

Introduction

# SASA!



An Activist Kit  
for Preventing  
Violence against  
Women  
and HIV

The *SASA!* Activist Kit for Preventing Violence against Women and HIV

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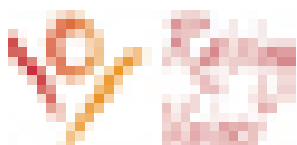
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Raising Voices works to prevent violence against women and children. We develop prevention methodologies, work in partnership with non-governmental organizations to strengthen violence prevention programs and advocate for increased interest and investment in social change approaches.

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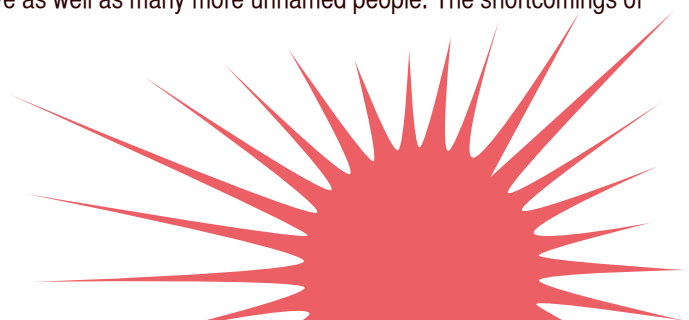
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The strength of *SASA!* is a result of all those mentioned above as well as many more unnamed people. The shortcomings of *SASA!*, however, are entirely my own.



Be bold.

Be provocative.

Be a thinker.

Be an activist.

Create  
change.

SASA!  
NOW!

Violence against women is both a cause and consequence of HIV infection. For many women, the violence they experience leads to HIV infection. For others, their HIV positive status brings violence. The root cause of this problem is the imbalance of power in relationships between women and men, girls and boys. There is an urgent need for individuals and communities to start working toward a balance of power between women and men.

*SASA!* is about rethinking power—your power, my power, the power we can have together. We have the power to learn and become aware, to support others, to create change for safer, healthier relationships and communities. We have the power to prevent violence against women and HIV infection.

*Sasa* is a Kiswahili word that means *now*. Now is the time to prevent violence against women and its connection to HIV/AIDS. We chose the name *SASA!* as a reminder of the urgency to act. *SASA!* offers tools, guidance and encouragement for individual activists and activist organizations ready to start a process of change! *SASA!*

# Introduction to SASA!

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# About SASA!



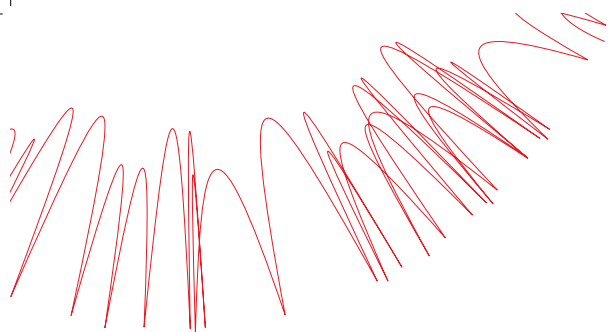
## SASA! is about power, violence and HIV/AIDS

SASA! is an exploration of power—what it is, who has it, how it is used, how it is abused and how power dynamics between women and men can change for the better. SASA! demonstrates how understanding power and its effects can help us prevent violence against women and HIV infection.

Until now we have allowed community norms to portray men as more valuable than women and more powerful than women. SASA! is about mobilizing the community to change these norms, because they lead to violence and HIV/AIDS. SASA! recognizes that all people are equal in worth and value. SASA! shows us how a balance of power between women and men means healthier lives for everyone.

Power can be positive or negative. Positive power means feeling the power within ourselves, the power of joining with others, the power to create change. Negative power means wealthy people having power over poor people, the educated over the less educated, one ethnic group over another, and, in most communities, men having power over women. Negative power is so common that it often goes unquestioned.

