



**Te Kupenga Whakaoti Mahi Patunga**  
**National Network of Stopping Violence**

# **How NNSVS can bring about attitudes and behaviour change**

**By Garth Baker,  
Project Manager, NNSVS**

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*Merely attempting to prevent violence is too passive, too disengaged, essentially lacking commitment to being involved in one another to be maximally effective. Peaceful lives need a social context of vibrant interdependence. Loving relationships, nurturing families, caring friends, economic security, healthy gender roles, and enfranchisement in the local and wider community are hallmarks of violence-free lives. Seen in this light, prevention is not a matter of stopping violence, it is a matter of building a society that is a fertile ground for human flourishing where violence becomes as rare as it is today normative.*

Davies E, Hamerton H, Hassall Ian, & Fortune C (unpub 2003a)

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National Network of Stopping Violence Services  
PO Box 6721, Marion Square, Wellington

Or from the NNSVS website [www.nnsvs.org.nz](http://www.nnsvs.org.nz)

The report's author, Garth Baker, can be contacted on [garth.baker@nnsvs.org.nz](mailto:garth.baker@nnsvs.org.nz) or 04 802 5402

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## Introduction

This report is for internal use of the national office and member agencies of the National Network of Stopping Violence Services [NNSVS].

It is to inform the NNSVS of possible approaches to changing New Zealanders' attitudes towards violence and violent behaviour. Implications for NNSVS of becoming involved in an attitude and behaviour change campaign are identified.

The report summarises the relevant findings of recent New Zealand literature reviews and reports, and introduces other useful approaches. It focuses on what NNSVS will be able to achieve with limited funds and by working with other organisations with the same kaupapa<sup>1</sup>.

The focus of this report is on changing attitudes and behaviours of the general population. There are additional sources of information on working effectively to change violent attitudes and behaviour of Maori and Pacific Island populations, and with young people. NNSVS can draw on these later.

As this report is intended to be brief, the detailed content of sources is not included. For more information the original reports should be read in full. Electronic are available from the national office of NNSVS.

This report was written by Garth Baker, project manager of NNSVS's 'promoting youth non-violence' project, in September 2006.

## Sources of information

*Te Rito: New Zealand Family Violence Prevention Strategy*<sup>2</sup> is the Government's key family violence prevention strategy and was launched in 2002. It aims to provide a longer term approach to addressing strategic and service capacity issues. It identifies 18 areas of action, the thirteenth of which is public education/awareness. While Te Rito is not a source that this report draws on, it forms the backdrop for all recent reviews and reports on what New Zealand can do to change attitudes towards violence. It is assumed that people involved in NNSVS are already familiar with Te Rito.

### **Main sources of information**

In October 2003 the Ministry of Health [MOH] and the Ministry of Social Development [MSD] received a review on *How Can The Literature Inform Implementation of Action Area 13 of Te Rito?*<sup>3</sup> This report reviews research and evaluations of attitudinal change projects from around the world and draws conclusions on what seems to be effective. It has never been published. It was written by five members of the Institute of Public Policy at Auckland University of Technology [Davies et al] and is substantial. They also produced a draft summary report<sup>4</sup>, which gives a succinct outline of their work. This summary is what this NNSVS report draws on and is referred to as 'Davies et al'.

In August 2005 the Families Commission produced Janet Fanslow's *Beyond zero tolerance: key issues and future directions for family violence work in New Zealand: a report for the Families Commission*<sup>5</sup>. This report draws together information on child abuse, intimate partner violence and elder abuse. It proposes a theoretical model of what needs to be done to eliminate this, along with information that is useful to NNSVS.

The Auckland Regional Public Health Service has produced *Reducing Family Violence: Primary Prevention Awareness Raising and Attitude Change*<sup>6</sup>, which provides a brief but comprehensive review of literature to assist their planning of attitudinal change initiatives. It is a particularly relevant source for this report.

### **Other sources of information**

Another relevant New Zealand report is *Creating a Culture of Non-Violence*<sup>7</sup>, produced last year by the New Zealand Parliamentarians' Group on Population and Development after a consultation process in which NNSVS was involved.

Several international documents are also relevant.

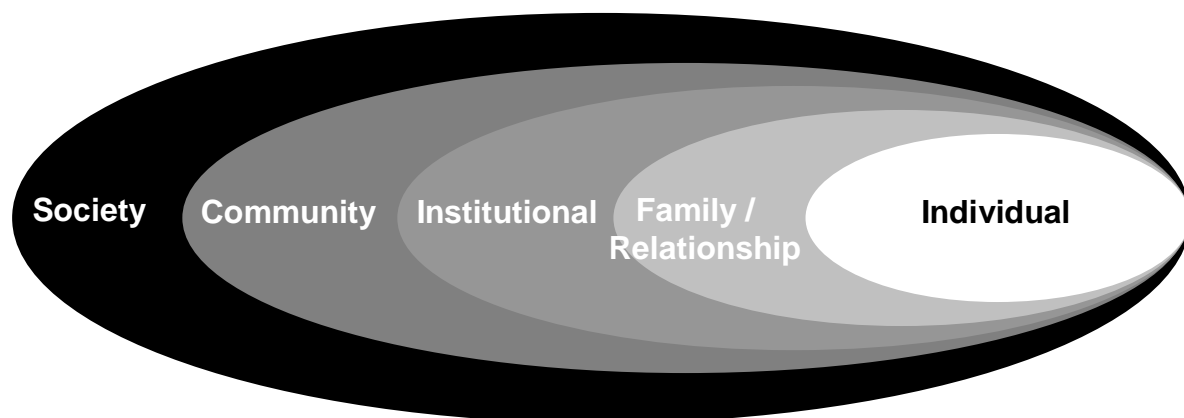
A year ago, the Australia organisation The Victorian Health Promotion Foundation [VicHealth], reviewed attitudinal change campaigns focusing on violence against women<sup>8</sup>. This report, *Vichealth Review of Communication Components of Social Marketing. Public Education Campaigns Focusing on Violence Against Women*, was carried out by Rob Donovan, a recognised expert on social marketing<sup>9</sup>. His report outlines campaigns from around the world and provides some useful direction on what is effective.

