number of coordinated and targeted techniques, across various settings and aligned with a regional prevention framework. See the Generating Equality and Respect case study on page 105

Table 4: Examples of community mobilisation and strengthening techniques

Tip

What works and what doesn't work for community mobilisation and strengthening

- Community empowerment is a key principle in preventing violence against women. Engage key organisations, recognised community leaders and diverse community members at all stages of the program. This will empower the community to be part of decision making and to claim ownership of the program. This is particularly important when working with Aboriginal and Torres Strait Islander people where initiatives should be driven by the community.

- Recognise communities are diverse places with people from many different backgrounds. Tailor the initiative to be inclusive, relevant and culturally sensitive. Recognise every community is different and not all approaches or techniques will work with every audience.

- Take care not to unintentionally play into existing power relations when partnering with key individuals in the community. Ensure marginalised community members and organisations have a voice and an opportunity to contribute to decision-making and to participate in the program.

- Consider that building relationships between a program and the target community takes a lot of time and commitment from both sides. If this is not done respectfully and sensitively, people may not trust the program or your organisation and they may not be willing to participate.

- Determine the community's readiness and willingness to participate during initial consultations to identify any resources that may be missing or additional training that may be needed.

Case study: Promoting Peace in Families, City of Casey, Victoria

The Promoting Peace in Families project promotes health and wellbeing through initiatives in faith-based settings in collaboration with the wider community. The project aimed to strengthen the capacity of the faith sector to act on violence against women and their children through awareness raising, social marketing, establishing support services within communities and building the capacity of leaders to engage in prevention activities.

One of the key strengths of the project was the increased collaboration between the faith-based organisations and the wider community. Relationships were established between faith-based and other organisations including local government, to improve service delivery and sharing of resources. Faith-based organisations also became involved in White Ribbon campaigns in their community.

For more information, see *Promoting Peace in Families*, http://www.casey.vic.gov.au/health-safety/health-promotion/family-violence-prevention

Technique 3: Organisational development

Organisational development refers to actions that address the drivers of violence against women in all aspects of an organisation. A negative organisational culture encourages harmful and sexist beliefs and behaviours, including sexual harassment or sexism, which undermine women's leadership and encourage discrimination against women. Organisational development is important for promoting positive organisational structures and cultures based on respect and equality between women and men. It also aims to remove structural and cultural barriers to equality and put women and men on an equal footing across the organisation. This can have a broad impact on preventing violence because organisations have the potential to influence the wider community as well as their own organisational cultures.

> **Tip**
>
> **Organisations** include businesses and corporations, schools and universities, sports associations, faith-based organisations, local government, media agencies and health centres. These organisations are key players in preventing violence against women because they are places in which women and men interact within their community and can shape people's beliefs and behaviour.
>
> The organisational development technique is relevant in all settings and anywhere that people work together, whether voluntarily or through employment.

Organisational development is also an opportunity to address additional forms of inequality and disadvantage that intersect with gender inequality. Organisational development work is strengthened by addressing other forms of social and economic discrimination.

> **⚠ Tip**
>
> Drafting a policy that demonstrates your organisation's commitment to preventing violence against women is a good way to establish a visible commitment to members of the organisation, partners and your local community.

Organisational development is also an essential internal capacity building activity for organisations wishing to undertake prevention work with external stakeholders or communities. Critically reflecting on their own organisation is an important first step to ensure the organisation has the right organisational culture, structures, norms and practices as well as the knowledge and understanding to undertake prevention work externally.

Organisational development can include a large range of actions depending on the context and the resources available. It is important that actions are part of a whole-of-organisation approach and plan. Table 5 below has examples of activities.