Many times, power is thought of as limited. We think that some people can and should have power while others cannot. Many men fear that they will lose power if women gain power. This is faulty thinking. Women and men can and should be able to have and use their power—which means holding their own beliefs, making their own decisions, expressing themselves as they prefer, becoming what they want to become—as long as this does not include using their power over someone else. By changing the imbalance of power between women and men, we can prevent violence against women and its connection to HIV/AIDS.



# *SASA!* is about human rights

*SASA!* is based on human rights—particularly women's human rights. All parts of *SASA!* work toward ensuring women's right to safety and health.

Human rights are about justice. They are based on the belief that all people are equal in worth and value—no matter who they are, where they were born, their color, economic status, sex, religion, age, education level or preferences. *SASA!* approaches the protection and promotion of human rights not only as the responsibility of governments but also as the responsibility of every community member.

*SASA!* takes a proactive approach to addressing human rights. It aims to change the imbalance of power between women and men as it relates to two specific human rights abuses: (1) violence against women and (2) women contracting HIV as a consequence of that violence.

Not all men use their power over women, but some do. They do this because our silence as a community says it is okay. We rarely ask: Is this violence acceptable? Should men be using their power over women? *SASA!* encourages communities to start asking these questions.



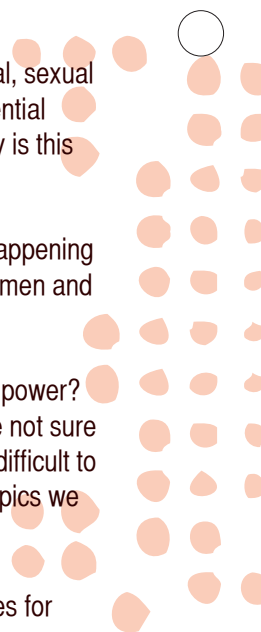
# *SASA!* is about ending the silence

In our work and in our communities we sometimes talk about physical, emotional, sexual and economic violence against women. We sometimes talk about the consequential injuries, depression, ill health and HIV/AIDS. However we rarely ask: Why? Why is this happening?

Violence against women and increased rates of HIV/AIDS among women are happening because of our communities' silence about the imbalance of power between women and men.

Why are we silent? Are we afraid of what might happen if we start talking about power? Are we afraid of finding an imbalance of power in our own relationships? Are we not sure how to talk about power? Do the power relationships in our community feel too difficult to change? Does the work seem too radical—too far from the comfortable list of topics we can raise in the community? In our organizations? In our relationships?

All of these are normal and legitimate fears—but we cannot use them as excuses for inaction. The task is challenging. *SASA!* was created to make this challenging task more achievable.





# SASA! is a point of inspiration

SASA! is a box bursting with ideas—ideas for sparking new energy and activism in your violence or HIV prevention work, ideas for creating a new comprehensive approach to addressing the connection between violence and HIV/AIDS in your community. SASA! is not business as usual. It moves beyond program implementation toward fostering social movements for change. It is meant to stir things up, to make us a bit uncomfortable—because only when we feel some unease will we consider how things could be different. It is provocative, challenging and inspiring, and encourages you to be and do the same.

Just by reading this introduction, you have proven yourself a person of action. SASA! will help you see all the power and assets you already have for creating change—things that could never come from a box. The ideas in SASA! show you how you could put this power and these assets to good use. The ideas are flexible and adaptable to your work and your community. SASA! can be a point of inspiration, a tool for your own activism.

## SASA! responds to an unfortunate truth

The statistics are alarming. The situation in communities all over Africa is dire. We now know that women are experiencing violence and contracting HIV in vast numbers. Violence against women is both cause and consequence of HIV/AIDS (see the SASA! Knowledge Builder, Start phase for more information). In many countries, for the last few decades, there have been HIV prevention programs, and in the last few years more violence prevention programs. Yet the rates of violence are not declining and the rates of HIV infection among women are ever increasing. We must ask ourselves, why?