The World Health Organization produced *World report on health and violence: summary*<sup>10</sup> four years ago and *Preventing violence: a guide to implementing the recommendations of the World report on health and violence*<sup>11</sup> two years ago. These are referred to in the Auckland Regional Public Health Service review.

## Some useful terms and concepts

It will be useful to explain some terms and concepts that are used in this report.

Fanslow discusses an **ecological model** in her report. She represents this in a diagram:



The ecological model is one of the most common frameworks used to represent the levels of influence that contribute to violent behaviour. It allows representation and exploration of the relationship between individual and contextual factors and considers violence as the product of multiple levels of influence on behaviour.

Fanslow notes that worldwide there is a move to develop a **co-ordinated community response** to intimate partner violence. This involves all key agencies:

- exchanging information
- developing and implementing shared policies
- resolving service delivery issues
- committing to a common analysis of violence
- promoting good practice through training and guidelines
- tracking cases
- auditing practice
- promoting community awareness of prevention work.

Fanslow combines an ecological model with a coordinated community response to identify a possibly effective approach to violence prevention.

**Community action programmes**<sup>12</sup> aiming at specific outcomes with particular groups of people. They focus on changing the environment, not the individual, with the purpose of making the desired behaviour the social norm. An example would be promoting the use of seat belts by young Maori men. The Ministry of Health advocates the use of community action programmes because they're seen as cost-effectiveness.

The **Community Readiness Model**<sup>13</sup> recognises communities have differing levels of interest or willingness to change. This model provides a way to assess where a community is at so interventions can be tailored to it. It identifies that communities may be at a particular stage: believing violence is normal and accepted; denying there is a problem or believing that change is impossible; recognising there is a problem but not being motivated to

change; actively planning an intervention; implementing it; having a range of stable interventions; and having a sophisticated approach supported by training and evaluation. This model is useful in determining what intervention is appropriate and to track progress.

Another common term in the literature is **social marketing**. Donovan is considered an authority on social marketing and he explains that social marketing uses the concepts and tools of commercial marketing to achieve socially desirable goals. Marketing has a consumer orientation, focuses on target audiences, and undertakes extensive research to ensure that the 'product', and its packaging, pricing and placement [how you get it] are appropriate, and that the advertising is believable, relevant and motivating. He warns that social marketers need to offer people something they value in exchange for them adopting a desirable behaviour. 'What's in it for me?' is a key driver in determining appropriate incentives for the various target groups in social marketing campaigns.

Social marketing sometimes identifies people as '**pre-contemplaters**' [not considering any change], '**contemplaters**' [considering change] and '**actioners**' [making a change].

Violence prevention is sometimes seen as a health issue so a **health promotion model** is used. This typically has three tiers of intervention:

- primary intervention - aimed at whole populations before violence occurs
- secondary intervention – targeting those at risk of using violence
- tertiary intervention – for when violence has occurred.

Health prevention sometimes refers to a '**settings approach**' which aims to modify the setting or environment that people are in so their behaviour changes.

## **What can we learn from *How Can The Literature Inform Implementation of Action Area 13 of Te Rito?***

*How Can The Literature Inform Implementation of Action Area 13 of Te Rito?* was produced to inform the Ministries of Health and Social Development of ways to change attitudes to violence. Written by Davies et al, it also provides NNSVS with useful information.

Davies et al conclude that 'implementation of action area 13 requires a systemic approach with a dual focus on promoting peaceful families as well as reducing risks'<sup>14</sup>.

They believe that a 'saturation community development model' is the most promising approach as 'there is some evidence that the greater the level of community involvement in constructing and implementing... programmes the larger the impact on individual behaviours'. There are also 'wider-reaching benefits for volunteers, service providers, working environments and the social life and well-being of local populations'<sup>15</sup>. They note that outcomes in these areas are more easily measured than a reduction in violence.

A 'community development' model recognises the strengths of members and values their involvement in developing effective local violence prevention programmes.

Successful community-based prevention programmes include these elements. They:

- actively promote positive health-related behaviours
- are based on an ecological model – programmes address children, families and their connectedness to the community, and acknowledge the interrelatedness of different forms of violence
- take a broad multi-problem and strengths-based approach
- are long-term and intensive, starting at birth or before
- are flexible and responsive to local needs
- are owned and developed by and within local communities
- have high quality management and administration plus well trained, well supervised and well paid staff
- are integrated – linked with other programmes and community activities, including the development of common goals, objectives and collaboration
- are based on research and evaluation, with evaluation an integral component built in to the programme itself
- use non-stigmatising enrolment strategies
- provide opportunities for people to practice the types of interactions and discipline methods promoted by the programme
- are well-funded over a sufficient time for longer term outcomes to be assessed.

Public education seems to be most effective when it focuses on positive life-enhancing and action-orientated messages that come from multiple credible sources.

