OAESV

STATEWIDE ACTION PLANNING TEAM
CONVENED BY OAESV
STRATEGIC PRIORITIES &
RECOMMENDATIONS

JANUARY 2021

POWERED BY SANKOFA CIRCLE

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EXECUTIVE SUMMARY

In early 2020, Sankofa Circle became the lead consultant in the strategic planning process for the Statewide Action Planning Committee (SAPC), a coalition of diverse individuals and organizations tasked with creating a statewide strategic plan for all organizations in Ohio that provide prevention services to individuals and families impacted by violence - sexual, intimate and/or partner.

Specifically, Sankofa Circle has been tasked with the integration of an anti-oppressive framework into the statewide strategic action plan's goals, objectives, strategies and key activities to ensure its inclusive, accessible and successful implementation by the organizations who provide direct serves to the community.

This qualitative process utilizes an intersectional methodology to analyze multiple data sets including feedback from trainings/discussions, workshops and professional development sessions as empirical evidence, outlining the need for a inclusive, anti-oppressive, long-term, multifaceted strategy that will support the overall development of the diverse partners and stakeholders who represent various state and local government departments, non-profits, community-based organizations and concerned individuals.

MISSION:

Curated to promote and facilitate anti-oppressive learning communities for practitioners, the Statewide Action Planning Committee (SAPC) centers prevention practices in assisting all Ohioans to eliminate violence in their personal relationships.

SAPC partner organizations are aligned in the desire to build professional relationships across lines of difference that contribute long-term sustainable systems change in organizations that seek to support victims and families that have been exposed to sexual and intimate partner violence.

VISION:

Our vision is for everyone to live in a world free from violence. We understand this vision can only be met by taking accountability for ending racism, classism, sexism, and other identity-based oppressions in ourselves first, our spheres of influence and in the sexual and intimate partner violence movement and beyond.

EXECUTIVE SUMMARY (continued)

IDENTIFIED VALUES:
- Creating Social Change
- Growth
- Happiness
- Health
- Equity
- Influencing Others
- Integrity
- Service

STRATEGIC PRIORITIES:
- Develop **The SAPC Way**
- Develop a **Standard Statewide Policy + Advocacy Agenda**
- Building a **Community of Practice Through Partner Responsibility**
- Partnerships, Collaboration + **Community Impact**
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CONVENING TEAM:

Rosa Beltré	Executive Director – OAESV
Kelly Becker	Training & Technical Assistance Coordinator – OAESV
Ann Brandon	Director of Prevention - OAESV
Rebecca Cline	Prevention Programs Director – ODVN
Jenn Eidemiller	Resource & Communications Coordinator – OAESV
Glenn Harris	Assistant Director of Prevention – ODVN
Jayvon Howard	Engaging Men Coordinator - OAESV
Corina Klies	Rape Prevention Coordinator - ODH
Rose Larson	Executive Director – DWAVE
Dr. Sandra Ortega	Evaluator - Sandra Ortega Consulting
Debra Seltzer	Program Administrator - ODH
Susan Wismar	Community Member at Large

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Consultants
Dr. Shemariah J. Arki
Dr. Sherrae M. Mack

LOGISTICS

STRATEGIC PLANNING PROCESS:

APPROACH - INTERSECTIONALITY:
Moving beyond diversity and inclusion, our approach seeks to situate intersectionality as a framework to creating this strategic plan. The study of intersectionality seeks to understand the multiple and overlapping ways in which various biological, social, and cultural categories intersect, contributing to the perpetration of social inequality. Rooted in Critical Race Theory, Kimberle Crenshaw outlines intersecting identities as a framework for explaining, and ultimately creating a blueprint to dismantle the matrix of oppression. By applying an intersectional framework, researchers and participants alike share their material reality, or their lived experience, as part of this project.