In truth, many of our previous “solutions” have avoided the root cause of violence against women and women’s increased risk for HIV infection: the power imbalance between women and men. Also, we have usually chosen an area of expertise—addressing either violence against women or HIV/AIDS, but rarely the important connection between them. There is no quick fix to this problem, but there are untapped opportunities for change in our communities. We can all become experts in both issues and how they are connected. We can all start talking about power.

Taking this approach requires filling gaps in our knowledge and programs. That’s where SASA! can help. SASA! can help you move beyond your usual thinking to begin working with new issues and perspectives. We hope that SASA! will equip you with some ideas and tools for transformative work.

# SASA! is for activists

SASA! encourages everyone to discover the activist within.

An activist is someone who feels deeply connected to an issue—who understands it, analyzes it and feels compelled to do something about it. An activist is a person who is “active,” someone who is out and about to create change. An activist sees the work of preventing violence against women and HIV not as a nine-to-five job, but as a personal mission.

Activists see the big picture. They know they will have to work for a long time to witness the ultimate change they seek. They recognize that they cannot do it alone, so they connect with other activists and activist organizations. Together they create a movement. Together they feel part of something larger than themselves, each taking small steps toward a broader shared goal.

Everyone—and we really mean EVERYONE—can and must be an activist! We cannot stand by when there is wide-scale injustice against women, when women are unable to enjoy their most basic human rights to safety and health. Activists challenge the status quo. They refuse to accept injustice. They energize people around them to act!

## Not sure about activism?

Activism doesn't require special training, knowledge or skills. It requires courage and commitment to become aware, give support and take action. There are as many ways to be an activist as there are people. Each person will be an activist in her/his own way. And you don't have to do it alone. Bring the spirit of activism into your organization — be an “activist organization.” Activism isn't about being radical or rebellious. It's simply about raising your voice and the voices of others in calling for a better community. It's about taking a stand against injustice and living your beliefs. Try it out. Try it out by using SASA!

# SASA! is personal and proactive

When working on violence against women and HIV/AIDS, we often talk about “those” people. SASA! takes a different approach. In SASA! we start with ourselves.

SASA! is not about preaching to people; it's about inspiring social change. Therefore, we each need to model and lead the change we are encouraging in others. We need to show courage and address the power imbalance in our own relationships. Only then can we credibly encourage others to do the same.

This may be difficult. When one person is using her/his power over someone else, it is an injustice. Facing any

injustice in our personal lives provokes emotions. This is good. Emotions are an essential part of connecting to an issue, and are essential for change. Change requires that we feel injustice, and connect with it beyond knowledge or thought.

SASA! may also be provocative for others. It might at times cause tension, controversy or discomfort for those you are working with. It might challenge and stretch all of us to think in new and different ways, to reanalyze old problems and consider alternative responses. By being provocative, SASA! makes people take notice.



# SASA! and Community Norms

## SASA! is about changing community norms

The attitudes and behaviors a community considers normal and expected make up the “community norms.” SASA! aims to create a community where living non-violently with balanced power is the expected (‘normal’) way to live. These kinds of community norms would prevent violence against women and its connection to HIV/AIDS. Changing community norms takes a long time, but it is possible and has been achieved over and over again throughout history. The biggest changes that have improved the world were changes in community norms.

## SASA! is about community mobilization

You cannot change community norms unless the majority of community members are either participating in or reached by the SASA! movement. Engaging an entire community is called “community mobilization.” Community mobilization can mean many things. What does it mean in SASA!? By “communities” we mean individuals, groups and institutions living near each other and directly or indirectly relying on each other. By “mobilize” we mean to energize or make ready for action. By “community mobilization” we mean working with individuals, groups and institutions . . . over time . . . in many different ways . . . to inspire, encourage and support them in making positive changes in their lives . . . ultimately causing a change in community norms! It all starts now. SASA!