Activity	Aim
Awareness raising campaigns	• Increase awareness in the organisation about the prevalence of violence against women, its drivers and the actions that organisations and individuals can take to prevent it. • Provide active roles for people in the organisation as bystanders and leaders to challenge sexist beliefs and practices.
Codes of conduct	• Set the expectation within the organisation for people to take reasonable steps to eliminate discrimination and sexual harassment.
Organisational gender audits	• Identify the structural aspects of gender inequality in the organisation such as pay gaps and women's representation in management positions, and availability of flexible working conditions.
Gender equality strategy	• Use the findings from an organisational gender audit in addition to other sources to develop an organisational gender equality strategy. This may include reporting to the Workplace Gender Equality Agency and developing policies on remuneration and retention for women in the organisation.
Organisational cultural audits	• Assess cultural awareness and understanding of the communities and population groups the organisation is working with and inform actions to embed cultural awareness in the organisation, such as developing a Reconciliation Action Plan.
Training	• Promote and normalise gender equality as part of organisational culture and practice to all staff or organisation members. • Reinforce leadership and role modelling of gender equality and respect by male and female leaders in the organisation.
Leadership workshops	• Address additional barriers to gender equality such as gender bias in decision-making and organisational practices in leadership.

Table 5: Examples of organisational development techniques

! Tip

What works and what doesn't work in organisational development

- Use a whole-of-organisation approach that promotes gender equality across the organisation and employs strategies across multiple levels of the organisation so that change is mutually reinforced.

- Address knowledge and skills in the organisation as well as formal structures or practices and informal norms that reinforce gender inequality.

- Determine the organisation's readiness and willingness to participate during initial consultations. This is important for determining the organisation's capacity to successfully implement and maintain the program.

- Ensure senior leadership is committed to prevention and creates an authorising environment by establishing and reinforcing organisational commitments to violence prevention and gender equality.

- Ensure organisational staff or members delivering actions have access to quality training and support, and regular opportunities to build their confidence and skills.

- Tailor organisational development initiatives to the specific context of the organisation, as well as the wider context of the community you are working in. Align work with other prevention initiatives in the community or setting to provide consistent messages on gender equality and ending violence against women.

- Avoid one-off or annual events that are not part of a broader plan for change. More 'visible' initiatives such as raising awareness cannot replace actions that embed gender equality in the organisation's structures and culture.

- Maintain efforts over time to ensure sustainability. Programs require a long-term commitment of resources to ensure a comprehensive whole-of-organisation approach.

Case study: Working Together Against Violence, Linfox and Women's Health Victoria

The Working Together Against Violence project used organisational development activities to both create a culture of equality and respect at Linfox, a transport company, and to build the capacity of Linfox and Women's Health Victoria to deliver prevention initiatives. The project was a partnership between the organisations, in which Women's Health Victoria delivered training on bystander action and awareness raising on violence-supportive behaviour and attitudes. The project's framework was informed by Women's Health Victoria's feminist values and by theories of masculinity and social norms change. This meant that the project had an explicit focus on targeting the drivers of violence against women by addressing organisational culture in the male-dominated workplace of Linfox.

The project took a whole-of-organisation approach, with all employees and managers required to engage with the project and those in leadership positions to be role models and promote the key messages of the training workshops. The project emphasised the important relationship between the health and safety of employees at home and at work for employees across all levels of the organisation. This whole-of-organisation approach underpinned the gender transformative framework of the project.

Another strength of the project was the delivery of bystander training. Workshop content did not regard men as perpetrators, but as individuals who can contribute to making a difference and challenging violence against women. This was important for the project to be able to effectively engage men at Linfox. Employees of Linfox came from a range of cultural and linguistic backgrounds and this was considered when delivering the training. Resources were designed to be clear and simple, and language was kept as free from jargon as possible, with images also used in the workshop presentations.

For more information, see *Working together against violence*, http://whv.org.au/static/files/assets/8b4e9b75/Working_Together_Against_Violence_final_project_report.pdf

Technique 4: Communications and social marketing

These techniques use communications to raise awareness of violence against women and challenge harmful attitudes, behaviours and social norms across a variety of media and popular entertainment channels including television, radio, print, online media and social media. Institutions like the media represent important 'culture creators' that can have a powerful role in establishing norms and disseminating information, and therefore influencing social change. These initiatives aim to encourage behavioural and attitudinal change.

Experience from communications initiatives on other topics show that communications campaigns alone have limited impact, but can be powerful when undertaken as part of a broader multi-setting and multi-technique initiative.

