

action

Phase 4

of the *SASA!* Community
Mobilization Approach



ENERGY
MOVEMENT
LIVELINESS
STRENGTH
EXERTION OF INFLUENCE
VIGOR
ABILITY
DOING
PUSHING AHEAD

action

Phase 4 of the SASA! Community Mobilization Approach



Are you ready to begin the Action phase? Have you achieved your intended outcomes for the Support phase? Remember, facilitating a process of change requires time and patience. Don't rush, skip or mix any phases.

Get ready! And have fun!

Goal

Encourage community members to use their **power** to create **safer, healthier and happier relationships** between women and men.

In the Support phase you reached out to others and fostered relationships between individuals and groups, building solidarity and support for change. The Action phase focuses on taking action—making changes in our personal and public lives, both small and large, that emphasize non-violence and balanced power. Our work in the Action phase will encourage, celebrate and sustain change. Many tangible and practical things will be happening. There will be visible changes in the way people do things.

Objectives

1. Encourage personal and public choices and changes toward balancing power in relationships.
2. Assist individuals, groups and institutions to sustain new social norms that support non-violence between women and men.
3. Celebrate and recognize positive changes that contribute to an environment that supports healthy and safe relationships, families and communities.
4. Work closely with individuals, groups and institutions to create policies and practices that sustain positive change.

Change is possible. The Action phase of SASA! emphasizes that although it is challenging to break out of old behavior patterns, there are many benefits to doing so. It also emphasizes that change happens as a result of many small actions—every small change makes a big difference.

The Action phase demonstrates that although the problem of violence against women and its connection to HIV/AIDS won't go away overnight, change begins with the many things we have the power to do now! First, we can each make a commitment to live our belief in non-violence and equality, making changes in our immediate relationships and families. Next, we can contribute to and make changes in our social networks—within our social groups, our places of work and then our community. The Action phase of SASA! is a time to think about all the possibilities for change, and then to act on them.



The Action phase is not only about creating change but also about sustaining change. Consider these two tips for ensuring a community sustains the changes it makes.

Celebrate change

Changes that happen—whether large or small—need to be celebrated! Small, individual changes can have an enormous impact on many people's lives. Institutional and community-wide changes can have a great impact on how individual women and men perceive themselves and their responsibilities to others. Throughout the Action phase, recognize and celebrate change as it happens—in ourselves, community members, activists, leaders, professionals and other stakeholders. Celebrating change encourages more change!

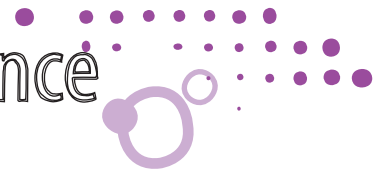
Create structures that reinforce change


During the Action phase, demonstrate the large and small ways to create structures that sustain progress and uphold the principles of justice, equality and respect. Special structures can ensure that positive change remains and becomes an established norm in the community. Structures could include:

- Creating family rules, community charters or bylaws.
- Facilitating policy changes in institutions like the police or health care services.
- Establishing protocols in churches/mosques or organized groups for responding to violence.
- Uniting members in community-based organizations and social groups through the creation of a group statement committing to non-violence and equality between members.

In SASA!, we all have the responsibility
and the POWER TO
take action to prevent violence,
HIV and inequality.

The Action Phase At-a-Glance



<p>Phase</p> 	<p>The Action phase corresponds to “action” and “maintenance” in the Stages of Change. The <i>SASA!</i> Team engages the community in using their <i>power to</i> take action, with an aim to normalize shared power and non-violence, demonstrate its benefits, and as a result prevent violence against women and HIV.</p>
<p>Power Concept</p>	<p>The Action phase is about “using our <i>power to</i> create positive change”</p> <p><i>Power to</i> is the belief, energy and actions that individuals and groups use to create change. It is the power felt when individuals are able to enjoy the full spectrum of human rights. <i>Power to</i> is the freedom experienced by women and men when free to achieve their full potential, no longer bound by norms that accept men’s power over women.</p>



SASA! Outcomes

The Action phase strives for Behavior outcomes.