METHODOLOGY – STORYTELLING & COUNTERNARRATIVES:
Throughout the strategic planning process, the training style was interactive and discussion-oriented. Lecture components were incorporated, yet the central emphasis was on participation - with hands on, engaged training sessions. Customized workshops progressed from low to higher risk exercises to build trust among group partners and investment in their work. This amended practice of storytelling allowed participants to develop a greater understanding of themselves and others, motivating and enabling them to cultivate an environment where differences are appreciated and respected, thus creating a counternarrative by amplifying the message of the most marginalized.

SANKOFA CIRCLE - BACKGROUND:
- **Experience:** Over 15 years of experience as a community-serving consulting firm based in Cleveland with a national client base.
- **Specialization:** Implementation, facilitation and evaluation of programming strategies that promote institutional equity, communication, and access for minoritized and oppressed constituents and communities.
- **Strategic Emphasis:** Culturally relevant strategies for a diverse client base of community-serving institutions (for profit, nonprofit, community and education based) by producing conversation, programs and events that speak to the most marginalized voices.
- **Capacity:** Additional staff for the project included national consultants with professional experience with at least one of the following lines of work: reproductive justice; diversity, equity and inclusion; organizational development; women, gender and feminist studies.

LOGISTICS

STRATEGIC PLANNING SESSIONS:

In December 2019, Sankofa Circle introduced our diversity, equity, inclusion and intersectionality - DEII - framework to this team with a goal of supporting the development of the goals, objectives, strategies and key activities of the statewide strategic plan. Over the year, we have been engaged in a variety of lectures, simulations and discussions that have helped to illuminate some of the deep-seated systemic issues that must be addressed before decimation and implementation of a statewide strategic plan. Therefore, we have created this report to document the work we have done so far, and to outline our recommendations for this work moving forward.

Session One Agenda
October 2020

Welcome and Housekeeping
Icebreaker
Review
Simulation: Jobs and Freedom Now!
Competition vs Collaboration
The Plan!
Next Steps and Close

Session Two Agenda
November 2020

Welcome + Housekeeping
Review from last session
Prework: Racial Identity Status Self-Assessment
The Plan: Overview
   Priority Areas
   Goals, Strategies, Key Activities
Priority Area One (Breakouts)
Priority Area Two (Breakouts)
Next Steps
Adjournment

Session Three Agenda
December 2020

Welcome + Housekeeping
Review from last session
The Plan: Overview
   Priority Areas 1 +2
   Goals , Strategies, Key Activities
   Priority Areas 3+4
   Goals, Strategies, Key Activities
Next Steps
Adjournment

Session Four Agenda
January 2021

Welcome + Housekeeping
Icebreaker
Strategic Planning
   2020 In Review
   2021 At a Glance
Recommendations
Next Steps
Adjournment

OUR ANTI-OPPRESIVE FRAMEWORK

DEFINED

An anti-oppressive framework focuses on both process and outcome as a way of structuring professional relationships that aim to illuminate and dismantle power, both real and perceived, between individuals, institutions and societal systems. By centering identity politics as a central feature of the work of liberation, an anti-oppressive framework helps us to examine the intersectional identities of people, systems and institutions and use this as sites of connection in creating workplaces where all people are connected, respected and valued.

While the framework remains dedicated to principles of social justice by acknowledging diversity, equity and inclusion (DEI) within the cycle of oppression, an anti-oppressive framework includes intersectionality as a core tenant (DEII) to show the necessary and complex role of personal unconscious and systemic implicit bias in subverting oppressive structures.