The 'community development' approach could be complemented by a national 'edutainment' strategy which integrates education and entertainment to make information popular and accessible.

Pitfalls identified through Davies et al's research include:

- insufficient attention to getting everyone in the community involved - the most marginalised are the least likely to engage in programmes
- insufficient attention to identifying those best placed to lead public education - the credibility of those leading public education is very important to its success
- increased knowledge does not necessarily equate to changes in attitudes and behaviours
- there are risks to increasing knowledge of family violence
- there are risks to raising expectations of services if these cannot be met.

Three attitudinal change community initiatives [one in the UK and two in the USA] are identified by Davies et al as being promising because they:

- offer a coordinated, collaborative approach to producing better outcomes
- incorporate strategic partnerships
- are multi-dimensional
- are owned by and tailored to the local communities
- build on existing programmes and services
- are community-led and outcome driven
- have a sound theoretical base
- integrate research and evaluation into their development.

## **What can we learn from *Beyond zero tolerance: key issues and future directions for family violence work in New Zealand: a report for the Families Commission?***

Janet Fanslow's report for the Families Commission is a comprehensive review of the prevalence and features of child abuse, intimate partner violence and elder abuse. It provides valuable information on the features and effectiveness of different prevention interventions. Fanslow looks at different models of violent prevention and makes some points relevant to NNSVS.

### **Community readiness model**

Fanslow's report emphasises the following two features of a community readiness model:

1. Communities vary in their interest and willingness to try new prevention strategies. Some may not publicly recognise the existence of a problem in their local community; some may express considerable interest in an identified problem but do not know what to do about it, other communities may have highly developed responses.
2. The Community Readiness Model is a way to assess a community's readiness to initiate or maintain prevention programmes around a specific issue. Using semi-structured interviews with key informants in each community, the model can be used to map community readiness according to an eight-stage model. Each stage is linked with specific, action-oriented strategies designed to assist communities to move to the next stage. The stages are:
  - **community tolerance** which suggests that the behaviour is accepted and considered normative
  - **denial** involves the belief that the problem does not exist or that change is impossible.
  - **vague awareness** involves recognition, but no motivation for action
  - **reparation** involves active planning
  - **initiation** involves implementing a programme
  - **institutionalisation** indicates that one or two programmes are operating and are stable
  - **confirmation/expansion** involves recognition of limitations and attempts to improve existing programmes
  - **professionalisation** is marked by sophistication, training and effective evaluation<sup>16</sup>.

### **The ecological model**

Fanslow develops a framework for possible intervention by combining an ecological approach with a coordinated community response model. This identifies that different community sectors [government, social services, health, justice, faith/clergy, media and employers] can intervene about violence at societal, community, institutional, family/relationship and individual levels.

Relevant aspects of the model include:

1. Steps for each sector:
  - identify and articulate an appropriate response to violence

- identify and develop appropriate procedural responses (pilot programmes)
  - train and implement
  - monitor, give feedback and regulate
  - revise and refresh
2. Working across sectors:
- collaborate and co-ordinate
  - prioritise and resource - for the community sector and the media this could include commissioning smaller scale projects to help to articulate the role of these sectors in responding to family violence or promoting healthy relationships and provide examples of how these goals could be put into practice
  - identify who can do the work.

## **Media campaigns**

Fanslow identifies that the components of a good media campaign are:

### **Define the issues**

1. Begin with clearly stated objectives to ensure all those involved clearly understand and agree on the campaign's intent. This gives a sense of direction, a unifying theme, and a specific endpoint. As well as establishing a standard to help groups evaluate progress and gain feedback.
2. The objectives need to be measurable, realistic and within the capability of the organisation. If behaviour change is the objective then modest goals should be set, and it is easier to promote a specific behaviour than a more general behaviour.
3. Gather data on the problem to indicate its size and justify action, and to illustrate how the problem is distributed throughout the population.
4. Allow sufficient time for organisational acceptance of the proposed strategies.

### **Know the audience**

5. Develop an audience-centred orientation, rather than one that focuses on the message to be conveyed. This is achieved by undertaking research activities to help you understand the audience profile better – their needs, wants, perceptions, lifestyles, living environment and media habits.
6. Segment the audience or clientele into clear target groups based on predisposition, motives, values and lifestyle. This is essential when designing and targeting social marketing activities. Any campaign must also be compatible with the cultural and religious traditions of the target group or groups.
7. Be aware that audiences may be at different stages in relation to change. Some people [called 'precontemplators'] are not seeking information so their attention has to be caught by a variety of advertisements that address the same theme. 'Contemplators', on the verge of change, and 'actioners' making changes, will benefit from information on resources and support available, and practical tips on initiating and maintaining change.
8. Seek participation by representatives from target groups at the design stage through research and mobilisation activities.

### **Communicate appropriately**

9. Form partnerships to enhance credibility and facilitate access to target groups. The audience's response to a communication will be influenced not only by the content of the message but also by its perceived source.
10. Messages have most impact if they come from multiple sources of high credibility and similarity and are repeated often and consistently.