The intended outcomes of the Action phase are divided into two categories:

1. Outcomes specific to the responsibilities of the *SASA!* Team.
2. Outcomes specific to the results of community mobilization.

Action Intended Outcomes

SASA! Team Outcomes

1. The *SASA!* Team developed a plan for adapting the Action phase to their community (i.e., using the *SASA!* Planning tools provided).
2. The *SASA!* Team engaged all circles of influence from the Ecological Model.
3. The *SASA!* Team demonstrated thorough understanding of how to facilitate community mobilization that influences the **behaviors** among community members.
4. The *SASA!* Team demonstrated thorough understanding that women and men have the power to change social norms.

Community Mobilization Outcomes

1. Community members demonstrate the following **behaviors**:
 - a) Women and men balancing power in their relationship, including:
 - supporting flexible gender and social roles
 - sharing decision-making
 - sharing household responsibilities including childrearing
 - improving the quality of couple communication
 - respecting each other's rights and power
 - making a commitment to not use violence
 - decrease in use/experience of all forms of violence
 - b) Providing support to:
 - women experiencing violence and/or HIV/AIDS
 - men trying to stop using violence
 - women and men trying to balance power in their relationships
 - c) Taking action to prevent violence against women and its connection to HIV/AIDS by:
 - promoting the benefits of non-violence in relationships
 - encouraging balanced power in relationships between women and men, boys and girls
 - showing reduced tolerance/not ignoring violence
 - putting social pressure on men to be more equitable
 - providing support to activists speaking out and taking action on issues related to power, violence and HIV/AIDS
 - developing ways to encourage and sustain positive change

Phase 4: Action

Planning, Monitoring and Assessment Checklist



Planning (at the beginning of each phase)

- ☐ The SASA! Team reviews the intended outcomes.
- ☐ The SASA! Team completes the SASA! Phase Plan.
- ☐ The SASA! strategy team completes the SASA! Strategy Plan.

Monitoring (throughout each phase)

- ☐ The SASA! Team schedules and participates in weekly or bi-monthly check-in meetings.
- ☐ The SASA! Team completes an Activity Report after each activity.
- ☐ The SASA! Team uses the Activity Outcome Tracking Tool with some or all of the activities.
- ☐ The SASA! Team schedules and prepares for the quarterly review meetings.

Assessment (done at the end of the phase)

- ☐ Select SASA! Team members carry out the SASA! Assessment Dialogues.
- ☐ Select SASA! Team members carry out the Rapid Assessment Survey.
- ☐ The SASA! Team schedules, prepares for and participates in the Action Information Sharing Meeting and determines if they are ready to progress to the next phase.
- ☐ The SASA! Team plans, monitors and evaluates additional activities until all outcomes are achieved.
- ☐ The SASA! Phase Report is completed.

Appendices

Appendix A: Planning Guide

Appendix B: Monitoring Guide

Appendix C: Assessment Guide

Appendix A: Planning Guide

Planning

Thorough advance planning allows you to thoughtfully choose activities that will lead to an **optimal process for your community**. For planning, we recommend you do the following at the **beginning** of the phase.

Planning Steps

1. Review the intended outcomes of the Action phase and select those most appropriate to your community. Modify or change the intended outcomes based on your team's priorities for *SASA!* in your community.
2. Select activities from the Action phase of *SASA!* that you feel would enable you to achieve the selected intended outcomes.
3. Select any of your own activities that you feel would further enable you to achieve the intended outcomes.
4. Review the circles of influence in the Ecological Model. Add or remove activities from your selection, as needed, to ensure you engage all circles of influence.
5. Review the unique characteristics of your community and your organization's resources for facilitating *SASA!* (e.g., human and financial). Add or remove activities from your selection as needed, to ensure that your activities are appropriate and achievable given these community and resource considerations. (See the *SASA!* Introduction, page 26.)
6. Organize your chosen activities using the template provided for the *SASA!* Phase Plan. (See the *SASA!* Tips Booklet for the Phase Plan template and guidelines.)
7. Provide team members with a photocopy of the *SASA!* Phase Plan and with the template for the *SASA!* Strategy Plan for more detailed planning of each activity they will facilitate in that strategy. (See the *SASA!* Tips Booklet for the Strategy Plan template and guidelines.)

