



Learning & Evaluation (L&E)

Why L&E?

A key to SASA!'s effectiveness is its ability to adapt and respond to community realities. Thus routine monitoring is a critical part of your SASA! program. By planning, collecting, entering, analyzing *and* reflecting on L&E data, you can identify road blocks early and make strategic revisions. SASA! L&E also highlights achievements to celebrate, enabling you to build momentum and transition to the next phase. Below we provide some tips for L&E using three core tools: *the activity report form*, *the outcome tracking sheet*, and *the rapid assessment survey*. Remember, all staff have a pivotal role to play in the L&E process!

Please note that the tools included in the SASA! Activist Kit have been revised, as well as the Microsoft Access database. Please visit our website at <http://raisingvoices.org/sasa/download-sasa/> to download the most recent versions.

Activity Report & Outcome Tracking

The **activity report** tool is primarily process oriented, enabling us to assess whether we are reaching people across the circles of influence, using a diversity of strategies and activities.

This tool also captures information about facilitator skills and the quality of mobilization. On the other hand, the **outcome tracking** tool is more impact oriented as it focuses on the extent to which SASA! is changing attitudes and behaviors. Regular use of this tool can help identify 'sticky issues' that are meeting resistance or not shifting as expected. It is also part of the information used to determine when to transition to the next SASA! phase.

Revisiting language: L&E v. M&E?

We have opted to use 'L&E' in our revised SASA! tools and guidance, as *learning* better reflects the spirit of agility, flexibility and growth as our core motivation. In contrast, *monitoring* connotes an emphasis on measuring progress and reporting to donors, and thus 'M&E' is often perceived as an isolated activity within a specialized team, rather than a central part of programming.

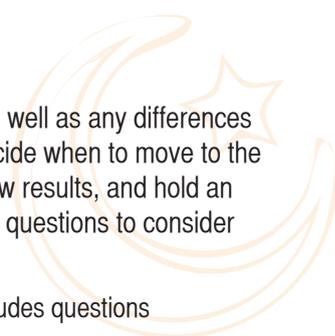
- **Who?** Both tools are completed by staff (not CAs) – program staff or L&E staff can complete these forms.
- **When?** Please try to complete both forms each time staff attend a SASA! activity. Ideally you will complete 20 activity reports and 15 outcome tracking forms per month, however at a minimum please ensure you fill **at least 24 of each tool every quarter** (8 per month). Only fill one form per activity; if two or more staff participate, work together to complete the form.
- **Where?** Please be intentional about observing diverse SASA! sessions: This is particularly important for the outcome tracking form. Visit different CAs; observe a mix of SASA! activities (e.g., quick chats, dramas, poster talks, etc.); and travel to locations across your programming area. If you only observe nearby activities, or those facilitated by your most engaged CAs, you will miss out on important information and may develop 'blind spots.' Please talk to your TA provider if you want a more rigorous (yet do-able!) way of selecting activities.

- **Follow-up?** After the activity, please take time to chat with the CA and give feedback as guided by the tear-off section at the bottom of the activity report form. This is a prime opportunity to mentor and support your CA (however please don't give them the monitoring forms).
- **Data storage & entry?** Please enter data (using the Microsoft Access screen provided by Raising Voices) within two weeks of completing the hard copy (talk with your TA provider about simple ways to systematize this). In the meantime, please store the completed forms in a safe place where they won't be disturbed and confidentiality can be maintained.
- **Share & reflect!** Remember that the **most** important part of L&E is *using* your data! Use the built-in queries in Microsoft Access to summarize the information, and sit down at least once per quarter with your SASA! team for an 'L&E Reflection' to discuss findings and identify lessons. Please share these insights with your CAs, and in each L&E review session strive to identify concrete actions. Some guiding questions to consider include:
 - Are both women and men participating, representing different levels of your circles of influence?
 - Are CAs using all the activities, or are they focused on only one or two?
 - Are SASA! sessions spread across your program area or concentrated in a few communities?
 - Are there reoccurring gaps in CA skills that need to be addressed?
 - Are there specific attitudes or behaviors that are not changing (suggesting a more deliberate focus is required)?