11. Ensure that the messages are appropriate to the objectives and to the needs and perceptions of the target audience. Pre-test messages, revise and pre-test again.
12. Incorporate information about behavioural alternatives and identify skills development within the communication message itself.
13. Emphasise positive behaviour change rather than negative consequences. Messages arousing fear may be less effective than positive messages, depending on the audience's age, anxiety levels, how easy they feel it is to take action, and proximity to the behaviour concerned.
14. Illustrate the benefits for individuals in the target group based on their needs and interests. These are not necessarily the same as those of professionals or experts. Focus on immediate rewards rather than avoiding negative consequences in the future. Stress the implications for the individual in terms of everyday existence.
15. Use a variety of means to reach target audiences including the media, face-to face communication and events. The methods selected should be based on an analysis of the target groups' profiles. As a rule, the communication channels should be ones the target audience comes into contact with on a regular basis and perceives as credible.
16. Repeat the message periodically and supplement it with interpersonal contacts and the services associated with them. Personal communication reinforces every other channel and takes on primary importance wherever mass media fail to penetrate or are underused.

#### **Support the campaign**

17. Use partnerships to help mobilise the human, financial and material resources needed to implement social marketing activities. Allow sufficient time for partnerships to develop.
18. Coordinate campaigns with direct service delivery, such as information hotlines and support services. Promote interaction with the audience via telephone or written materials.
19. Time the introduction of the programme to maximise support and the efficiency of implementation.
20. Recognise and support the contributions of different partners and reassess roles and responsibilities within partnerships regularly.

#### **Recognise barriers to change**

21. Take into account real and perceived barriers that might prevent people from adopting a new behaviour. These include the time involved and social, cultural, psychological and physical barriers, including fear of side effects or other complications.
22. Be prepared to modify programmes, products, services or ideas accordingly. This includes acting on the systems or structures that create the barriers.

#### **Make a long-term commitment**

23. Carry out ongoing monitoring and evaluation to modify and improve the programme. This includes documenting the impact or outcomes through tracking studies over the long term, for example, up to five years.
24. Make a substantial and long-term financial commitment. The extent and duration of financial commitments must be in keeping with the level of change expected. Social change does not take months, but rather years or decades.

# **What can we learn from *Reducing Family Violence: Primary Prevention Awareness Raising and Attitude Change?***

This report was completed by the Auckland Regional Public Health Service in 2006. It looks at primary prevention awareness raising and attitude change family violence programmes, with a social marketing focus. It covers many of the same points already described in this report. Additional points are included below.

## **Messages**

This report notes that the messages that are important in changing attitudes include:

- define and promote positive ways of relating within families
- emphasise the benefits of living in a non-violent community
- focus on family violence as a social issue and responsibility
- emphasise the choice (for women and men) to be non-violent
- end the social sanctioning of violence and abuse.

This report also identifies that messages that are currently missing in attitude change campaigns include:

- violence is preventable and avoidable
- all violence is unacceptable (including male on male violence)
- messages which demonstrate healthy relationships and positive gender roles
- the relationship between alcohol and violence.

## **Community development programmes**

A community development approach is seen as effective in violence prevention. The following points do need to be noted however:

1. Strong ties within geographical communities may not be wholly positive in preventing family violence, as social networks can include people who condone and perpetrate violence.
2. Multiple interventions are important.
3. Factors associated with reducing family violence include:
  - increasing positive involvement of adults (parents/ caregivers) with children and young people
  - strengthening communities (i.e. reducing access to alcohol)
  - changing cultural norms that perpetuate violence, including the links between violence and traditional sex role stereotypes, ideas of masculinity and who is violent [racism and classism assumptions].
4. Possible interventions to address intimate partner violence include:
  - changing social norms that promote hostility or violence towards women
  - questioning the use of controlling behaviours between partners
  - challenging male roles that promote aggression, control and the suppression of emotion
  - promoting policies that raise the status of women in society through education and employment
  - supporting men as involved partners, co-parents, and sons
  - mass media campaigns raising awareness of the magnitude of the problem of family violence
  - advocating for services

- need for community members to intervene when they are aware of family violence, and support victims.

## **What can we learn from the *Vichealth Review of Communication Components of Social Marketing / Public Education Campaigns Focusing on Violence Against Women?***

Victorian Health Promotion Foundation [VicHealth] is aware of how violence undermines an individual and community's health. To help develop an effective approach to violence prevention they commissioned Rob Donovan [and Rodney Vlasis] to review the communication components of public education and social marketing campaigns aimed at reducing violence against women.

The focus is on the communication components - the messages and their medium - that were used, even though these were sometimes part of a much larger programme of social change. This review draws on Australian, New Zealand and international campaigns [generally using English language] to give the most comprehensive summary of initiatives taken since 1995.

Donovan's report provides many useful points for NNSVS to consider about a campaign to bring about attitude and behaviour change.

### ***Campaign target audiences***

Campaigns that Donovan reviewed had a range of target groups:

- women experiencing violence; men using violence; friends, family, colleagues witnessing or aware of violence
- members of institutions that directly impact on the response to individuals using or experiencing violence [e.g. Police, the judiciary, medical / health professionals]
- individuals or social groupings in the wider society [e.g. young people, men, women].

### ***Campaign themes***

The main themes to different campaigns are identified below.

#### **Deterrence appeals e.g. domestic violence is a crime**

The New Zealand Police campaigns 'Family Violence Is a Crime' and 'It's Not Just a Domestic' are two examples of this approach. They are aimed at men who are or could be violent. However violent men are not usually stimulated to seek help by this approach.

When linked to legislative change, increased police action or government policy initiatives, this type of campaign can change public perceptions. Sometimes these campaigns are also designed to embolden the victim [or others aware of the violence] to speak out.

Campaigns based on violence as a crime will only be successful if violent men believe there is an increased and likely risk of being reported; and the consequences of being reported are severe. This approach needs to convince men that they can stop their violent behaviour and that doing so will remove the threat of being reported and punished. To be effective, this approach needs to be accompanied by well-publicised behaviour change programmes for men.