# How Community Norms Affect Change

The community mobilization approach recognizes that even if an individual makes or tries to make a change, it is very difficult for that individual to maintain that change unless supported by the people and environment that surround her/him. For example, imagine that you decided to change the kind of food you eat. Let's say you decided to stop eating meat. If your whole family and all your neighbors ate meat at every meal and insulted you for not eating meat, would it be easy to maintain that change? If the shops around you only sold meat, and if you could not get vegetables and other foods, would it be easy to maintain that change?

A community mobilization approach recognizes that for change to happen at both an individual and community level, norms need to change. In the example above, this would mean that other people would also be choosing not to eat meat, and even when others decided to continue eating meat, they would still respect your decision to stop. They would support you and not laugh at you. Farmers might start growing more vegetables and grains, and shops would sell them. Restaurants would offer meals without meat. Doctors would talk about the benefits of not eating meat. Basically, it would become very "normal" not to eat meat.

Discomfort  
brings change.  
Challenge,  
inspire,  
be proactive,  
be bold.

# Addressing Community Norms with SASA!

In *SASA!* we aim to normalize women and men having balanced power, which in turn would normalize non-violence and break the connection between violence against women and HIV/AIDS. *SASA!* aims to have women and men, families and neighbors, hair dressers and business owners, counselors and health care providers, religious and cultural leaders, police and local government officials all feeling that violence against women and its connection to HIV/AIDS is unacceptable, all taking big and small actions to create more equal, safe and happy relationships.

Here are some examples of existing norms and alternative community norms<sup>1</sup>:

	Existing Negative Norms	Alternative Beneficial Norms
Gender Roles	Women are expected to be weak and submissive and men are expected to be tough and in control.	Women and men are able to express themselves fully. The whole range of human emotions and roles are available for all people, regardless of sex.
Power	Men can use their power over women.	Women and men both have power. Neither sex has power over the other. Power is balanced in relationships, families and the community.
Silence	Individuals and the community are usually silent about men's use of power over women.	Silence about men's use of power and violence is broken. Violence in a relationship between a woman and man is no longer seen as private.
Violence	Abuse and aggression is tolerated and the victim is blamed.	Violence is unacceptable and those who choose to use violence are held accountable.

## Changing Norms about Power

If we are to prevent violence, we have to change norms that allow for the abuse of power. We have to replace norms that are hurtful, damaging, oppressive or unjust with norms that are healthy, helpful, liberating and just. This is not only for the benefit of women but for the benefit of men, girls and boys, families and the community. Whenever one group, in this case women, are oppressed and lacking the power to live up to their potential, it hurts us all. Similarly, when men feel bound to the role of always being in control and powerful, they cannot live to their full

potential. Imbalance of power creates tension, resentment, fear, intimidation and violence.

*SASA!* seeks to challenge and expand people's perceptions of power.<sup>2</sup> We all have experienced a lack of power in our own lives— it could be in our families, in the community, at places of work, during conflict or civil unrest. *SASA!* demonstrates the different types of power, how we all have the ability and the responsibility to use power with justice and fairness.

# What about Gender?

In *SASA!* you won't see the word "gender" very often but the concept of gender runs throughout *SASA!*

Gender, as it was originally intended, highlights the imbalance of power between women and men. It recognizes that due to socialization and the roles and value given to women and men, that women are discriminated against. It was hoped that the term "gender" would help activists and practitioners remember not just to include women in programming but to address the inequality—the power imbalance—between women and men.

Unfortunately, in practice today in the development context, the term "gender" is widely misunderstood and misused. The original transformative intention of gender has been largely lost. Gender, to many today, means simply "women and men." For this reason, the term gender and gender-based violence will seldom be used in *SASA!* Instead, we will use the language of power to emphasize and bring us back to the original intention of "gender" language—to inspire the transformative work of creating equality and justice between women and men.

## Changing Norms Using a Benefits-Based Approach

We know that people rarely change when they feel forced or threatened. Change happens when people see the benefits of that change—otherwise what is the motivation or incentive to do something differently?

