



*“A mission guided by a  
community-informed  
Strategic Plan”*

# **American Samoa's Alliance Against Domestic Violence & Sexual Assault**



*LIULIU LE TOFA - CHANGING MINDSETS TO END VI-  
OLENCE*

# Mission

To empower individuals and communities in American Samoa through collaboration to promote resiliency and strengthen our collective capacity to eliminate Domestic and Sexual Violence.

# Vision

An American Samoa where individuals live free of violence with equality, dignity and respect.



This project was supported by Grant Number 2018-X1511-AS-MU awarded by the Office on Violence Against Women, U.S. Department of Justice, and Grant Number HHS-2108-ACF-ACYF-SDVC-1346 awarded by Family Violence Prevention and Services. The opinions, findings, conclusions, and recommendations expressed in this publication are those of the authors and do not necessarily reflect the views of the U.S. Department of Justice, and the Department of Health and Human Services Administration for Children and Families.

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## BACKGROUND

*The Alliance envisions an American Samoa where individuals treat each other equally, with dignity and respect, consequently living free of violence and fear.* To achieve this vision, we - the advocates, capacity builders, communicators and leaders – will address the root causes of domestic violence and sexual assault using primary prevention strategies to influence sustainable social change.

*The Alliance’s mission therefore is to empower American Samoans through collaboration to promote resiliency and strengthen the community’s capacity to eliminate domestic violence and sexual assault.* We will incorporate prevention strategies in our assessments, evaluation, strategic planning and implementation, resource development, communication, deliberate networking, policy advocacy, Board and Staff development.

Our *strategic planning process* began with a *comprehensive environmental assessment* which included the historical evolution of anti-DVSA legislation in American Samoa and the neighboring independent country of Samoa to understand the differences in approaches to DVSA, and the influence of the Fa’aSamoa (Samoan culture) on social and cultural norms regarding women, equality, and power in each community. The evaluation led to prolific insights authenticated by key informant interviews and a KAB Survey [*The State of Domestic Violence in Samoa and American Samoa: A comparison of two societies sharing a single culture, Jan. 2018*].

We supplemented this data with a *resource assessment* in American Samoa to understand how DVSA is experienced amongst Samoans and affects their expectations of the quality, accessibility and availability of intervention services. This evaluation involved key informant interviews and a gap assessment survey focused on the respondents’ actual experiences using DVSA services, documenting their expectations and needs and comparing them to DVSA standards in the U.S. States and countries with large Samoan immigrant communities [*Gap Assessment of DVSA Services in American Samoa, March - July 2018*].

We concluded that while local intervention and treatment services exist, primarily as federally funded government agencies, they do not provide consistent, comprehensive, trauma informed and victim centered services. Stemming from lack of professional training and empathy, to lack of organizational capacity, and the influence of cultural norms, our assessments identified a critical need for culturally receptive prevention efforts and a coordinated community response to DVSA. While local agencies call for a Rape Crisis Center and a larger women’s shelter the data collected points towards a more *immediate and viable plan of action*: focus efforts on preventing the violence before it occurs, fix what exists by building capacity with training and technical assistance, promote cultural values and community responsibility in a coordinated community response.



## STRATEGY

*Our strategy is to build internal and external organizational and community capacity to eradicate social norms that allow and condone violence. We will establish positive social change by incorporating prevention in all aspects of our work.*

## Linking the Vision and Mission to Strategic Priorities and Actions



## PROCESS OVERVIEW

In 2017-2018 we conducted several Board and Staff capacity development trainings to prepare us for the strategic planning process. Our group of eight Board members and six Staff completed over 40 hours of consultant facilitated discussions and activities to understand the root causes and conditions that condone and enable DVSA in our community. Through these activities we developed safe spaces to discuss issues and established a rapport between Board and Staff – clearly understanding our roles and committing to the Alliance’s mission.

Due to the lack of local incidence and prevalence data for domestic violence and sexual assault, the consultant analyzed the Territorial Sex Offender Registry and media coverage of DVSA cases from 2015-2018 to provide us a basic understanding of the scope of the problem and identify issues concerning recidivism, perpetrator accountability, retribution, and community response.

Coupled with the assessment data, we were able to identify deeply ingrained attitudes, cultural beliefs, and prevalent behaviors that contribute to the social norming of DVSA in American Samoa. The Alliance executive director supplemented the formative results by introducing the concept of oppression – sexism, exploitation, culture of silence, etc. – and how it intersects with DVSA. She also recognized our need for support as we explored these issues within our own lives. She devoted quarterly retreats and monthly Staff meetings towards learning new techniques for individual self-care towards wellness.