A possible drawback is that men will only see violence as physical and not consider emotional abuse, social control and other forms of controlling behaviour as relevant. They will not think that the campaign's message is pertinent to them.

### **Appeals to break the silence surrounding violence and abuse**

This theme has been used in several campaigns, in most cases to encourage victims<sup>17</sup> of violence to end their silence, with a secondary focus on breaking society's silence.

Increased reporting of violence has been used to measure the impact of this approach but whether there is a real decrease in violence has not been evaluated.

There are several sub-themes:

- violence against women is not a private matter and society has the right to look into what happens in people's homes and to intervene if necessary
- violence against women is socially unacceptable and won't be tolerated. While reinforcing existing attitudes, this approach is unlikely to have an impact on men who currently have no social consequence of being violent.

Similar campaigns have aimed to place violence against women on the community's agenda by increasing awareness of the prevalence of violence and positioning it as a crime.

### **Appeals stressing the negative impact on children**

Messages about the impact of violence on children have been used for different purposes and in different ways. Sometimes the campaign targets fathers and sometimes mothers. Anecdotal evidence during one campaign found that though advertisements targeted fathers, they also prompted some mothers to seek help.

A variation of this theme emphasises intergenerational cycles of violence, based on a positive message: "Treating your children's mother with respect is a great way to give your children a great start in life". This message has the potential to reinforce men's desire to be good parents and partners and highlights the fact that violence against women will impede this.

### **Appeals stressing the negative impact on women**

This approach typically targets women experiencing violence and uses explicit or implicit messages about the negative psychological and/or physical consequences of not seeking help. Campaigns sometimes use the physical signs of violence to evoke an emotional response to the issue and attract attention to the message.

This approach would not motivate violent men to seek help.

### **Appeals stressing women's rights and empowerment**

These campaigns promote a legal basis or a broader 'moral' position [for everyone to be violent-free]. To be effective they need to be accompanied by messages that increase self-efficacy – the belief that one is capable of taking the recommended action. Empathetic and effective help needs to be seen as readily available.

The message is likely to be more effective if it is personalised [directed to members of a target group, such as young women] and made more concrete [such as "you have the right to respect in a relationship"].

A sub-theme is to identify with the confusion, shock, bewilderment and disempowerment that women feel as a result of their partner's behaviour, and aims to stimulate women's strength, resilience and power. A delicate balance is needed between acknowledging a women's distress and acknowledging their potential to change their situation. While not portraying women as helpless victims, the campaign needs to acknowledge the tremendous barriers women face. A typical message is that these barriers can be overcome if women break their aloneness and seek help.

## **Campaigns to change social norms**

Two types of campaigns seek to change social norms:

- Those attempting to correct misconceptions of peer or community attitudes and behaviour.

These campaigns inform members of targeted groups that desirable attitudes and behaviours are more prevalent than they might think [and undesirable attitudes and behaviours far less prevalent]. This approach assumes that 'objective' beliefs will reinforce existing desirable beliefs, encourage members of the group to voice desirable beliefs and suppress the expression of undesirable beliefs and behaviours.

- Those attempting to change broader cultural perspectives of masculinity and male power and privilege in society.

These campaigns are complex and need to manage the risk of inadvertently reinforcing the values they aim to change.

Some campaigns have sought to enhance people's perceptions of the justice/law enforcement systems. This influences social norms about victim blaming and acceptance of men's violence against women. In turn, social norms influence politico-legal and justice systems' response to violence.

Some campaigns have promoted 'respect'—referring to both the show of deference for someone, as well as avoiding interference with a person. This approach has typically been youth-orientated. Some campaigns target young men. Others take gender out of the issue, which may make young men feel less defensive but also avoids the social reality that most violence is by men against women.

Some campaigns have appealed to friends, family and other witnesses to violence to intervene, typically by reporting the violence to police or a helpline. The objectives of this approach are challenging. A number of attitudes, beliefs and emotions [such as fear of the consequences] can block the desired behaviour. Messages arousing guilt are used sometimes to motivate involvement.

Some campaigns appeal to family and friends to offer support to victims and encourage them to seek help. These are also challenging objectives but are important as the first response of women experiencing violence is to turn to friends or family. Messages that focus on concrete ways to offer help are likely to be more effective and cost-efficient than messages encouraging a friend or family member to phone a helpline for advice.

Some campaigns have an information theme. Some explain the prevalence and 'costs' [economic, social, medical] of violence against women; others aim to inform the target audience of what constitutes violence towards women.

A common theme [and execution device] is to contrast men's outward socially praiseworthy behaviours with their private violence towards women. This conveys the message that men who use violence come from all classes, races and parts of the community.

## **Potential themes of campaigns**

Other themes that Donovan thinks could be usefully incorporated into campaigns:

- Violent men typically say they didn't know their behaviour was threatening their relationship until their partner left, or threatened to do so. A campaign could create or strengthen the belief that violence is putting men's relationships at risk.
- Response efficacy is a major component of attitude and behaviour change approaches. Perceptions of the justice system and government legislation are important in influencing social norms about violence against women. Some campaigns have used some parties [such as the Police] but none have used spokespersons from all parts of the justice system and within the government [such as the Attorney General]. This has the potential to significantly change social norms. It could also assure women that if they report violence it will be responded to effectively and they will be safe.
- Some campaigns have indirectly or implicitly used a moral argument that violence against women is wrong. A campaign could make this message more explicit. Research indicates that men in behaviour change programmes were aware they were doing something 'wrong' but didn't know what to do about it. This appeal would need to be accompanied by well-publicised information on the specific action men could take. It would need to clearly indicate it is the behaviour, not the man, which is 'immoral' to ensure the man does not feel too threatened.
- No campaign has explicitly addressed men's desire for a positive relationship. There is potential to appeal to men's:
  - visions and desires for a loving/successful relationship;
  - 'preferred view' of how they would like to be seen by their partner, children, friends and society, in terms of how they relate to family [e.g. they are seen as caring and respectful];
  - values of how they would like to behave in relationships [with decency, respect, etc]; and
  - how they would like their partners and children to feel about them [i.e. to be able to trust him, to not fear him, etc].