*SASA!* avoids blaming and shaming men who are using violence or women who are living with violence, HIV or AIDS. A blaming and shaming approach only makes our work harder. Instead, *SASA!* tries to reframe the controversial issue of power and men's power over women within the positive context of the benefits of change. For example, instead of only telling a woman or man all the bad things about violence and its connection to HIV/AIDS, with *SASA!* you can surprise them and also talk about all the positive effects of non-violence and balanced power.

For people to understand the benefits of change, we need to be specific. We need to provide examples of the types of benefits people would experience in their own lives. Through your work, you can help community members see the practical, everyday benefits of living violence-free and breaking the connection between violence and HIV/AIDS. See the next page for some specific examples of this.



## Violence and power imbalance creates ...

- Low self-esteem
- Injuries and poor health
- Fear and avoidance
- Stress
- Depression and hopelessness
- Loss of opportunity
- Isolation from family
- Divided families
- Fear in children
- Poor school performance in children
- Emotional disconnection between partners
- Forced and unpleasant sex
- Disrespect
- Hatred and resentment
- Isolation from community
- Families who avoid each other
- Destruction of family property
- Financial burden on family resources
- Strain on community and social services
- Family breakages/separation
- Poor role models
- Violence in next generation
- Rejection by community
- Suspicion and fear in community
- More violence and fear
- Potential for HIV and AIDS

## Non-violence and balanced power bring ...

- Self-confidence
- Healthier bodies and minds
- Security and comfort
- Relaxation
- Happiness and hope
- Many possibilities
- Togetherness
- United families
- Trust and connection with children
- Improved academic performance in children
- Intimacy between partners
- Enjoyable sex
- Respect
- Love and appreciation
- Participation in community life
- Families who enjoy being together
- Preserving and accumulating family property
- Development at home
- Community progress and development
- Togetherness and lasting relationships
- Positive role models
- Healthy conflict resolution skills
- Acceptance by community
- Trust and respect in community
- More peace and security
- More protection from HIV and AIDS



# SASA! and Facilitating Change

## Changing as Individuals

Change takes time and commitment. It isn't until we identify a problem that we start to sense a need to change something in our lives. First we seek out information and then we find support, and only when we feel ready do we make a change and try to sustain it. In *SASA!* we need to understand how *individuals* change, so that we can facilitate a process of *community-wide* change.<sup>3</sup> The Stages of Change Model explains how individuals experience change.<sup>4</sup>

### The Stages of Change

1. <b>Pre-Contemplation</b>	A person has not yet identified an issue as a problem
2. <b>Contemplation</b>	A person begins to identify an issue as a problem
3. <b>Preparation for Action</b>	A person seeks out information, support and alternatives for making a change
4. <b>Action</b>	A person begins making the changes in her/his life
5. <b>Maintenance</b>	A person sustains the change

While this process is not always linear, with individuals moving neatly from one stage to the next, we have found this model to describe the process of individual change for people from many backgrounds and cultures. Think about some of the changes you have made in your own life. Do these stages reflect what you experienced?



# Changing as a Community

In *SASA!*, we start by influencing individual change, but we can't stop there. We need individuals to begin making changes in their own lives and then collectively change their community's norms. Therefore, *SASA!* is organized into four phases based on the Stages of Change Model and scaled up to the community level into the phases of community mobilization. These four phases ensure that community members are effectively guided through a process of change.

The word “sasa” is not only the Kiswahili word for “now.” It is also an acronym for the four *SASA!* phases: Start, Awareness, Support, Action.

## *SASA!* Phases

### START



The Start phase corresponds to “pre-contemplation.”

- The *SASA!* Team starts to foster *power within* themselves to address the connection between violence against women and HIV/AIDS—engaging only a small selection of additional community members in this phase.

### AWARENESS



The Awareness phase corresponds to “contemplation.”

- The *SASA!* Team engages the community to become aware of men's *power over* women and how the community's silence about this power imbalance perpetuates violence against women and its connection to HIV/AIDS.

### SUPPORT



The Support phase corresponds to “preparation for action.”