Rapid Assessment Survey (RAS)

The **RAS** is a way to more rigorously assess how communities are progressing in the four key outcomes areas: knowledge, attitudes, skills and behavior. The RAS also includes an 'exposure' section to better understand reach and the intensity of SASA! programming. *Please note that it is highly recommended to implement the full survey. However, if this is not possible, please do not skip the SASA! exposure section.*

- **Who?** The RAS must be carried out by a trained team comprised of roughly equal numbers of women and men. Depending on your resources, you can hire a research consultant to lead this process, or assemble a team yourself. Each time you complete a RAS, please try to include a minimum of **100 women** and **100 men** (200 total participants). The more people you interview, the more reliable your data. *It is important to include equal numbers of women and men.*
- **Ethics?** When conducting the RAS, it is essential to protect the safety of community members, especially women who are most affected by violence. Please ensure that only female data collectors interview women, and that only male data collectors interview men. You **must** offer all RAS participants a list of referral services in case the interview triggers difficult memories or if women disclose they are experiencing violence (or fear violence in the future). No interview can proceed until participants have given their informed consent, and participation is always voluntary. All participants should be above 18 years (anyone planning to conduct the RAS with adolescents will need to get consent from parents/caregivers and carefully consider issues of child protection).
- **When?** RAS is conducted at Baseline (during Start) and at the end of each SASA! phase (Awareness, Support, and Action).
- **Where?** The RAS is conducted in public places within SASA! communities. A 'sampling strategy' must be used to ensure diverse locations are included (e.g., more/less rural; bigger/smaller/ etc.). Please speak to your TA provider if you have questions about where to conduct the RAS and see the Tips Booklet in the SASA! Activist Kit for guidance on random sampling. Note that the RAS must be completed in the same communities *each round*, so document the specific locations in communities where you conducted your baseline carefully.
- **Data storage & entry?** Please enter data (using the Microsoft Access screen provided by Raising Voices) within one-month of completing the RAS. It is helpful to hire data entrants if possible, depending on resources and your sample size. Please store the completed questionnaires in a safe place where they won't be disturbed and confidentiality can be maintained.

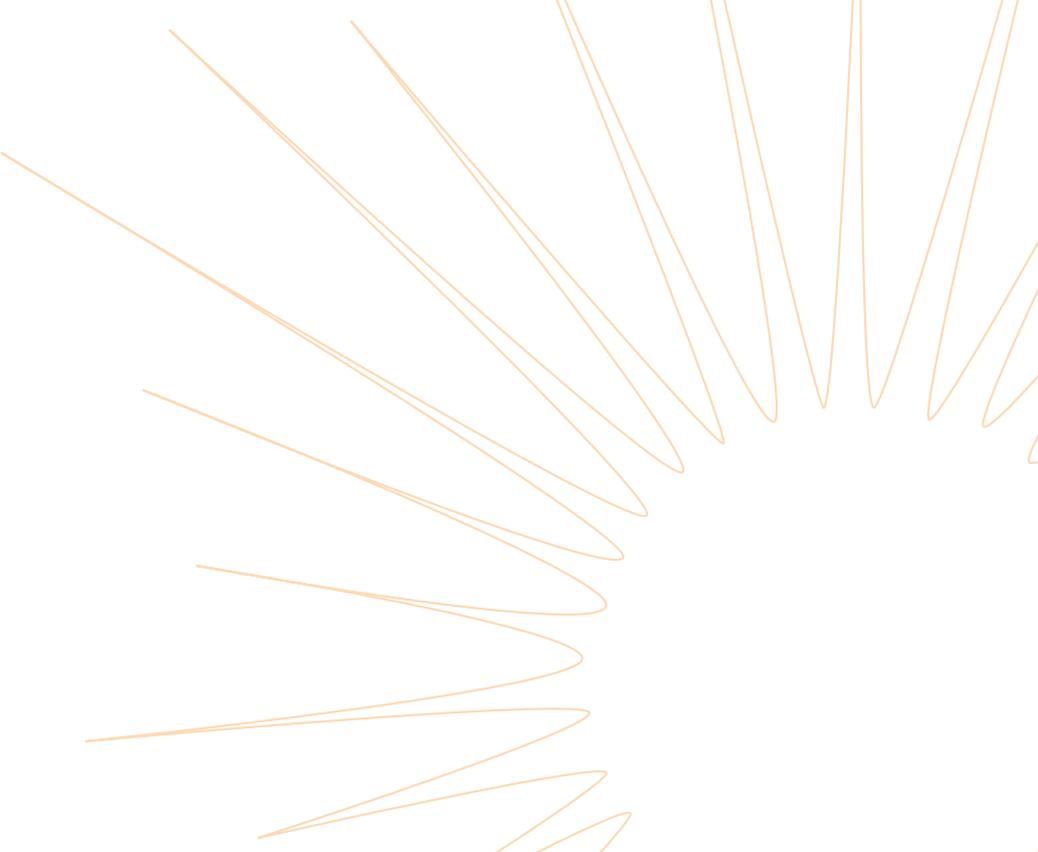
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- **Share & Reflect?** At baseline, RAS findings will highlight current attitudes and practices, as well as any differences between women and men in the community. In subsequent rounds, RAS data helps you decide when to move to the next *SASA!* Phase (see Box 1). Please use the built-in queries (provided in Access) to review results, and hold an 'L&E Reflection' session to discuss what this means for your *SASA!* program. Some guiding questions to consider include:
 - What percent of participants give the 'progressive/equitable' response for knowledge & attitudes questions (Q11-Q23)? Any differences: since the last round? In women v. men's reporting?
 - What percent of participants give the desired response for questions related to skills & behaviors (Q24-Q34)? Any differences: since the last round? In women v. men's reporting?
 - What percent have had *any* exposure at all (Q35)? Any differences: since the last round? In women v. men's reporting?
 - What percent have *actively participated* in *SASA!*? (Q37, Q37A & Q38)
 - Do we think our data is reliable? (e.g., are responses overly progressive considering what we know about the communities)?