## ***Elements of carrying out campaigns***

Donovan comments on the methods different campaigns have used to get their message across.

### **Modelling desirable behaviours**

Some campaigns demonstrate desired behaviour, such as calling a helpline or being respectful in a relationship. This is more effective than showing undesirable behaviour [e.g. not ringing a helpline but later regretting this].

### **Use of dolls or cartoon characters**

Dolls or cartoons have been used to target children and a variety of socio-demographic audiences, to tell the story through their eyes.

## **Bland or 'hard hitting' approaches**

Most campaigns do not depict violence or abusive behaviour. Some have included sounds of violence and abuse. Few show the physical effects of violence on women, choosing to show a fearful or anxious face rather than a bruised face.

Some scenes of verbal abuse have been deliberately ambiguous about whether physical violence also occurred. This is an attempt to target both physically violent men and those on the pathway to using physical violence.

Graphic television advertisements need to be shown at a later hour.

## **Contrasts**

Some campaigns have contrasted a man's professed love for a partner with his actual behaviour towards her. Others have played on the contrast between early marriage/honeymoon dreams with the emergence of the man's violence. These seem to invite women to confront the reality of their violent relationships and presumably seek better options.

## **Use of sporting figures/celebrities**

Some campaigns have used a well-known sportsman to attract their target audience. Celebrities also attract more media attention and the interest of possible community sponsors. However a substantial impact is only likely if the celebrity is also known for a genuine involvement in the issue. Given possible negative connotations with sports and that there are regular news stories about sportsmen behaving undesirably, this approach is not advised.

## ***Framework for campaigns***

Donovan states that campaigns to reduce violence against women must operate at two levels:

- At the individual level - targeting men using [or at risk of using] violence to change their behaviour; women experiencing violence to seek help; and to show others how to intervene in violent situations. These campaigns need to be accompanied by justice/law enforcement systems that act in the best interests of women and children, and by law makers enacting suitable legislation.
- At the social level - to change the socio-cultural environment of values, attitudes and beliefs that accepts or condones violence against women and inhibits individuals and institutions from intervening.

These two types of campaigns need to run concurrently as individual campaigns have sub-text societal messages and societal campaigns have implications for individuals' behaviour. They reinforce each other and have synergetic effects, such as women being more likely to seek help if they anticipate an empathetic and effective response from the justice system, or bystanders being more likely to intervene if they believe that to be the socially acceptable thing to do.

Based on this thinking, Donovan develops a comprehensive communication strategy that includes the following types of campaigns:

- individual level campaigns targeting the immediate safety of women and children
- societal and specific institution campaigns that foster a positive environment that ensures safety of women and children

- societal campaigns that target whole communities to support and advocate for policy/legislative action to ensure institutional responses to women and men who seek help and to men who don't
- societal campaigns to achieve changes in social norms about violence in general and various connotations/concepts of masculinity that endorse or tacitly condone male violence
- societal campaigns to achieve changes in perceptions and reality of patriarchal power and privilege.

Campaigns need to accommodate the country's unique historical and present cultural and legal contexts. Planners need to be aware how media messages from other sources [cartoons, comics, movies, advertising and editorial comment] can undermine a campaign, and counter them where possible.

### ***Best practice for campaigns***

Donovan has identified best practice for campaigns aimed at reducing violence. The key points are:

1. Beware of negative consequences:
  - pre-test messages and materials on both targeted and non targeted populations
  - consider possible negative consequences of activities
2. Integrate mass media advertising and media advocacy strategies to reinforce on-the-ground activities, interagency/inter-network partnerships, and where applicable, policy/legislative changes.
3. On-the-ground activities need to:
  - build capacity
  - coordinate with mass media campaigns e.g. develop a telephone helpline
  - provide opportunities at interpersonal level for modelling and practising skills
  - include local media and local activities and events
  - use media and activities that are culturally appropriate for minority and marginalised populations.
4. Include media advocacy strategies that obtain free media coverage and influence unhelpful representations of family violence.
5. Find ways to sustain the campaign beyond a single dose.
6. Generate public will to support calls to action based on specific behavioural objectives e.g. getting people to phone a helpline or talk to a friend who is being abusive to someone else.
7. Target factors that inhibit people's willingness to intervene – build a culture of protection, reinforce the uncomfortable feelings most men have about family violence, enhance their values and positive desire to stop it happening.
8. Do thorough research before developing and launching a campaign.
9. Base interventions on comprehensive theoretical models of health promotion and social marketing.

10. Ensure political support.
11. Stimulate appropriate initiatives, organised and developed by the local community and which incorporate culturally and socially appropriate responses and activities.
12. Develop peer group clubs, leaders and other peer processes enabling young people to learn skills in building healthy relationships, redefine what it means to be a man away from pro-violent identities, and advocate for non-violence etc.
13. Develop creative story-telling opportunities for youth through the production of videos, digital story-telling, multi-media displays etc.
14. Develop school or campus-based activities, events, workshops etc that provide opportunities for discussion and learning new skills.