> **⊡ Tip**
>
> Prevention strategies that incorporate a communications campaign must ensure that all messages and images used do not inadvertently reinforce stereotypes on gender or other forms of disadvantage and inequality.
>
> A gender transformative approach to communications and social marketing means that all content is delivered in a way that challenges rigid and harmful beliefs including sexism, ableism, racism and other forms of discrimination. Be careful not to present messages that misrepresent, exploit or sensationalise people's stories or lives and make sure all work is supportive of women's independence and decision making.
>
> Best practice is to pilot all campaign content with your target audience to ensure your messages are accessible and appropriate, and to seek media advocacy training and support where necessary.

Key messages of communications initiatives must be supported by leaders within the community to demonstrate support for the desired changes. Strategies should be based on rigorous and relevant research and testing with relevant audiences to ensure effectiveness and avoid unintended consequences such as reinforcing stereotypes. They should have simple and consistent key messages with tailored messages for specific target audiences and channels.

Examples of effective campaigns using this technique come from other areas of public health prevention including on tobacco use, physical activity and sun smart behaviours. In each case, communications and marketing campaigns were effectively combined with broader strategies that contributed to whole-of-population change around harmful social norms, practices and structures. Table 6 has examples.

Activity	Aim
Sustained multi-media campaigns	• Challenge attitudes and norms that condone violence or promote gender inequality using radio, television, billboards or other channels to 'saturate' the wider community.
Communications campaigns	• Bring together prevention practitioners and service providers to advocate for reform to policy and legislation to address structural, society-level barriers to gender equality.
'Edutainment' programs	• Encourage young people to discuss violence and promote gender equality through the use of social media or television series alongside a complementary peer education program that reinforces key messages of the overarching strategy.
Arts campaigns	• Engage arts organisations to find creative platforms to promote messages on ending violence against women. • Use creative platforms to engage diverse population groups through relevant popular culture.

Table 6: Examples of communications and social marketing techniques

⚠ Tip

What works and what doesn't in communications and social marketing.

- Avoid single component awareness-raising strategies, which are ineffective in shifting complex social norms. They may raise awareness and 'break the silence' about violence against women but are rarely transformative. They may also have adverse effects by reinforcing a belief that violence against women is normal or inevitable.

- Develop key messages that are simple, strong and consistent and address the drivers of violence against women. Move beyond raising awareness.

- If the campaign is targeted at the local community level, ensure it is based in community mobilisation and leadership at a grassroots level. Assess local experiences and needs of the community or setting you are working in before developing the key messages of the campaign. Test these messages again with your target audience before finalising them.

- Involve well-known leaders from a wide range of groups in the target community to appeal to and engage with a broader audience, and to publicly role model the key messages of the campaign.

- Devise campaigns with multiple components to promote key messages through a range of platforms including social media, posters and pamphlets, along with traditional media such as radio, newspapers and television.

- Brief relevant support services so they have an opportunity to plan responses to increased demand as a result of a communications or marketing campaign, particularly in localised areas.

- Be aware of potential backlash or other negative consequences that the campaign may have.

- Tailor messages for specific audiences and channels. Recognise that communications and social marketing campaigns will reach people from diverse backgrounds and work to make sure that violence prevention messages do not take a 'one-size-fits-all' approach.

- Develop positive and constructive violence prevention campaigns, which use inclusive images and language. This might include positive images of women with disabilities, Aboriginal women and older women, and diverse depictions of healthy relationships, families and communities. Do not use disempowering stereotypes such as racist stereotypes of abused women and children from a specific cultural or ethnic group. Images and language need to reflect diversity.

📄 Case study: Make the Link Campaign, Gippsland Women's Health Service, Victoria

The Make the Link social marketing campaign formed part of a broader approach to prevention in the Gippsland Regional Preventing Violence against Women Strategy. The campaign developed various merchandise and web content to communicate key messages on the link between sexist language and comments and violence against women.