BACKGROUND:
- Has intellectual roots in Black feminist thought and anti-racism movement
- Centers critical and structural approaches by interrogating power
- Outcome of movement convergence of the 1960's social justice era

APPROACH:
- Seeks to dismantle current system to rebuild for the benefit of all
- Centers intersectionality
- Recognizes lived experiences are complex
- Requires a shared language to ensure the message intended matches the message received
- Starts with self-examinations

PRINCIPLES:
- Society operates within a socially constructed hierarchy of difference where some people are valued and privileged and others are marginalized and exploited.
- People do not belong to just one category or social location. Our identities are complex and multiple; fluid rather than fixed. As a result, we can be both victims and perpetrators of oppression. We often re-create the relations of social power and control that also oppress us.
- The ideas, thoughts and beliefs of people who "belong" to groups that are highest on the social hierarchy create "dominant culture". Dominant culture becomes the standard or norm by which everyone is compared.
- People who are partners of privileged groups have the power to control access to resources and information. This perpetuates the cycle of power and oppression for people who are not partners of these groups. People who are marginalized and exploited experience limited access to the power to shape their own past, present and future.
- Not everyone from the same social group has the same experiences because people have many different lived experiences. When people have multiple marginalized identities, they do not merely face extra barriers; their lived experience is entirely different.
- Integrated anti-oppression work requires that individuals accept responsibility for their role in perpetuating oppression both interpersonally and systemically.

To bring about true transformation, individuals *and* systems must be changed.

CHARACTERISTICS OF ANTI-OPPRESSIVE ORGANIZATIONS

| CHARACTERISTIC	WHAT IT MAY LOOK LIKE IN PRACTICE
Locality Development	Locality development addresses the spirit of grassroot cultivation – the notion of a 'bottom-up' approach that includes the locality's definition of the phenomenon; the locality's direction for intervention; and the locality's involvement in implementation and sustainability.
Social Development	Social development highlights the importance of human capital as well as economic resources in addressing social ills. This approach acknowledges the strength of individual and collective explorations, analyses, and solutions to crises. As such, this perspective adopts a humanistic and holistic analysis of the individual – confronting social, political and economic forces.
Active Participation of All Stakeholders	Active participation represents a form of partnering, where both providers and participants can join together to build a common vision and direction for the organization.
Structural Analysis of the Problem	Anti-oppressive organizations believe that political, economic and social forces propel individuals in various ways. Understanding the 'whole' person entails a holistic perspective of both individual traits and structural constraints.
Consciousness Raising	Consciousness raising emerges as an intimate process of accepting, exploring, and ultimately reconstructing one's past and present and one's future orientations. Through individual and collective enterprises, anti-oppressive organizations foster safe community settings where individuals can build and rebuild a sense of identity, worth, and understanding of their immediate environments.
Social Action	Social action implies a commitment to fundamental change in the form of demands for increased resources and/or equal treatment. As such, social action involves consciousness raising made active and public – allowing those without a voice to be heard through critical reflection and empowerment strategies.

STRATEGIC PRIORITIES & RECCOMEDATIONS

In 2021, SAPC will work to finalize goals, objectives, strategies and key activities, rooted in these four strategic priorities. Based on current positionality, more information and more voices must be represented at this stage of the plan to accurately address each partner organization involvement and to analyze, strategize, and operationalize the group's goals moving forward.

Develop The SAPC Way

Explore and define your organizational identity that centers the most marginalized and employs an anti-oppressive framework in operations, administration, logistics and programs.
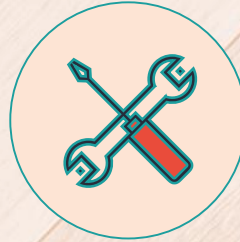
Develop a Statewide Policy + Advocacy Agenda

A robust policy + advocacy agenda that aligns with The SAPC Way, includes multiple partner stakeholders and provides a unified narrative of the domestic, sexual and intimate partner violence landscape that illuminates more paths to collaboration and funding.

Building a Community of Practice Through Partner Responsibility

Clearly define partner responsibility by creating multiple opportunities for diverse stakeholder engagement through standardizing onboarding and continuing education processes by building on the strength, experience and expertise of current partners.

Partnerships, Collaboration + Community Impact

Increase community recognition and impact through superior organizational recognition and acknowledgment (The SAPC Way) and the creation of statewide, multi-prong outreach and engagement strategy.