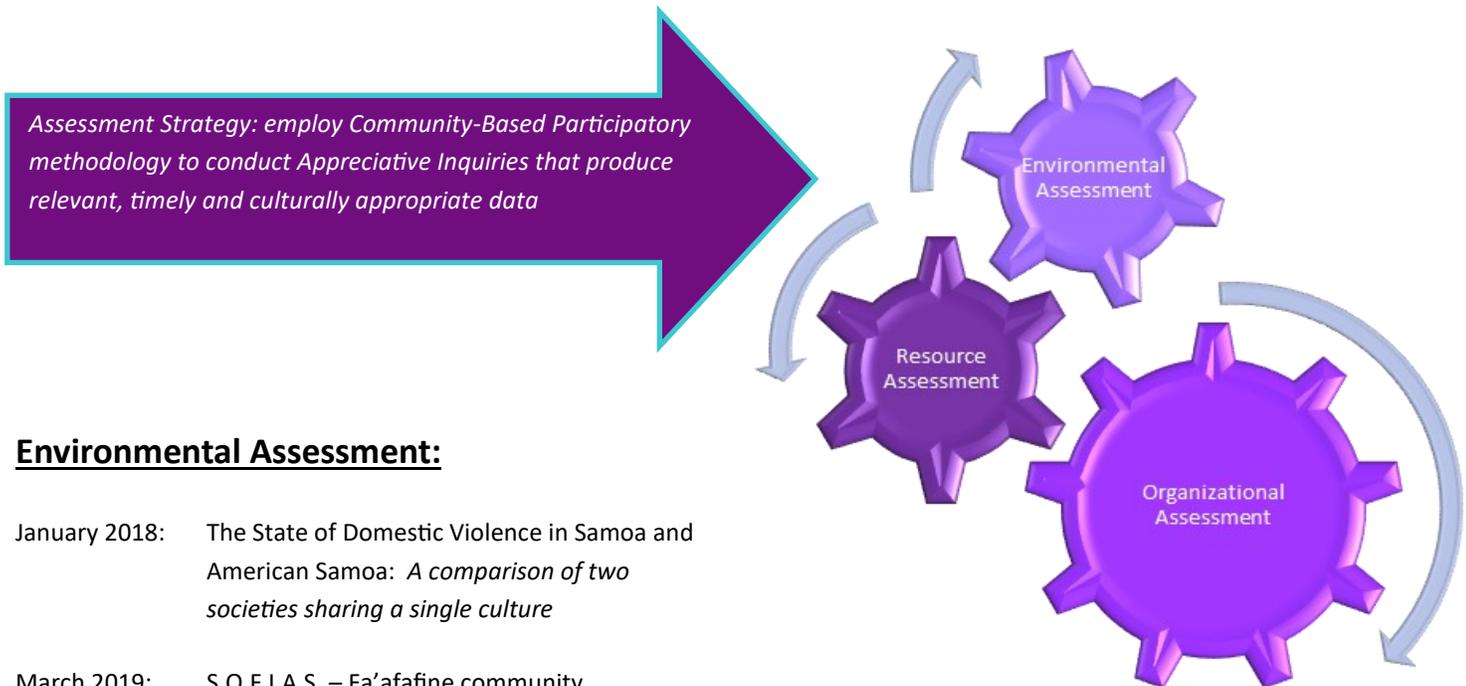
We reviewed local legislation and organizational policies to understand the societal enablers of violence in our community. This led to our focused effort to become more inclusive in our approach to networking and partnership.



For the first time in the Alliance’s history the local transgender community, represented by the Society of Fa’afafine in American Samoa, was invited to partner in our efforts, beginning with a 2-day facilitator led retreat that included training in DVSA prevention, Appreciative Inquiry, and advocacy [March, 2019]. The data generously contributed by the attendees supported ideas for gender-inclusive advocacy and training in our strategic plan.

Overall, preparation for the development of the Alliance’s strategic plan required two years of assessment and learning which is an ongoing process: the work will culminate in our own organizational assessment and implementation of ongoing evaluation activities.

# LOGIC MODEL: Strategic Assessment to Build DVSA Prevention and Response Capacity in American Samoa



## Environmental Assessment:

- January 2018: The State of Domestic Violence in Samoa and American Samoa: *A comparison of two societies sharing a single culture*
- March 2019: S.O.F.I.A.S. – Fa’afafine community assessment via organizational mission-vision development

## Resource Assessment:

- July 2018: Gap Assessment of DVSA Services in American Samoa
- August 2018: Feasibility of Establishing a Rape Crisis Center in American Samoa
- October 2018: Minimum Standards for DVSA Service Provision in American Samoa
- December 2018: Gap Assessment Toolkit

## Organizational Assessment:

### **Staff & Board Technical Assistance and Training (Assessment and Capacity Building 2017-2019)**

Staff professional and personal development: 'Me Day', AI Practicum 2017, Key Informant Interviewing, Focus Group Training, Media Advocacy for Change, Developing a Successful Non-profit, Empowerment Evaluation

### **Board Development (2017-2019)**

Developing a Successful Non-profit Organization, Mission-Vision Development, Strategic Planning, Policy and Legislation Development, Team Building, Approved 5-yr. Strategic Plan  
Organizational Assessment of Alliance (Board, Staff and Consultant activities included)

## LESSONS LEARNED: PREPARATORY PHASE

Visionary leadership is a critical element of strategic planning – a person(s) who can unite people with diverse priorities, perspectives, and values by effectively communicating the ‘big picture’, and introduce the knowledge and commit resources needed to bring everyone to a safe discussion space on equal footing. Effective leadership and collaboration between Board and Staff enabled the Alliance to articulate the change needed to achieve our vision and is a critical success factor throughout the process.

This process involved understanding *where the power and resources exist in our community*, what the *Alliance’s role* is in the fight against DVSA, and what we truly *want to accomplish within five years*. It involved learning *who we are as individuals in the fight* against DVSA, identifying and *aligning our values* to a common vision, and designing a mission statement to get us there.

We conducted reflective exercises to identify our core capacities to work with our community, develop partnerships, create and disseminate positive messages. Our *Core Capacities* include:

- our collective vision and mission
- our diverse and committed Board of Directors and Staff
- a successful history of working with external stakeholders including national dual DVSA Coalitions
- an evidence-based, culturally sensitive foundation for internal governance, and collaborative learning
- experienced, visionary leadership.