These messages were adopted and reinforced by all other activities happening in the region under the Gippsland Regional Strategy. Strategy partners also integrated the campaign into organisational development activities so that the region was effectively saturated by Make the Link's key messages. This campaign highlighted that communicating consistent messages across all elements of a prevention strategy is a critical success factor.

For more information, see *Make the Link*, https://makethelink.org.au/ and the *Final Report on Outcomes and Learnings* from the Reducing Violence against Women and their Children Grants, http://www.ourwatch.org.au/getmedia/b4a40a7b-8c7c-46a4-858f-6538c0d7e1ec/focus).14

Technique 5: Civil society advocacy

Advocacy is about building collective momentum for change. Civil society organisations are key players in building and supporting social movements that encourage governments, organisations, corporations and communities to take action to prevent violence against women. Evidence shows that civil society advocacy, particularly through women's organisations, is essential to long-term and effective policy development for preventing violence against women. Table 7 has examples.

> **! Tip**
>
> This work should always be done in collaboration, using a strengths-based approach that draws on the existing knowledge and skills of women's organisations around the country. These organisations have a wealth of experience in advocating for women's rights, equality and safety, and are a valuable resource for further civil society advocacy and other prevention techniques.

Activity	Aim
Advocacy for women's health	• Achieve policy, legislative and institutional reform of women's health including advocacy for women's reproductive rights and enhancing women's independence in public life. A list of national women's health services and organisations can be found at http://awhn.org.au/organisations/
Advocacy for childcare reform	• Improve childcare accessibility and quality to increase women's opportunities and financial independence.
Networking opportunities	• Facilitate opportunities for women to network and advocate collectively, particularly on issues or in settings where they are underrepresented including capacity building for civil society representatives to advocate for women's empowerment.

Table 7: Examples of civil society advocacy techniques

> **! Tip**
>
> Prevention strategies that adopt civil society advocacy techniques often engage influential individuals or 'champions' for gender equality to promote key messages in the community. These advocates are invaluable in highlighting the issue and developing a shared understanding of violence against women in the community. These advocates can also create and implement strategies to promote non-violence and gender equality in their own local contexts. However, 'champions' need to represent the diversity of communities and programs should be careful when promoting influential individuals that this does not detract from the transformative potential of the program's messages. For example, campaigns that promote male champions through communications and marketing campaigns can be perceived as damaging the work of women who have been working in prevention for many years with limited recognition of their work.

⚠ Tip

What works and what doesn't work in civil society advocacy

- Ensure women from minority groups or from other disadvantaged or marginalised communities and the organisations that represent them are at the forefront of promoting cultural change and violence prevention efforts in their communities.

- Establish strong partnerships or networks between members of civil society, including promoting the role of women's health organisations as leaders in prevention.

- Encourage champions and advocates to undertake the background work required to be effective and take further responsibility for leading action.

- Engage a diverse range of champions and advocates from both formal and informal leadership positions who are representative of and respected in targeted communities.

- Provide training and ongoing support to ensure they are well-briefed and confident to share key messages about prevention. The Speaking publically about men's violence against women: curly questions and language considerations, http://whwest.org.au/wp-content/uploads/2016/01/Speaking-on-PVAW-Resource_KH_WEB.pdf resource developed by Women's Health West can support community champions and practitioners when speaking publically about violence against women. This resource outlines some key steps in responding to tricky questions and comments about violence against women, including questions about men's experience of violence.

- Establish processes to ensure champions and advocates do not have personal histories such as perpetrating violence, gender inequality or racism that undermine their position.

- Avoid using women or women's organisations to support and sustain male champions and leaders because it reinforces the unequal distribution of power between men and women.

📄 Case study: South Australian Chiefs for Gender Equity

The South Australian Chiefs for Gender Equity are a coalition of high-profile men from the business and corporate sector. The Chiefs use their positions of influence to challenge the male-dominated structures and cultures of the private sector by raising awareness in workplaces, addressing inequitable policies and practices such as unequal pay, and addressing the barriers that prevent women from reaching senior levels in a corporate environment. In this way, their work aims to improve women's independence and decision-making in public life and to strengthen organisational gender equality.