Appendix B: Monitoring Guide

Monitoring

Regular monitoring allows you to objectively and professionally **demonstrate your progress and reach**. For monitoring, we recommend doing the following **throughout** each phase:

1. Hold check-in meetings.

Meet weekly or bi-monthly with lead members of the *SASA!* Team. Use these meetings to review the successes and lessons learned from the activities facilitated since the last meeting. Consider changes that might need to be made in your planning. Use this time to reflect and problem solve as a team. Record any Action Points which may be required and who is responsible for the action. Review these at the beginning of each check-in meeting.

2. Complete Activity Reports.

After each activity complete an Activity Report. Activity Reports allow you to record what happened during an event, who attended and what went well or was a challenge and how to build on successes or overcome challenges. (See the *SASA!* Tips Booklet for the Activity Report template and guidelines).

3. Use the Activity Outcome Tracking Tool.

This tool will help you gauge the degree of resistance to or acceptance of *SASA!* ideas. Depending on the capacity of your *SASA!* Team you may use just the Behavior section (see this document, page 10) in the Action phase or you may choose to use the tool in its entirety (found in *SASA!* Tips Booklet, page 38). Also according to your capacity, you may choose to use the tool after each activity or a random selection of large and small activities at regular intervals in the Action phase. (See the *SASA!* Tips Booklet for detailed guidance.)

4. Complete Strategy Summary Forms.

These forms are designed to help you summarize the Activity Reports in one document for each strategy. They include a list of activities completed, numbers of people reached, major successes and challenges and responses made to build on or overcome them. (See the *SASA!* Tips Booklet for the Strategy Summary template and guidelines.)

5. Hold Quarterly Meetings.

Gather your entire *SASA!* Team near the end of each quarter to do the following:

- Ask lead members of the *SASA!* Team to present an overview of the key activities, successes and challenges of that quarter.
- As a group, review the Ecological Model and ensure you are on track for engaging adequate numbers of community members from each circle of influence.
- Review the outcomes and ensure you are on track for achieving them.
- Review activities still to be completed and determine if any of the lessons learned require adjusting the planned activities in any way.

Appendix C: Assessment Guide

Assessment

SASA! assessment methods are meant to provide **simple yet meaningful measurements** of your work. They should be conducted near the **end** of the phase.

The information gathering and assessment methods in *SASA!* are for program purposes, to help the *SASA!* Team assess its impact and effectiveness. The methodologies suggested recognize that most activist organizations using *SASA!* may not have significant research expertise. If your *SASA!* Team does not have experience in action research or conducting information gathering activities you may consider seeking assistance from research institutes or organizations with this experience.

1. *SASA!* Assessment Dialogues

SASA! Assessment Dialogues help you collect qualitative data from the community. They are similar to focus group discussions. You will have a prepared dialogue guide, which will help you facilitate the session. (See this document page 11).

In the Action phase, the dialogue questions will cover the behavior expected outcomes. Detailed suggestions on how to carry out, analyze and write up the Assessment Dialogues can be found in the *SASA!* Tips Booklet, Start Phase.

Use the following guiding questions to help focus your write up of the *SASA!* Assessment Dialogues:

Behaviors

- Do community members seem to be trying to balance power in their relationship(s)? How are they trying to do this?
- What are they practically doing that shows they are balancing power in their relationship?
- What do community members consider to be the benefits of balancing power in their relationships? What are the challenges to doing this?
- Do participants feel there is encouragement in the community to be non-violent and balance power?
- Do community members feel there is social pressure on men to be non-violent?
- Have participants made commitments (private or public) not to use violence?
- Do participants feel there is less tolerance in the community for violence against women?
- Do women and men report to doing things that are not normally their role/responsibility as women/men?
- Is there much difference between the different groups participating in the focus groups?
- Are there quotes that seem to illustrate the views expressed?
- Were there participants who seemed to have different views to others in the group?