In light of these Capacities, we also recognized that we must strive to achieve the following *Critical Success Factors* to create an empowering environment for our work, including:

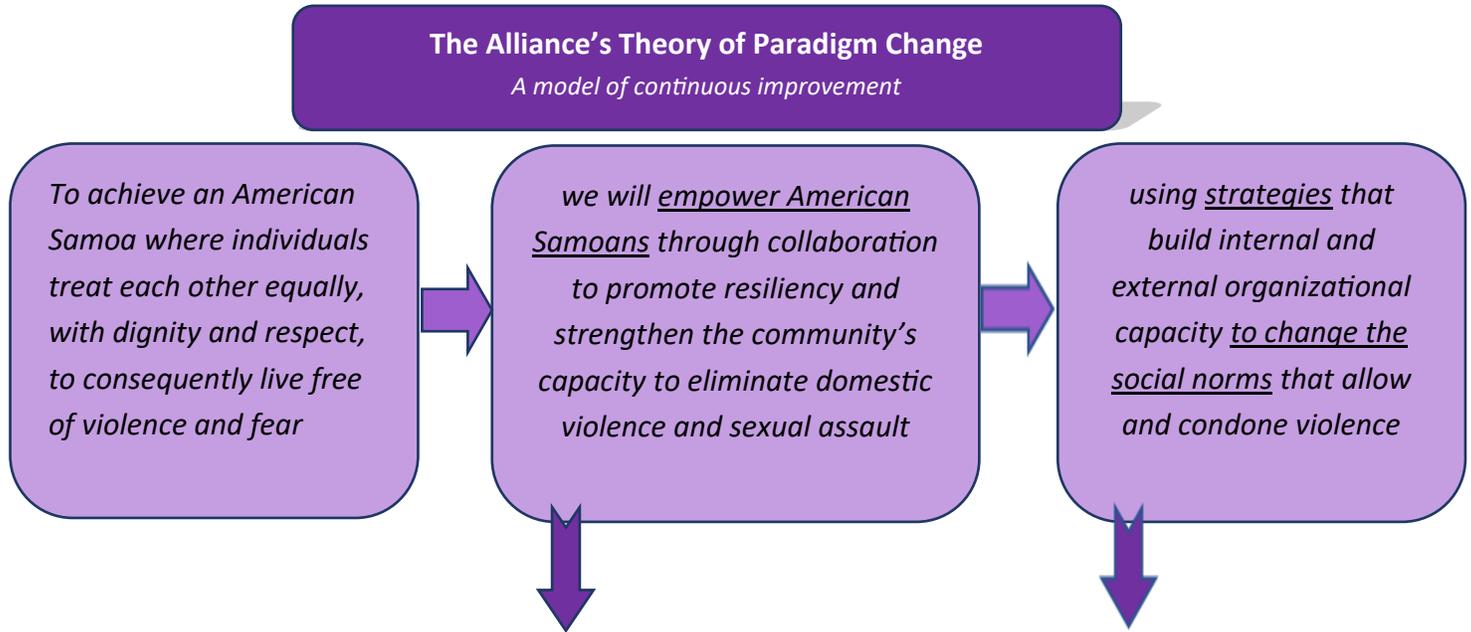
- responsive and inclusive organizational membership
- effective change management strategies
- sustainable funding sources
- a culture of continuous learning and flexibility.

By understanding our strengths and areas ripe for learning and development, we were able to collectively articulate the following *principles* to guide the design of our strategic plan:

1. **Collaboration** is critical – we are not a service provider and so we must strengthen our partnerships and deliberately network to establish new commitments to our change movement.
2. We recognize the historical, cultural and political **root causes of DVSA** in our community and will ensure that our work is culturally sensitive and incorporates our values of equality, dignity and respect.
3. We will approach our work using a **socio-ecological framework** to ensure that
4. our programs and campaigns will be comprehensive, targeting all people with a **culturally tailored multidimensional message of non-violence**.

## THEORY OF CHANGE ACTION

We recognize that root causes of the oppression driving DVSA in American Samoa mold individual attitudes and beliefs perpetuated through the culture that binds our community and families together. Our assessments reveal that individuals, in both Samoas, recognize this challenge and agree that while violence and sexual assault are not the “fa’aSamoa” or Samoan way of life, those in power are able to control the way in which the fa’aSamoa is practiced and how our impressionable youth perpetuate this struggle for dominance throughout their lives. Our assessments confirmed a community-wide stigma and lack of DVSA awareness which impede victims’ access to services, and limit government resources dedicated to DVSA prevention. We asked ourselves, now that we understand the root cause, what work can we do to catalyze the social change we seek? As we better understood our role, our capacity, and the needs of our community a theory of how we could activate change began to