Interventions that could be part of an overall mix of a violence prevention campaign are:

15. Efforts to support men and boys to challenge patriarchy and gender inequity in a range of interpersonal and public spaces, and through a variety of means.
16. Community development initiatives by men that encourage other men to collectively organise to take a public stand against violence.
17. Mentors in violence prevention, through training young people in schools and colleges to engage in successful bystander interventions against harassment, abuse and violence.

## **What can we learn from *Creating a Culture of Non-Violence*?**

In its report, *Creating a Culture of Non-Violence*, The NZ Parliamentarians' Group on Population and Development makes the following points:

- The development of the voluntary and community sector must be resourced separately from their contracts for services. This will enable them to focus on best practice. The government needs to see the knowledge held by this sector as a valuable resource which may require funding to be shared.
- Service providers are severely stretched and there is a sense of fatigue within the non-government organisation [NGO] community. It is imperative that these services are adequately supported for their present levels of service delivery, and that this support increases in anticipation of the inevitable increase in demand in response to raised public awareness around family violence.
- The coordination of different sectors needs to be funded. This is essential to ensure that the agencies do not have to divert resources from their core activities.
- Community ownership of programmes is essential. Nation-wide strategies need to be sufficiently flexible to allow innovation and cultural relevance and ensuring that local solutions are accessible, effective and practical. To be effective intervention will need to be developed and designed with the involvement of men and boys, and with specific groups in the community such as Maori, Pacific, refugees and migrants.
- It is imperative that people with sufficient authority and power are fully involved and committed at all levels - the political level, the head of agency and organisational level, at management level, and in the community.
- Public awareness and education should be focussed on the rights of all citizens to live peaceful lives and to address conflict in a non-aggressive and non-violent way. The association of New Zealand masculinity with violence and aggression must be challenged.
- Positive images for people to emulate must be promoted, such as cultivating positive attitudes about giving assistance to children affected by violence and promoting what it 'looks' like to live in a society that prioritises non-violence. Tools for, and images of, problem solving, negotiating and conflict resolution should be promoted. A useful means of doing this is through a settings approach - such as schools, marae, churches, rugby clubs and workplaces. Men and boys also need to be involved and educated about their responsibilities.
- In the case of Pacific people, programmes targeted by location show a poor understanding about Pacific people and their culture.

## Implications for NNSVS and member agencies

In summary, the literature identifies that attitudinal and behaviour change is brought about when:

- all sectors of the community work together in a concerted, long-term campaign towards a shared goal
- while having different roles and working with their own target audiences, all participating organisations are part of a coordinated and consistent approach
- a campaign targets all levels of society from the individual to government institutions, to ensure systems and social norms all work to make violence undesirable
- a campaign is tailored to be appropriate to particular communities and audiences
- advertisements, the most visible aspect of a campaign, are supported by accessible services and media stories showing violence is not acceptable
- approaches usually used by commercial marketing are adopted to target whole population groups
- all media and every opportunity is taken to give the message that violence is not desirable
- the focus is on getting messages to be effectively received by target audiences
- messages are specific to the target audiences' culture
- messages are usually positive by giving alternatives, teaching skills, offering support and promoting the benefit of living without violence
- desirable, non-violence behaviour is recognised and promoted
- research and evaluation, along with building the capacity of organisations, is an integral part of the process.

To be part of a such a campaign has significant implications for the NNSVS national office and member agencies.

To be effectively involved we will need to take action in five areas:

- reviewing our vision and strategic direction
- developing organisational strategies to support the new focus
- working collaboratively
- developing an effective campaign
- and delivering the message.

### The big picture

Both the national office and the member agencies of NNSVS will need to develop a new vision that moves beyond the current focus of addressing violence once it has happened.

While our present programmes and services will always be vital to violence prevention, we need to be willing and able to take a much broader view of how we prevent violent occurring.

An expansion into all aspects of prevention will involve us working in new ways with new people. We will need to draw on models outlined in the literature to help our thinking and talking. We will need new ideas and a shared vocabulary to talk about them.

How we think about our work and organisation needs to more expansive. In a practical way, this starts with our organisations' vision or mission statements, and strategic planning.

## **Organisational strategies**

Once we have set our strategic direction, NNSVS national office and the member agencies will need to ensure all aspects of our organisations are congruent – and effective - with all activities to preventing violence. How we do our work is another way we can give an influential message.

The literature clearly noted that violence prevention services, such as ours, need to have assured and adequate funding for core services. We will need to use this broader approach to violence prevention as another persuasive reason to lobby for better funding.

We know only too well from our experience what the literature says: that the community sector is stretched financially and lacks the range or number of people required to develop the complete range of services required. We are likely to need staff with different skills to those we have now and we will certainly need funding to support them alongside our present business.

We will need appropriate and realistic business plans. These will help us identify what resources we need, particularly in relation to funding and staff. They need to also address governance and management issues.

Achieving attitudinal and behaviour change is a long term process. Some gains can be achieved in the short term, but we need to commit to being engaged on a long term basis.

## **Working collaboratively**

We will not be working alone in this campaign. Other agencies are already involved. They include government departments, the health sector, local bodies, other social services, cultural organisations, sports and recreation groups, faith organisations and the media.

We need to involve more people - men, women and children - as our allies and supporters, both in the campaign itself and in delivering support services.