STRATEGIC PRIORITIES

PASSION LED US HERE

ADOPT AN ANTI-OPPRESSIVE FRAMEWORK

Adopt an anti-oppressive framework to serve as a core standard of engagement for rape crisis and domestic violence centers and all similar missioned organizations that provide prevention and crisis services to victims, families and survivors of sexual and/or intimate partner violence in the state of Ohio.

This framework seeks to align representatives of state level agencies, professional associations, local prevention programs, allied professionals and key stakeholders by centering the most marginalized in their continued research, education, advocacy and engagement. The long-term goal for this recommendation is that it will be adopted by agencies who do this work across the state, beginning with those who are anchored through OAESV, ODVN, and ODH - and are part of this coalition. This framework serves as a blueprint for organizations to embark on the transformation of their institutional implicit bias, centering four practice areas:

- Policies and procedures
- Administration, operations and funding
- Programs and service
- Metrics and evaluation

GOAL:
Cultivate and advance effective S/IPV prevention programs which include a social justice framework

INITIATVE A DEEP DATA DIVE

Initiate a deeper data dive to collect more qualitative, disaggregated data based on agency affiliation and/or role on this team. Data points may or may not include the following organizational capacities: type of prevention service(s), program cycle, evaluation, administration, funding structures/streams.

Beginning with this team, we will meet with each agency represented in hopes of completing more action steps for the strategic plan in progress. Recognizing that some of these will be 1:1 meetings, we are happy to provide this option to everyone on the team. In addition, each agency is encouraged to convene a diverse group of stakeholders to provide additional information as we complete the strategic planning process. As a reminder, focus groups are about 12-15 folks and should comprise a composite that represent various social identities and their involvement with your organization.

GOAL: Magnify the value and scope of S/IPV prevention and anti-oppression work in organizations, communities, and at the state level

BUILDING A COMMUNITY OF PRACTICE THROUGH PARTNER

Grow this team by introducing a culture of continuous improvement in anti-oppression work through defining the identity of this team, knowing that we are always learning and as we learn we do better and then learn more - and we make mistakes that help us learn.

By employing intentional outreach, education and advocacy, in addition to the additional data collected from earlier recommendations, this team should work to create a communications strategy that aligns other anti-oppression initiatives in all organizations represented and invites them to the table.

The intended outcome is to have other voices at the table to add to the statewide action plan. Therefore, we must create space for those voices to join us. This indicates that we must do the identity development work necessary at all levels (individual/institutional/systemic) to ensure our authenticity in the invitation. In addition, we must lead with the historical truth about the history of this work as we share the statistics which constrain us all to be in this work today.

GOAL: Shift 50% or more of roles (staff and board) and Sexual and Intimate Partner Violence (S/IPV) convening agencies through RPE & Delta Impact towards a healthier, more equitable, and anti-oppressive organizational culture

APPENDIX

Resources/Handouts

- Glossary of Anti-Oppressive Terms
- Principles of Integrated Anti-Oppression
- Barriers and Challenges to Integrated Anti-Oppression
- Creating Anti-Oppressive Organizations

GLOSSARY OF ANTI-OPPRESSIVE TERMS

- **Anti-Oppression:** Actions that seeks to provide equitable approaches and practices to mitigate the effects of oppression.

- **Anti-Racism:** 1: An active and consistent process of change to eliminate individual, institutional, and systemic racism as well as the causes of racism, oppression, and injustice. 2: A lens that seeks to address and undermine racism by:
    - understanding racism, prejudice, and stereotyping
    - moving beyond a multicultural lens of recognizing culture and difference to deal with issues of power, justice, and equity
    - challenging and eliminating racism at all levels from personal to systemic

- **Colonialism (US Context):** 1. The ongoing system stemming from white supremacist ideology that codified into law the genocide of indigenous peoples, enslavement of peoples of African descent, and the privileging of white Europeans in what is now the United States. 2. De-facto control of foreign countries that are often called US territories; such examples include Puerto Rico, Guam, American Samoa, and the US Virgin Islands.