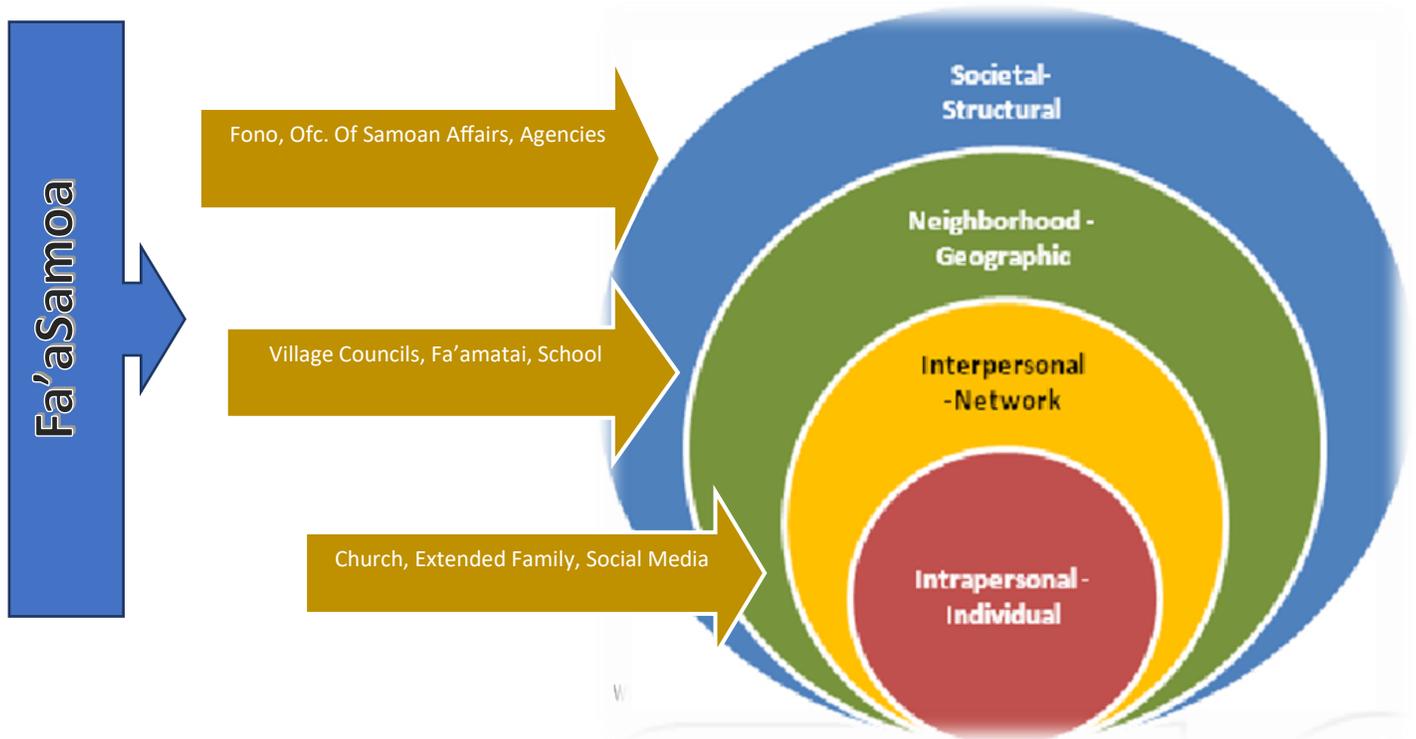
Strategic Priorities	Strategic Impact	Strategic Actions
Strengthen capacity	<b>Empower individuals with knowledge and skills to change mindsets, provide better services, create violence free environments</b>	<b>Build capacity</b> of service providers, policy makers, leaders, advocates, teachers and administrators to design and implement initiatives that promote a violence free community
Collaborate	<b>Empower community and partners to establish a coordinated response to DVSA that will deter violence, promote safety, and prevent revictimization</b>	<b>Engage community and partners</b> to discuss DVSA, contextually define equality, dignity and respect; coordinate and streamline services; establish networks to leverage resources that focus on primary prevention of DVSA
Promote resiliency	<b>Empower society to challenge root causes of DVSA, advocate for victims, and create safe environments across organizations and communities</b>	<b>Design a multifaceted educational media campaign</b> in coordination with partners to build the change movement to promote safety practices and healing, increase public awareness of DVSA and encourage prioritization of primary prevention initiatives

The literature emphasizes reduction of domestic violence in a population, a critical public health epidemic, by creating a generation of individuals, especially leaders, who view violence and sexual assault as unacceptable and are willing to stop it<sup>7,9</sup>. The goal is to change harmful attitudes and behaviors, social norms, that propagate violence. The Social Norms approach presumes that norms correction will strengthen healthy, positive behaviors and reduce negative behaviors<sup>3</sup>.

*'Two of the strongest factors that predict differences in the prevalence of violence are the degree to which beating is perceived as acceptable and the degree to which culture grants men the authority to control female behavior.'*  
Heise, L. 2011

Social norms are cultural cues and accepted rules of behavior in a society, including those regarding violence and sexual assault<sup>2,6</sup>. These norms influence the attitudes and beliefs that condone violence, keeping it private, shaming victims, their families and friends, and creating environments of fear surrounding the perpetrator. These attitudes keep the violence private and make it unlikely that anyone will intervene or that a victim will reach out for help until after the violence has occurred<sup>3</sup>. Perpetuating non-violent social knowledge, attitudes, beliefs and behaviors is the key to *ensuring we each believe in our hearts that it is our individual and collective responsibility to do something.*

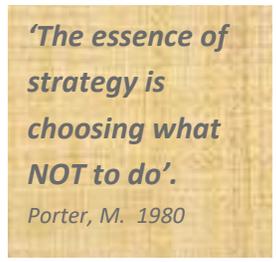
Primary prevention is the social change strategy we have identified as the best-fit evidence informed approach to eliminate DVSA in our community. Public health initiatives are socially accepted, familiar, and responsive to the collectivist group-think perspective of fa'aSamoa. Good health, 'ola maloloina', is positively viewed as strength, fortitude, and this approach has been successfully used locally to improve awareness of, and increase screening for a variety of cancers, diabetes, obesity, and other health issues. Framing DVSA as the public health concern that it is mitigates some of the stigma associated with this taboo.