The group works closely with the South Australian Equal Opportunity Commission and actively promotes the United Nations Women's Empowerment Principles. Through this partnership, the group maintains their alignment with the feminist values of gender equality and the Equal Opportunity Commission oversees the engagement of high profile men in prevention work.

For more information, see *Chiefs for Gender Equity*, http://www.eoc.sa.gov.au/eo-business/chiefs-gender-equity

Sustainability - Making change 'stick' through multi-sectoral, multi-technique approaches

A population-wide approach to the prevention of violence against women cannot rely on any single setting or technique to create long-lasting change that reaches everyone. As this Handbook describes, primary prevention work nationally must be multi-sectoral, involving multiple techniques using consistent principles, adopt a whole-of-community or whole-of-organisation approach, implemented across all settings and sustained over long periods of time.

It is important to scan your environment to ensure that your prevention work is not duplicating other work and also to seek opportunities to connect your work to larger strategies or efforts.

Policy makers and funders need to ensure that prevention work spans multiple settings in a coordinated and mutually-reinforcing way. The Generating Equality and Respect case study below demonstrates the role of funders in coordinating a multi-setting and multi-technique strategy.

Multiple strategies in multiple settings and locations based on the *Change the story* framework will build this multi-sectoral and sustained approach. Your efforts can form part of the larger, Australia-wide work of prevention.

Case study: Implementing a multi-setting and multi-technique prevention strategy in Melbourne's East

The Generating Equality and Respect program was a three-year partnership program between Monash City Council and Link Health and Community, with funding from VicHealth. Multiple prevention activities were implemented in a number of settings in one community, including the two local partner organisations as both workplaces and service providers to their local community, a local corporate workplace, maternal and child health services, and a local network for youth-focused practitioners.

These activities adopted different proven and promising techniques to support this whole-of-community approach across multiple settings, including workplace organisational development, direct participation with workshops for first-time parents on gender equitable parenting and relationships, building the capacity of the youth sector to promote respectful relationships education and civil society advocacy contributing to policy and practice expertise for the prevention sector. The Generating Equality and Respect program improved the reach and impact of the different activities by developing a comprehensive social marketing campaign, which supported the reach of key messages across the community.

Each of these activities also involved working with specific partner organisations in the community and closely aligned with the regional prevention strategy. Collaboration and coordination through strong partnerships between key stakeholders were central to the successful implementation of this multi-setting and multi-technique strategy. These partnerships will continue beyond the life of Generating Equality and Respect.

For more information, see *Generating Equality and Respect*, https://www.vichealth.vic.gov.au/media-and-resources/publications/generating-equality-and-respect-resources

A holistic, nationwide approach to prevention cannot rely on any single strategy, setting or technique to reach everyone or create long-lasting change. To make change 'stick' our national approach to prevention needs to include a number of different techniques that support the transformation of norms, practices and structures across multiple settings.

Case study: Hamdel Project, Whittlesea Community Connections with The Salvation Army Crossroads and Women's Health in the North, Victoria

The Hamdel Project was a pilot program that explored different prevention techniques in the local Iranian community. The program was designed and implemented through a close partnership between an established Iranian women's group and local health and family organisations. One of the main objectives was to build the capacity of the women's group and they had primary responsibility for developing the program's activities. The women's group also identified other potentially influential leaders and men to work with, and determined how this should happen.

One of the strengths of the program was the close working relationship between community development staff and the Iranian women's group. This improved both the community awareness of the gendered drivers of violence against women and the primary prevention approach, as well as building the organisational capacity of the women's group to deliver prevention strategies.

The delivery of program activities by female and male facilitators, both Iranian and non-Iranian, also created the opportunity to challenge myths on cultural gender roles. This emphasis on cross-cultural communication also promoted better understanding between diverse sections of the community.

For more information, go to the *Evaluation of the Preventing Violence Against Women and their Children in Culturally and Linguistically Diverse Communities Project*, https://www.ourwatch.org.au/getmedia/8706760f-1245-4acd-b704-d8a2add12469/OurWatch-CALD-Evaluation-AA.pdf.aspx

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