2. *SASA!* Rapid Assessment Surveys

The Rapid Assessment Survey for the Action phase covers one outcome category: behaviors. (See this document, page 12.) Detailed suggestions on how to carry out, analyze and write up the Rapid Assessment Surveys can be found in the *SASA!* Tips Booklet, Start Phase.

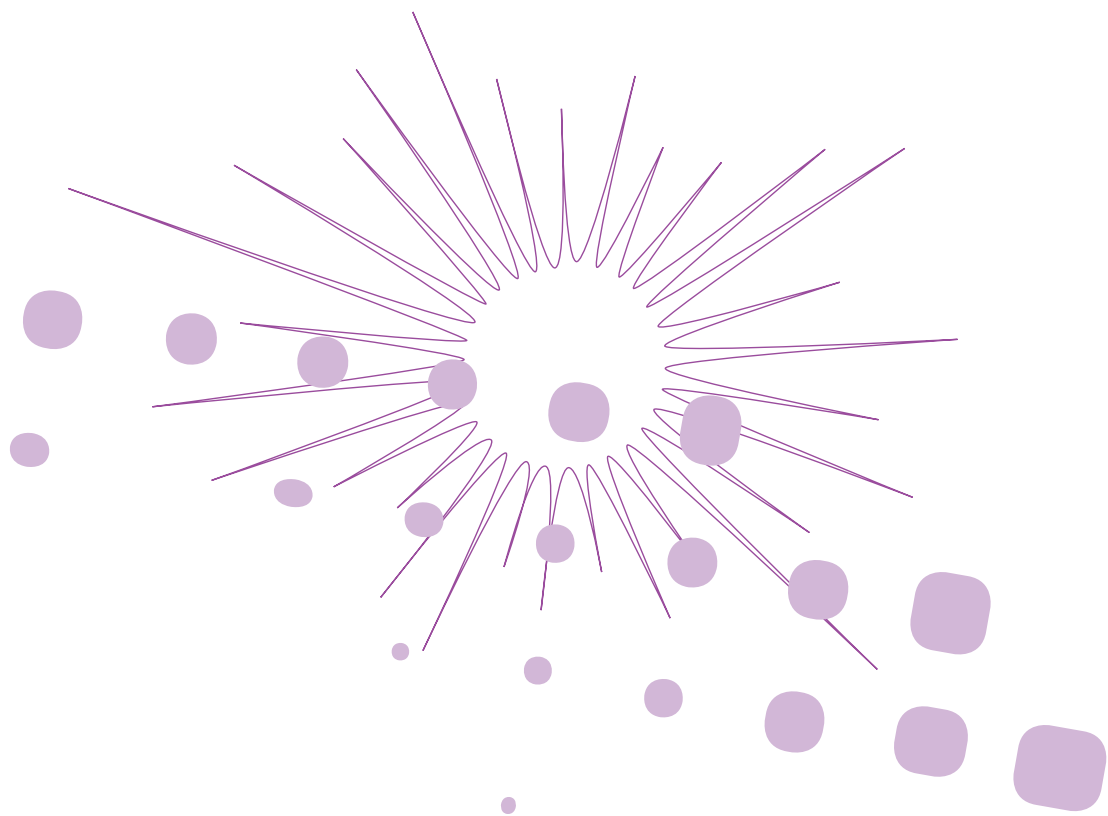
Write up a brief report with your findings and share them with the *SASA!* Team.

3. An Information Sharing Meeting can be held with the entire *SASA!* Team. Report on the findings of the *SASA!* Dialogues and Rapid Assessment Survey. Then discuss the following:

- Are women and men in the community attempting to and/or succeeding in balancing power in their relationships?
- To what extent are women and men moving out of the roles society prescribes for women and men?
- Is there increased formal and informal action in the community to prevent violence against women and support balanced power in relationships?
- Did issues emerge that were unexpected or that might need further exploration by the *SASA!* Team?
- Was the information gathered in the Dialogues and Surveys written up?
- Does the *SASA!* Team feel there is sufficiently strong support for balanced power in relationships and actions from a range of community members, groups and institutions to demonstrate this? If not, what additional support is needed and how can the team give that support to the community?
- Decide together if the *SASA!* Team is ready to conduct the final assessment of the impact of *SASA!* or if additional activities need to be facilitated to achieve the intended outcomes of the Action phase.