- The *SASA!* Team engages the community in offering support to one another—joining their *power with* others to confront the dual pandemics of violence against women and HIV/AIDS.

### ACTION



The Action phase corresponds to “action” and “maintenance.”

- The *SASA!* Team engages the community in using their *power to* 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.

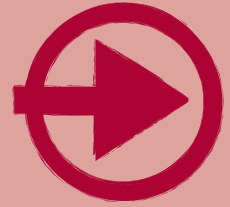
Be patient working through these phases. Resist the temptation to rush or skip or mix any of them. By following these phases one by one, you can facilitate a process that allows real and long-lasting change to happen. Your work will not be a temporary interest in the lives of community members; it will shape their lives. But remember, it will take patience!

# SASA! Power Concepts<sup>2</sup>

Each SASA! phase introduces a new power concept

## START

**The Start phase is about “fostering the *Power Within* ourselves.”** *Power within* is the strength that arises from within ourselves when we recognize abuses of power and our own power to start a positive process of change. This understanding compels us to demonstrate the benefits of change and facilitate community-wide support for change.



## AWARENESS

**The Awareness phase is about “understanding men’s use of *Power Over* women.”** *Power over* is the power that one person or group uses to control another person or group. This control might be used directly in forms of violence, such as physical violence or intimidation. It could also be used indirectly, such as through the social beliefs and practices that position men as superior to women. Using one’s *power over* another is an injustice. Fostering a balance of power between women and men benefits everyone.



## SUPPORT

**The Support phase is about “joining *Power With* others to give support.”** *Power with* is the power felt when two or more people join together to do something that they could not have done alone. *Power with* includes supporting those in need, those trying to change and those speaking out. It means offering to join *power with* anyone for positive ends and for creating a sense of support in the community. *Power with* also includes asking for help and support.



## ACTION

**The Action phase is about “using our *Power To* create positive change.”** *Power to* 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. *Power to* 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.



### Important

When using SASA!, it may at times seem like you are not talking so much about violence against women and HIV/AIDS, but instead about power and use of power. That’s okay! That’s good! It means you are working on the root issues. Influencing community norms about power is the basis of SASA!