We will need to collaborate, coordinate and communicate, not only to support each other but also to deliver our messages effectively. At the national and local level we need to work together to clarify our roles and our collective and individual goals. The literature stresses the need for a multi-method, multi-agency approach to suit the range or target audiences so there is clearly room for all the agencies in a community to contribute.

We will need to maintain an effective network, possibly with new organisations such as health promoters or other social marketers.

We will also need to collaborate in undertaking baseline research to help us understand our communities and our target audiences. Sharing expertise and information at the national and local level is likely to be most effective. This is within NNSVS, as well as with other organisations.

As well as making a long term commitment to attitudinal change, we also need to be prepared to learn through monitoring and evaluation. We need to explore ways to do this.

We need to develop specialist research, evaluation, resources development, staff development and capacity building expertise. We need to structure this so it is available to everyone in NNSVS, including new member agencies. It will also need to work in with what's happening in other supportive organisations. This is about both developing and

using our capacity to effectively change attitudes and behaviour. We will be learning as we do it.

As well as having to build our capacity and delivering attitudinal change campaigns, we will also need to make sure that our core services are able to meet the increased demand generated by an effective campaign.

## **An effective campaign**

To be effective, any campaign needs to be based on best practice, as described by Donovan and others in this review. We need to build up our knowledge of and confidence in social marketing approaches.

As described in the ecological model, the campaign will operate in different sectors at different levels. It is complex but probably no more than the behaviour change work we currently do with individuals. We will need to work effectively with other organisations.

The literature is clear that goals need to be realistic, achievable, measurable and timely. Having some short term goals will give us encouragement and confidence, and offer reassurance that progress is being made towards the longer-term goal of social change.

Within the overall goal, campaign messages need to be consistent, though the roles or target group of individual organisations may vary.

The literature agrees that the best messages are positive - they give information, suggest alternatives, offer support, and provide models. They inspire, encourage, and affirm. They affirm existing desirable attitudes and behaviour. Donovan identifies some possible types of messages to use.

Effective messages are developed through trials to make sure they work for the target group and the culture and community in which they are delivered. We need to get close to and understand our communities and target groups. Building this knowledge will always be our starting point.

If the goal is attitudinal and behaviour change, any campaign and its messages need to be bigger than any single organisation and independent of any particular ideology or political perspective.

## **Techniques**

Campaigns use a range of coordinated methods and are based on sound evidence. This will be challenging for all organisations involved, including NNSVS.

We will need to be good at developing and maintaining relationships, along with advocating for ideas and causes.

We need to develop our baseline data: what is happening now so we know if we're changing it. We could usefully begin by assessing our community or target group's readiness to change before we design a campaign. Knowledge of the people we want to change will always be our starting point.

The campaign itself is likely to have several strands, which will need to be coordinated across organisations and communities. Some elements of the campaign are likely to focus on individuals; others will have a wider social focus. Elements of the campaign will almost

certainly be different for different cultural and social groups. And campaigns will differ amongst the varied communities we work in. We will need to become expert at understanding where a diverse range of people are at and how to adapt messages to effectively change them. This needs to be based on evidence rather than what we personally think.

Whatever we do will need to be thoroughly tried and tested before we use it. We will need to have ongoing evaluation to ensure all new initiatives are effective. We need to be skilled at gathering, sifting, recording, assimilating and using information. Research and evaluation will be some of our core functions.

## Things to think about

Undertaking a campaign to change violence attitudes and behaviour is a significant change for NNSVS with implications for all aspects of our business.

This report outlines what the latest relevant literature says is effective in changing violent attitudes and behaviour. It also identifies the possible implications for NNSVS.

Considering all aspects of this report is crucial before making any decisions.

This report is essentially social marketing to NNSVS – it promotes a change.

You are exactly in the position of our target audience – needing to assess a possible change.

Think and feel about where you are right now. This is exactly where we want violent men to be.

Think about what you need to change. This is exactly what we need to offer others.

What do you want to do?

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<sup>1</sup> Foundation of approach or plan

<sup>2</sup> *Te Rito: New Zealand Family Violence Prevention Strategy 2002* Wellington: Ministry of Social Development

<sup>3</sup> Davies E, Hamerton H, Hassall Ian, Fortune C & Moeller I [unpub 2003] *How Can the Literature Inform Implementation of Action Area 13 of Te Rito?* Wellington: Ministry of Health and Ministry of Social Development

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<sup>8</sup> Donovan R & Vlasis R [2005] *VicHealth Review of Communication Components of Social Marketing . Public Education Campaigns Focusing on Violence Against Women* Melbourne: VicHealth, the Victorian Health Promotion Foundation

<sup>9</sup> Social marketing is the use of concepts and tools of commercial marketing to promote socially desirable goals. A well-known example is the promotion of not driving after drinking

<sup>10</sup> World Health Organization [2002] *World report on health and violence: summary*. Geneva

<sup>11</sup> Butchart, A., Phinney, A., Check, P. & Villaveces, A. [2004] *Preventing violence: a guide to implementing the recommendations of the World report on health and violence*. Department of Injuries and Violence Prevention, World Health Organization.

<sup>12</sup> Summary of model in Fanslow

<sup>13</sup> Summary of model in Fanslow

<sup>14</sup> Davies et al [2003: 11]

<sup>15</sup> Davies et al [2003: 9]

<sup>16</sup> Edwards, R.W., Jumper-Thurman, P., Plested, B.A., Oetting, E.R., & Swanson, L. (2000).

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<sup>17</sup> Out of expedience, the Donovan review uses the term 'victim', not intending to give any 'helpless' or 'negative' connotations