Developing the final strategic plan involved input and active participation by all Board members and Staff. In addition to the preparatory training and discussions, the group engaged in two 2-day consultant facilitated design sessions. The goal of these sessions was to determine how we would operationalize our mission to realize our vision. Guided by our theory of change action, we developed the following **prevention promoting strategies**:

- ◆ Promote safety practices in the community to protect DVSA victims and survivors
- ◆ Facilitate community discussions regarding perpetrator accountability
- ◆ Promote healing for victims of sexual assault
- ◆ Encourage community responsibility to address sexual assault
- ◆ Promote victim safety and healing, perpetrator accountability, community responsibility, equity and cultural sensitivity through a coordinated public awareness campaign

The next step was to generate innovative ideas for action. We completed a lengthy Pro-Action Café brainstorming activity and followed it up with a Force Field Analysis to assess the feasibility of each proposed idea. We evaluated our capacity to implement, the benefits of resulting change, sustainability, and alignment with our core values and mission. Keeping primary prevention in mind, and framing each discussion within the Social Ecological Model, we managed to narrow down our diverse pool of ideas.



We then discussed the short list of ideas to prioritize those that would make the most progress towards accomplishing our mission. Each idea evolved into a SMART Objective, and each objective was again prioritized, using an Impact/Effort Matrix. Each strategic SMART Objective was critiqued to identify the socio-ecological level we would be approaching, and the risk and protective factors the objective would address<sup>1,12</sup>. Figure 1 is an example of prevention strategies we assessed.

Figure 1

**Primary Prevention Strategies using the Social Ecological Model to counter risk factors and support protective factors for DVSA**

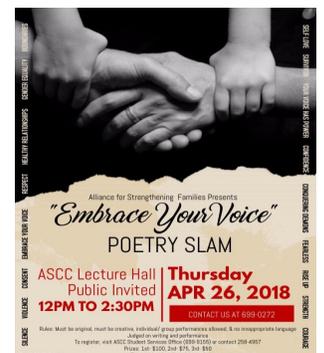
<b>Social Ecological Level</b>	<b>Prevention Strategy</b>
individual level . . . . .	<i>A program in schools to help students develop skills to build healthy relationships</i> Risk Factor: youth      Protective Factor: skills
interpersonal level . . .	<i>Host story-sharing sessions for victims in a support group setting</i> Risk Factor: social isolation      Protective Factor: social support
community level . . . .	<i>Host a community-led forum about domestic violence or related issues</i> Risk Factor: lack of connectedness Protective Factors: safe spaces, open communication

The Alliance was not without an existing programmatic structure. Its founders had innovated activities to engage the community, draw stakeholders into the discussion of DVSA, and grow awareness of relevant issues. The strategic planning process involved a close examination of these activities to determine how each aligned with our mission and strategic priorities. The following is our *current list of initiatives*, a fluid inventory of activities that operationalize our strategic objectives.

Strategic Priorities	Strategic Impact	Strategic Actions
Strengthen capacity	<i>Empower individuals with knowledge and skills to change mind-sets, provide better services, create violence free environments</i>	<i>Build capacity</i> through 80 hours of training to strengthen the Alliance Board and Staff capacity to intervene with DV victims and maintain organizational and individual wellness; develop a culturally sensitive curriculum to help community leaders establish safe spaces, advocate for perpetrator accountability, and leverage resources to support DVSA victims; conduct bi-annual youth workshops focused on healthy relationship building; conduct in-school youth training to build healthy relationships; provide safe spaces for individuals to share their stories and access support and resources without fear; maintain an information clearinghouse on DVSA and support continuous data collection and research-to-user translation
Collaborate	<i>Empower community and partners to establish a coordinated response to DVSA that will deter violence, promote safety, and prevent revictimization</i>	<i>Engage community and partners</i> to discuss DVSA and establish culturally appropriate responses to DVSA that promote safety in their environments and throughout their service provision; utilize the Talking Tables system to identify key stakeholders to lead a community response to DVSA, identify training needs, and establish trauma informed peer activities; conduct DVAM and SAAM forums and annual Poetry Slam for youth; create opportunities for community to advocate for policy and legislative change that prevent DVSA
Promote resiliency	<i>Empower society to challenge root causes of DVSA, advocate for victims, and create safe environments across organizations and communities</i>	<i>Design a multifaceted educational media campaign</i> in coordination with partners to build the change movement to promote safety practices and healing, increase public awareness of DVSA and encourage prioritization of primary prevention initiatives; improve existing website and social media to grow viewership and diversify audience; produce monthly local TV talk show, podcasts and webinars to disseminate DVSA prevention information



**Community engagement is the cornerstone of the Alliance’s primary prevention efforts.** By strengthening our capacity, and that of our community partners, together we can effectively engage the public to advocate for changes that support those at risk and the protective factors that can prevent DVSA from occurring in the first place.