- **Discrimination:** Consciously or unconsciously treating someone else unfairly or holding them to different standards on the basis of conscious or unconscious prejudiced beliefs, and not on the basis of individual merit. Can manifest in the following ways:
    - Overt discrimination: granting or denying rights or access to groups and/or individual
    - Unequal treatment: treating someone poorly in comparison to others because of certain characteristics.
    - Systemic discrimination: institutional policies and practices that result in the exclusion or promotion of certain groups.

- **Equity vs. Equality:** Equity means to give everyone what they need to be successful. Equality means treating everyone the same. Equity and equality are two strategies we can use in an effort to produce fairness.

- **Implicit Bias:** Any unconsciously held set of associations about a social group, and can result in stereotyping. Implicit biases are the product of learned associations and social conditioning.

- Liberation: A framework of action guided by the premise that the only way to end systemic oppression is by dismantling the system itself, as opposed to giving people equitable resources so they can exist under a system that doesn't naturally benefit them.

- Oppression: "The use of power to disempower, marginalize, silence or otherwise subordinate one social group or category, often in order to further empower and/or privilege the oppressor."6 Oppressed groups may consist of people who share a historically marginalized identity like people of color, or individuals of a certain religion or gender.

- Prejudice: A preconceived opinion of another person that is unreasonable and not based in actual experience. It can be directed at people who experience oppression as well as at people who hold relative amounts of privilege.

- Privilege: 1. "A special right, advantage, or immunity granted or available only to a particular person or group of people".1 2. "A set of unearned benefits given to people who fit into a specific social group."

- Racism: A system of white racial superiority over other races, resulting in white people receiving unearned benefits and privileges. The structural nature of racism means it is found in all our societal structures – our laws, education systems, workplaces, hiring practices, etc. – and is transmitted through practices, policies, attitudes, and beliefs.

- Stereotyping: Assumptions about a person based on untrue and harmful tropes. These can sometimes seem positive or complimentary but are harmful because they are generalizations about a person or entire group of people not based in actual experience.

- Systemic Oppression: Discrimination that is omnipresent in our societal structures, like our laws, education, and customs.

- White Fragility: Discomfort and defensiveness on the part of a white person when confronted by information about racial inequality and injustice.

- White Nationalism: An extreme ideology and movement attempting to build a white-ethno state by advocating for genocide against Black and Indigenous people, Jewish people, and other minorities. White Nationalism specifically utilizes anti-Semitic tropes in order to perpetuate anti-Blackness.

- White Supremacy: 1. International system of exploitation and oppression of people of color by white people in order to maintain the wealth, power, and privilege of people of European descent. 2. Structures that center and prioritize white people at the expense of people of color.

PRINCIPLES OF INTEGRATED ANTI-OPPRESSION

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THE FOLLOWING ARE PRINCIPLES THAT GUIDE THE INTEGRATED ANTI-OPPRESSION MODEL:

- Society operates within a socially constructed hierarchy of difference where some people are valued and privileged and others are marginalized and exploited. For example, people living with a disability are devalued by society and their contribution to society is not recognized, solely because of their disability.

- People do not belong to just one category or social location. Our identities are complex and multiple; fluid rather than fixed. As a result, we can be both victims and perpetrators of oppression. We often re-create the relations of social power and control that also oppress us. For example, one may experience oppression because of female gender but at the same time experience white skin privilege.

- The ideas, thoughts and beliefs of people who "belong" to groups that are highest on the social hierarchy create "dominant culture". Dominant culture becomes the standard or norm by which everyone is compared. For example, in Canada the dominant culture norm of women's clothing does not include wearing the hijab, as a result wearing the hijab is considered unusual and abnormal.

- People who are members of privileged groups have the power to control access to resources and information. This perpetuates the cycle of power and oppression for people who are not members of these groups. People who are marginalized and exploited experience limited access to the power to shape their own past, present and future. For example, Canadian history has been written from the perspective of white skinned, European descent colonialists. This historical perspective is perpetuated through dominant education institutions as the only true view of history.