Overall considerations for *SASA!* L&E

- **Adapt if needed!** In case some questions in the outcome tool or RAS are not relevant to your context, discuss appropriate revisions with your TA provider.
- **Intentional sampling!** As noted above, please be intentional about where you carry out your activity report, outcome tracking and RAS, so you don't exclude certain types of activities or communities.
- **Go beyond the tools!** In addition to your data, please discuss and reflect on the experiences and observations of your *SASA!* team. Listen carefully to what is shared by community members and CAs, and take time to debrief. Both your data and your observations are essential for good L&E!
- **Reach out!** If your L&E isn't working, please reach out to your TA provider for support.
- **Remember that the most critical steps are to share, discuss and take action that integrates what you are learning from L&E!**

Transitioning to the next *SASA!* phase

When is it time? Guidance for transitioning to the next *SASA!* phase is summarized in Box 1.



Box 1: When is it time? Guidance for transitioning to the next *SASA!* phase:

The decision of when to move onto the next *SASA!* phase is more art than science, requiring a holistic assessment that combines L&E data, observation, feedback from CAs, and a keen ear to the ground. Please consider the following when making your decision.

1) RAS data

- Historical trends: Are scores for phase-specific outcomes higher than the last round? In other words, are you seeing noticeable improvements in the knowledge & attitudes questions (Awareness), skills questions (Support) etc.?
- Overall levels: before moving forward, 50%-60% (or more) of participants should be providing 'equitable/desired' responses for phase-specific questions.

2) Outcome Tracking data

- Historical trends: Have average scores in the three phase-specific questions (e.g., Knowledge, Attitudes, etc.) improved since you first began the phase?
- Overall levels: If average scores are 1's or 2's in any of the three phase-specific questions, you likely need to keep working. If all three questions have an average score of 3, please wait. If at least one or two questions have 4's that is an indication the community is ready to move to the next phase.

3) Observations & feedback

- What have you seen/heard during your community visits (e.g., think about the tone & content of conversations in your community)?
- What have CAs been feeding back? Are *SASA!* ideas gaining traction – or is there still a lot of resistance?
- Are CAs feeling prepared to move to the next phase?

Holistically assess & decide!

Discuss 1-3 above as a team to make an informed decision, and please feel free to reach out to your *SASA!* TA for support. If you decide to advance to the next phase, it is helpful to take a closer look and decide if there are certain issues that are sticky and need to be brought forward (so you can continue to address them).

Please commit to structured and consistent L&E across your *SASA!* team.
This will bring about programming that is truly agile, responsive, and transformative for women, men and the entire community.