4. *SASA!* Phase Report


Once the *SASA!* Team has enough evidence that the key outcomes have been achieved, write a report summarizing the activities, lessons learned and outcomes of the phase. This report can be created by compiling the data collected in the monitoring and assessment exercises. Consider taking notes during all monitoring and assessment meetings to make the completion of this report easy and efficient.



Activity Outcome Tracking Tool:

Action Phase

Behaviors

Negative Statements / Resistant to <i>SASA!</i> ideas	1	2	3	4	Positive Statements / Accepting of <i>SASA!</i> ideas
					
<i>Participants tend to say that:</i>					<i>Participants tend to say that:</i>
- they cannot balance power in their relationship					- that they do balance power in their relationships
- they must use/experience violence – it is unavoidable					-they do not use/experience violence
- they do not promote non- violence in the community					- they promote non-violence in their community.

SASA! Assessment Dialogues:

Action Phase

1. To what extent do women and men in our community balance power in their relationships?
2. To what extent are women generally valued and respected by their partners in our community?
3. In your home do both you and your partner make decisions together? Why or why not?
4. Have you provided support to women experiencing violence? In what ways?
5. Have you held men accountable for using violence? How?
6. Have you provided support to someone trying to balance power in their relationship? How?
7. Have you spoken out against violence in your family? Your social or work group? Your community? How?
8. Do you feel there is social pressure on men in our community to avoid using violence?
9. Do you feel that most people in our community reject violence between partners?
10. Are there any new strategies in our community for preventing violence? Describe.
11. Have you taken action to encourage and sustain balanced power in relationships in our community?

SASA! Rapid Assessment Survey:

Action Phase

Questionnaire Number _____

Date _____

Hello, my name is _____ and I work for _____. If you don't mind, I would like to ask you a few questions about your thoughts about men and women's relationships, and your attitudes toward violence against women. This should not take much of your time, and you can choose to stop the interview at any time, or to skip any questions if you like. Your responses are confidential, and your name will not be written down. We will use the information that you provide to plan activities, and to see how well we are doing in our project.

Do you have any questions?

Are you happy to proceed with the interview? Yes ☐ No ☐
(IF NO, THANK AND SAMPLE SOMEONE ELSE)

Please feel free to tell me your honest views. There are no right or wrong answers.

Sex of Respondent (circle one): Female Male

Age of Respondent:

Behavior			
Please answer yes or no to the following questions as honestly as possible.			
16	In the last 12 months have you talked with your partner about how to improve your relationship?	Yes 1 No 0	n/a
17	In the last 12 months have you provided support to someone experiencing or using violence?	Yes 1 No 0	
18	In the last 12 months have you told someone that violence against women is not okay?	Yes 1 No 0	
19	In the last 12 months have you gotten involved with others who are promoting non-violent relationships between women and men?	Yes 1 No 0	
20	In the last 12 months have you seen people in your community taking action to prevent violence against women?	Yes 1 No 0	

Thank you very much for helping us. I appreciate the time that you have taken.

Final Assessment

Now that you have finished facilitating *SASA!* in your community, it is time to conduct an overall assessment that measures all the outcomes of *SASA!* The *SASA!* Team will gather information on all four outcome areas for this final assessment. The information gathered will be a measurement of the knowledge, attitudes, skills and behaviors of community members AFTER facilitating *SASA!*

If your *SASA!* Team does not have experience in action research or gathering information in this way, you may consider seeking assistance from research institutes or organizations with such experience.

Use the same *SASA!* Assessment Dialogue questions and *SASA!* Rapid Assessment Survey used for the baseline that is found in the Start phase. (See Phase Overview, Start phase and *SASA!* Tips Booklet for detailed guidelines.) Compare your results with the baseline data collected. This information will help you draw conclusions on the effectiveness and impact of *SASA!* in your community.



Congratulations!

You have raised awareness, offered support,

and taken action

to prevent

violence against women

and HIV

in your community.

Encourage

community members

to continue growing,
deepening and expanding

their *SASA!* activism!





www.raisingvoices.org/sasa.php