PRINCIPLES OF INTEGRATED ANTI-OPPRESSION

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- Not everyone from the same social group has the same experiences because people have many different lived experiences. When people have multiply marginalized identities, they do not merely face extra barriers; their lived experience is entirely different.

- Integrated anti-oppression work requires that individuals accept responsibility for their role in perpetrating oppression both interpersonally and systemically. To bring about change, individuals and systems must be changed.

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BARRIERS AND CHALLENGES TO INTEGRATED ANTI-OPPRESSION

Working from an Integrated Anti-Oppression Framework is not easy for a variety of reasons. It is important to acknowledge this and find ways to continue the work. Here are some of the most common barriers and challenges, and how you can address each one.

Not Enough Time

In social service agencies there is always more work and limited funding. In some cases organizations have had to reduce their number of staff or number of programs. Community service organizations have been seeing higher demands for services from people who seem to have greater and greater needs.

Anti-oppression work is often thought of as work that can wait, as an administrative function rather than work that requires our full and urgent attention. But policies that do not reflect integrated anti-oppression analysis are not effective for many people. This can lead to confusion and make it hard for organizations to proactively respond to the needs of clients, volunteers, staff and communities.

When we create policies using an integrated anti-oppression analysis, programming will become more meaningful and thereby more effective. This approach also helps us learn new ways of doing things. When the work is shared and delegated differently, we can discover new efficiencies.

Not Enough Money to Implement Policy Changes

Implementing real change will cost money and agency budgets are already stretched thin. Remember that not making changes will affect everyone in the organization. The people who will feel the pinch the least are those who have the power to make decisions about the budget!

Most organizations cannot afford to make radical changes all at once to their frameworks and programs. As with any structural change, organizations need to create a plan to phase in change. The plan should include clear timelines, name who is accountable and allocate funds from the budget. The plan should also include priorities, a risk and benefit analysis of what you hope to achieve and steps to meet your goals

BARRIERS AND CHALLENGES TO INTEGRATED ANTI-OPPRESSION

Being afraid of not being able to accommodate everyone, or of making a mistake

When people are afraid, they can freeze and not take any action. Of course, everyone will make mistakes! No organization's policies are perfect examples of integrated anti-oppression. Nobody even knows what fully integrated anti-oppression looks like!

Approach this work with honesty and integrity. Build a system that allows people to ac knowledge their limitations, errors and shortcomings. This will allow real change to happen. Confidence will grow as knowledge and insight grow. Stay committed to the work.

Not Having the Will

Working with an integrated anti-oppression framework requires time, effort, commitment, and funds. It asks us to be vulnerable enough to hear how we, as individuals and organizations, oppress others in spite of our intentions. Integrated anti-oppression involves working through conflict and struggle. This is a lot to ask. But it is possible.

If we procrastinate, make excuses and constantly avoid the work, others may come to believe that we are not committed to the work. If you believe that this work is important, take risks and begin.

Not Having the Formal Power to Make Changes

If you do not have much formal power in the organization, it will be difficult for you to be an agent of change. However, you can still do important work! Social justice work is best done in groups. Find allies and build a support network. Together, apply pressure to people who have the power to change things. They will find it hard to ignore a growing group of people. It is easier for them to disregard a single voice.

Not Being Supported by Others, or Doing the Work Alone

It is very difficult to be the agent of change when you have little or no support from peers and colleagues. If you are in this situation, try to find ways for others to join the struggle. Everyone will experience oppression at some point in their lives. By helping them to see that this may make it possible for them to discover why equity is important. Finding common ground is a good place to start.

Everyone Involved is at a Different Level of Understanding

Everyone is always at a different place in their learning. People who have been anti-oppression activists for years can share insights, resources and information with others who are just beginning to think about these issues. Be compassionate. Gently challenge yourself to keep deepening your understanding and to help others do the same. Approach everyone as a potential ally!