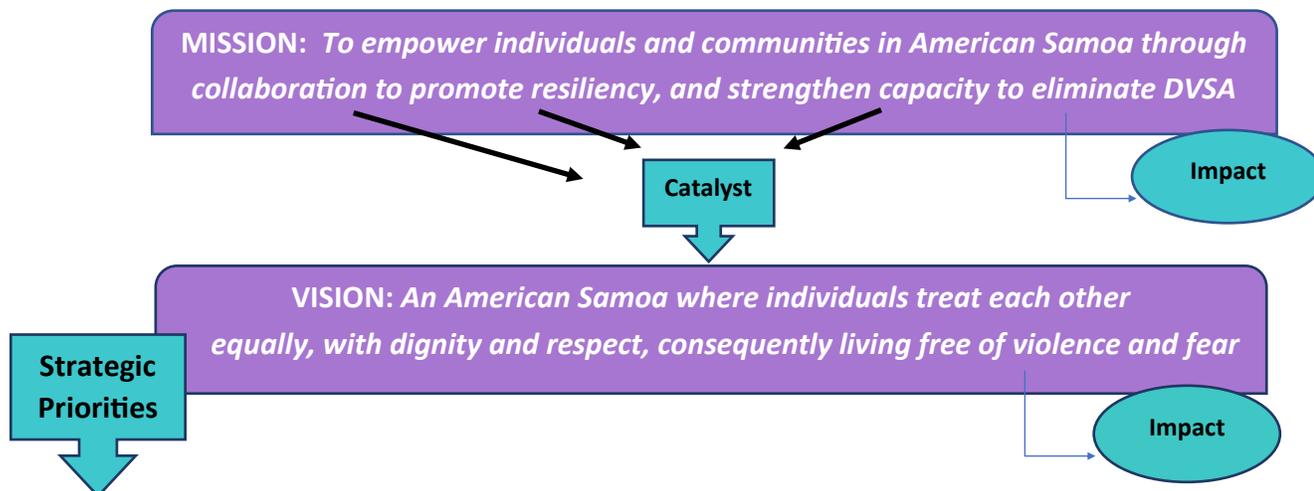
**PROPOSED OUTCOMES: FA'ATOSINAGA MATOU**

Throughout the process of identifying strategies that would most likely yield the outcomes necessary to achieve our vision we focused on changing mindsets, changing social norms, as the primary means. The question then became, how do we know that our efforts have made a difference in the attitudes and beliefs about violence? We are not direct services providers. Our immediate target audience is not victims of DVSA or survivors. Ours is a long-term, systemic approach to community change. Our funded mandate is to build capacity of direct service providers, advocate for changes in policy and legislation, convene and lead evaluation and assessment efforts.

We concluded that the outcome of our work is most aligned with the 'influence' we can generate towards change, rather than impact those directly affected by DVSA. Our outcomes therefore are not linked to the direction reduction of violence, assault, recidivism. Rather our outcomes are measured by the influence we create to move the community towards positive change. Our *influence* will build capacity to change social norms, policies, service practices, and public support to eradicate domestic violence and sexual assault.

Strategic Priorities	Strategic Impact	Strategic Influence ( <i>Outcomes</i> )
Strengthen capacity	<b><i>Empower individuals with knowledge and skills to change mindsets, provide better services, create violence free environments</i></b>	Social stigma surrounding DVSA diminishes as more people publicly discuss relevant issues; community leaders are empowered to speak out against DVSA and call for greater accountability of perpetrators; the number of youth self-reporting sexual assault or harassment decreases; the number of youth self-reporting skills that mitigate risk factors for unhealthy relationships increases
Collaborate	<b><i>Empower community and partners to establish a coordinated response to DVSA that will deter violence, promote safety, and prevent revictimization</i></b>	Service providers increase formal interagency protocols and referrals to each other; stronger NGO-Government partnerships are established through shared plans of action and resources; service providers incorporate trauma informed, victim-centered principles in their work; service providers increase their cultural competence and sensitivity (empathy) and improve practices of confidentiality
Promote resiliency	<b><i>Empower society to challenge root causes of DVSA, advocate for victims, and create safe environments across organizations and communities</i></b>	Businesses and community organizations join the Alliance to speak out against DVSA in a coordinated multimedia campaign; local media increases coverage of DVSA prevention efforts; community feedback supports action against DVSA and demonstrates a decreased tolerance for violence; political leaders increase their willingness to bolster anti-DVSA legislation; business and government entities increase policy statements that ban sexual harassment, violence, and intimidation

**OUR STRATEGIC FRAMEWORK**



<b>Collaboration</b>	DV Strategy #2: facilitate community discussions SA Strategy #2: encourage community responsibility
<b>Promote resiliency</b>	DV Strategy #1: promote safety practices SA Strategy #1: promote healing DVSA Strategy #1: conduct a coordinated, multifaceted public awareness campaign
<b>Strengthen capacity</b>	All Strategies: build organizational cultures that promote victim centered practices build member capacity to develop safety protocols and safe places support legislation that criminalizes all acts of DVSA and promotes equity conduct assessments and quality data collection increase community engagement

During a 2-day retreat the Board of Directors participated in several activities to analyze the strategic objectives and proposed strategic actions. The Directors were tasked with answering the following questions: *How does the Plan ‘empower’ individuals, the community, and our society to live free of violence? Do the proposed strategic actions build the Alliance’s ‘catalytic capacity’ for social change? Does the Plan align with our vision for the future and our mission statement to achieve it?*

Empowerment through knowledge and skill building is recognized as essential. The plan emphasizes capacity building in these areas, as well as growing and diversifying partnerships to leverage the limited resources at our disposal. The proposed actions gradually lead our community to a tipping point at which we theorize the social norm will change to actively recognize and prevent DVSA in all forms.

Minor editing, and a modification of a few strategic objectives completed the Plan which was ratified at the end of the retreat and forwarded to the Alliance’s evaluator to write a progress report and complete the evaluation design. By July 2019 the executive director had developed a new staff position for a policy advocate, and a strategic communication plan. The strategic actions are incorporated into the annual work plan and budgets for each of the Alliance’s funding sources. Ongoing evaluation activities aimed at determining the influence of our efforts on social change will produce semi-annual and annual assessments of the Alliance’s progress.

### **Domestic Violence Strategy (DV) #1: Promote safety practices in the community**

**Long-term Outcome:** Effective responses to the risk factors and enablers of violence and sexual assault are known and widely practiced amongst all responders and providers to create safer communities

**Strategic Objective DV1a:** Establish an organizational culture within the Alliance that promotes victim-centered practices

**Strategic Objective DV1b:** Help member organizations establish culturally appropriate responses to promote safety in their service provision

**Strategic Objective DV1c:** Using a trauma-informed curriculum, build member capacity to develop safety in the community

### **Domestic Violence Strategy #2: Facilitate community discussions regarding perpetrator accountability**

**Strategic Objective DV2a:** Through a cultural lens, conduct assessments to define and understand perpetrator accountability in the community

**Strategic Objective DV2b:** Support legislation that promotes perpetrator accountability

**Strategic Objective DV2c:** Utilize “Transformative Story Telling” methods to explore perpetrator accountability in the context of our cultures and communities

### **Sexual Assault Strategy (SA) #1: Promote healing for victims of sexual assault**

**Long-term Outcome:** Collaborative primary prevention efforts establish a society in which perpetrators are deterred and at-risk peoples are protected by social norms, policies, laws and services that aim to establish equality, dignity and respect.

**Strategic Objective SA1a:** Promote the establishment of safe spaces in the community through member organizations

**Strategic Objective SA1b:** Navigate victims/survivors to relevant resources in a timely manner

**Strategic Objective SA1c:** Empower victims/survivors to heal through participation in community engagement activities

### **Sexual Assault Strategy #2: Encourage community responsibility to address sexual assault**

**Strategic Objective SA2a:** Define and address the societal root causes of sexual violence and oppression in our community through assessments and community engagement

**Strategic Objective SA2b:** Create opportunities for the community to advocate for policy and legislative change that prevents violence by mitigating risk factors and supporting protective factors

**Domestic Violence & Sexual Assault (DVSA) Strategy #1: Promote victim safety and healing, perpetrator accountability, community responsibility, equity and cultural sensitivity through a coordinated public awareness campaign**

**Long-term Outcome:** An improved awareness of the drivers of DVSA in American Samoa influences media, justice and healthcare systems to address violence with greater empathy for victims and accuracy regarding causes, to sustain positive social change.

**Strategic Objective DVSA1a:** be the information clearinghouse and resource center on DVSA in American Samoa

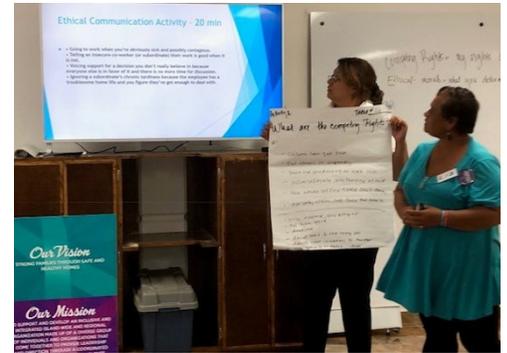
**Strategic Objective DVSA1b:** Nurture positive social change, specifically the institutionalization of the principles of primary prevention for domestic violence and sexual assault

**Strategic Objective DVSA1c:** Increase community engagement using praxis and social experience to influence systems-level change

**Strategic Objective DVSA1d:** Design and implement innovative media campaigns to disseminate DVSA prevention information in American Samoa

## LESSONS LEARNED: RATIFICATION PHASE

Possibly the most difficult aspect of the approval process was ensuring that our strategic actions aligned with the Alliance's grant-funded mandate to support DVSA service providers rather than be a direct service provider. The heart of our Directors and Staff is to help people in need. We practiced reframing our definition of 'help' by focusing on our vision. A review of the evidence behind the primary prevention approach, the impact of applying the social ecological framework, and our organizational resource assessment were compelling reminders of why we chose this path.



We learned that the time invested in our Board and Staff was well spent. Through each of the preparatory activities we got to know each other individually and as a group, developing an emotional intelligence that didn't exist before. We shared our individual values, goals, needs, and aligned them with those of the Alliance. We assessed the learning style of each person and our ability to work as a team. We assessed our commitment to the organization and in broad terms articulated the vision and mission before we even began the process of strategizing. The strategic planning process revealed the need for multiple organizational changes in how the Alliance operates, and how we work with each other. The element of change required effective management and navigation through the process to include motivation, a viable vision, political support and equitable relationships.



Our effort spent engaging together in the learning of DVSA theory and history was a constructive preliminary step. We comprehended concepts of gender-based violence, power, equity, cultural competence and others in the context of DVSA happening in our community. For example, a primary goal of DVSA services in the U.S. is the removal of the victim from the home and harmful relationship. The unique character of violence in Polynesian communities (also known as Asian Pacific Islander) is described more intimately in the Asian & Pacific Islander Institute on Domestic Violence study (2002) on DVSA in Pacific Islander Communities: *'the implied or explicit goal of leaving the relationship can be alienating or unrealistic for API women'*. In the Samoan culture the individual is defined by familial status and relationships. It is emotionally and often times physically impossible to separate the victim from the communal environment – she has nowhere to go, nor would she want to leave as this would alienate her from her very identity. Educating ourselves on how DVSA is understood and addressed in other similar communities was invaluable.