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BARRIERS AND CHALLENGES TO INTEGRATED ANTI-OPPRESSION

Not understanding what 'integrated anti-oppression' means and how to put it into practice

There is little information and few resources about applying an integrated anti-oppression framework. Much that has been written has focused on theory more than on how to use the framework. This is challenging for organizations that are inundated with direct service demands and have no time to develop their own materials. As this work becomes more widespread, it is certain to generate more practical tools for busy agencies.

Feeling Overwhelmed by How Broad the Work Is

Many people doing this kind of policy work for the first time say that not having an integrated analysis of oppression makes it hard to change policies. Organizations struggle with compartmentalizing issues of oppression and marginalization; for example, we may address racism but we don't connect it to disability issues and recognize how racism impacts racialized people living with a disability. Changing policies can quickly become overwhelming if an organization is trying to have a different policy for each marginalized group.

Integrated anti-oppression looks at how we can experience systemic oppression and perpetuate oppression at the same time; in the same moment. This is why the work is ongoing no one is an expert! Being forgiving of one another can help foster an environment of change and learning. You can do this by being open to other people's mistakes and oversights, and by noticing your own. Remember that mistakes are opportunities to learn and develop.

Being Afraid of Change or of Losing Position, Status, Privilege

We can all expect to feel uncomfortable with change and to be afraid of losing what we have. Our society fosters feelings of instability and insecurity, and encourages people to be afraid of losing what they have gained. Historically, marginalized groups have not had access to positions of power, to the ability to make decisions or even to stable, permanent, full-time positions.

Systems of oppression allow some people to have success and achievement at the expense of other people. It does not have to be that way. An integrated anti-oppression framework allows us to find ways to share access and power equally.

CREATING ANTI-OPPRESSIVE ORGANIZATIONS

Sankofa Circle

1 GRASS-ROOT/LOCALITY DEVELOPMENT

Locality development addresses the spirit of grass-root cultivation – the notion of a 'bottom-up' approach that includes the locality's definition of the phenomenon; the locality's direction for intervention; and, the locality's involvement in implementation and sustainability. A significant dimension of locality development is immediate response to problems in a caring, sensitive and compassionate manner.

2 SOCIAL DEVELOPMENT

Social development highlights the importance of human capital as well as economic resources in addressing social ills. This approach acknowledges the strength of individual and collective explorations, analyses, and solutions to crises. As such, this perspective adopts a humanistic and holistic analysis of the individual – confronting social, political and economic forces.

3 ACTIVE PARTICIPATION

Active participation represents a form of partnering, where both providers and participants can join together to build a common vision and direction for the organization.

4 STRUCTURAL ANALYSIS OF THE PROBLEM

Anti-oppressive organizations believe that political, economic and social forces propel individuals in various ways. Understanding the 'whole' person entails a holistic perspective of both individual traits and structural constraints.

5 CONSCIOUSNESS RAISING

Consciousness raising emerges as an intimate process of accepting, exploring, and ultimately reconstructing one's past and present and one's future orientations. Through individual and collective enterprises, anti-oppressive organizations foster safe community settings where individuals can build and rebuild a sense of identity, worth, and understanding of their immediate environments.

6 SOCIAL ACTION

Social action implies a commitment to fundamental change in the form of demands for increased resources and/or equal treatment. As such, social action involves consciousness raising made active and public – allowing those without a voice to be heard through critical reflection and empowerment strategies.

HELPFUL RESOURCES

- **Sexual Aggression, Diversity and the Challenge of Anti-Oppressive Practice** - Simon Hackett - Journal of Sexual Aggression (2000)
- **Operating in Survival Mode: Challenges to Implementing Anti-oppressive Practice in Feminist Social Service Agencies in Toronto** - Lisa Barnoff, Purnima George and Brienne Coleman - Canadian Social Work Review (2006)
- **An Integrated Framework of Critical Cultural Competence and Anti-Oppressive Practice for Social Justice Social Work Research** - Ransford Danso - Qualitative Social Work (2015)