Finally, the use of Appreciative Inquiry helped the Board and Staff to maintain a positive perspective throughout the process. The development of strategies and strategic objectives was tedious. Often, 'problem solving' immediately focuses on the biggest issues first – the 'pies in the sky'. By committing to the preparatory work, and respecting each other's time and opinions, strategic planning emerged as something we looked forward to as a team. ***Problem solving transformed into opportunity finding!***

## EVALUATION

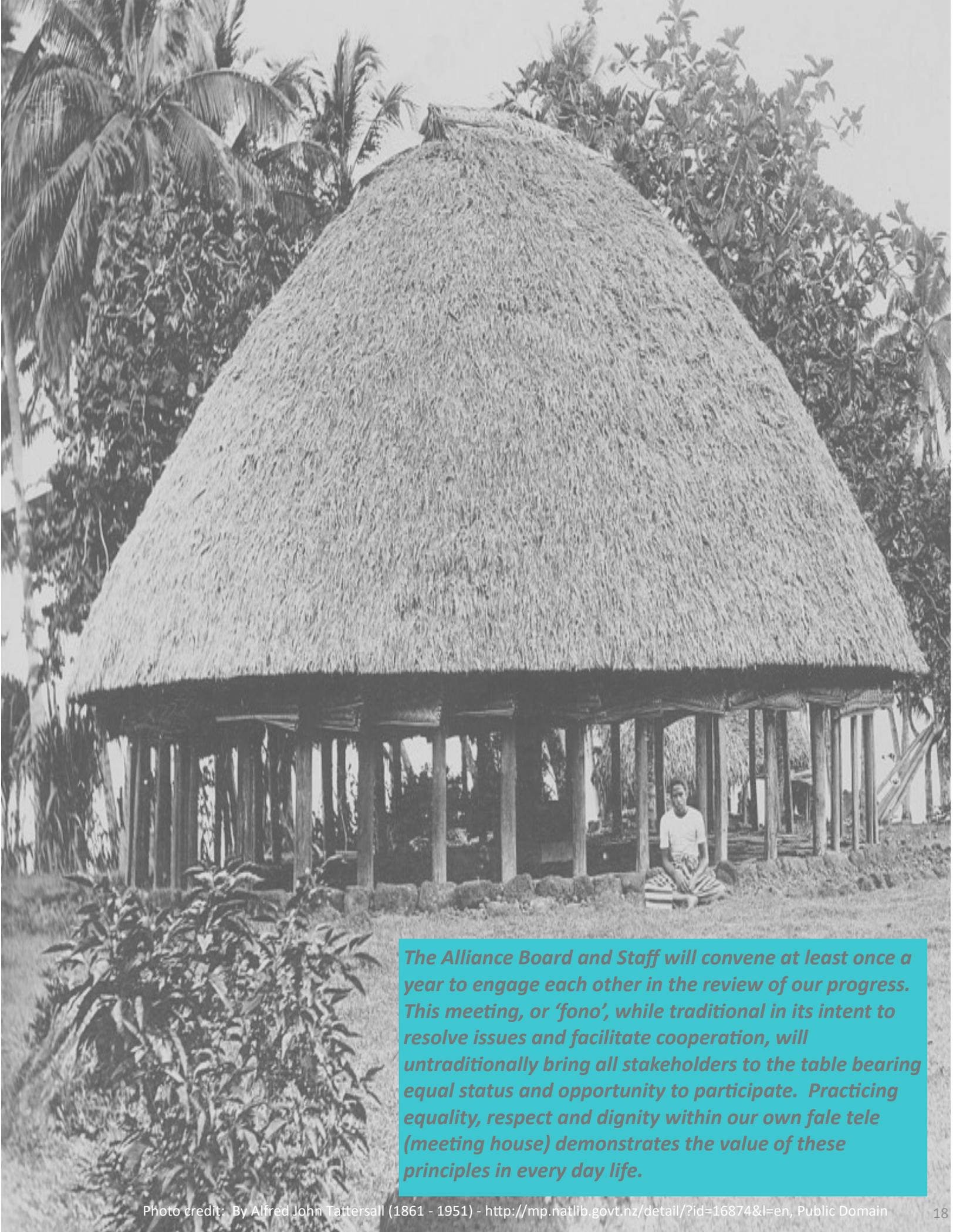
According to the Family Violence Prevention and Services Act (FVPSA) Administrators Guide (2012), the Alliance is required to *measure the extent to which its efforts enable direct service providers to help domestic violence survivors (1) develop strategies for enhancing their safety and (2) increase their knowledge of available community resources*. These two short-term outcomes lead to reduced violence and increased quality of life for survivors over time<sup>14</sup>. Women who had more social support and reported fewer difficulties accessing community resources reported a better quality of life and less abuse over time<sup>6</sup>. Consequently, the Alliance may measure its efforts by *assessing whether we have increased women's support networks and their knowledge about available community resources*.

The Office on Violence Against Women (OVW) requires the Alliance to *serve as a collective voice to end violence against women through collaboration with federal, state, and local organizations through funding, training and technical assistance, public awareness activities, and public policy advocacy*.

As a Territorial Dual-Coalition addressing both domestic and sexual violence, funded by both FVPSA and OVW, the Alliance will evaluate its ability to influence change in these areas.

The Evaluation Plan is in development with participation of Board and Staff throughout the process. Our annual work plans will be derived from the strategic plan and incorporate key performance indicators for social change towards a non-violent community.

The appropriate data collection tools will be developed in Samoan and English to measure our progress. The data collection process will mindfully reflect the voices of the member organizations and DVSA survivors. Safety, respect and dignity will be employed in all aspects of the work.



*The Alliance Board and Staff will convene at least once a year to engage each other in the review of our progress. This meeting, or 'fono', while traditional in its intent to resolve issues and facilitate cooperation, will untraditionally bring all stakeholders to the table bearing equal status and opportunity to participate. Practicing equality, respect and dignity within our own fale tele (meeting house) demonstrates the value of these principles in every day life.*

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