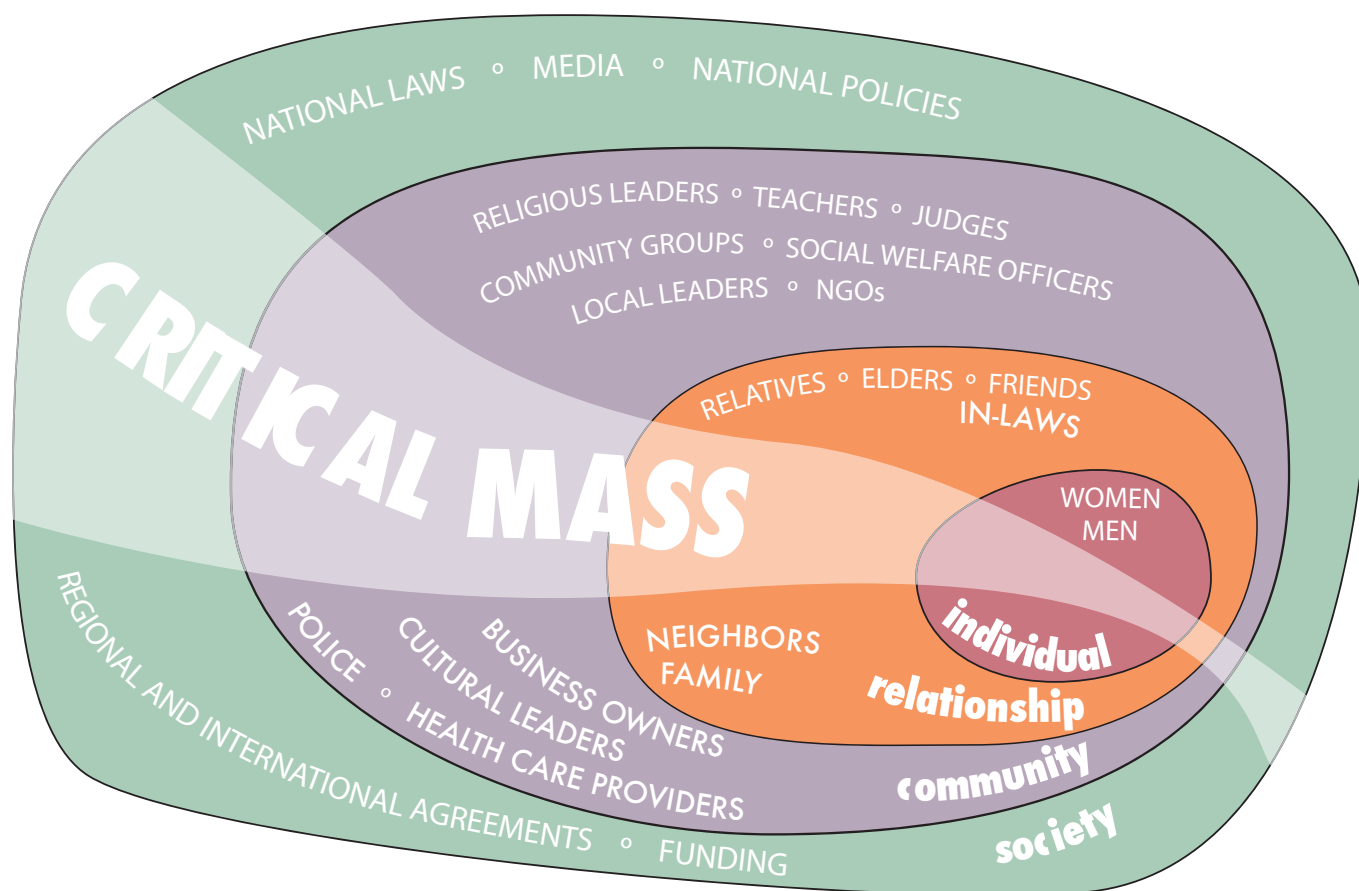
# SASA! and Community-Wide Engagement

## Involving Everyone

No one is excluded from *SASA!* Your success depends on reaching and engaging a broad and varied group of people. Community-wide engagement is required because our use and experience of violence is influenced by far more than our personal backgrounds and intimate relationships. Everyone, from a neighbor to a shop keeper to a doctor to a local journalist, influences our use or experience of violence.

The Ecological Model organizes the influences on someone's use or experience of violence into four concentric circles.<sup>5</sup> It recognizes that each of these circles influences a person's experience and beliefs about violence.

## Circles of Influence



# The Ecological Model's Circles of Influence

## INDIVIDUAL

Our individual backgrounds and experiences influence whether we use or experience violence. For example, if we witnessed or experienced violence as a child, we may believe violence is acceptable.

- For *SASA!*, this means we need to create spaces for ourselves and others to reflect on our own experiences and backgrounds.

## RELATIONSHIP

Our close relationships with our partner, family and friends influence whether we use or experience violence. For example, if our family and friends tell us or demonstrate that violence is normal, we may use or tolerate violence as part of our everyday lives.

- For *SASA!*, this means we need to engage community members within their roles as parents, partners, neighbors and relatives.

## COMMUNITY

Our experiences in the community influence whether we use or experience violence. For example, if health care providers do not ask why a woman is hurt and police refuse to take violence seriously, then violence is seen as “normal” and will go unchallenged.

- For *SASA!*, this means we need to engage community members within their roles as service providers, small business owners (barbers, shop keepers, etc.), professionals and community leaders.

## SOCIETY

The rules and structures of society influence whether we use or experience violence. For example, if the media encourages violence as a way to resolve marital conflict and if policies and laws do not protect women's human rights, then violence will continue in relationships between women and men.

- For *SASA!*, this means we need to engage journalists, policy makers, institutional and government leaders.

Therefore, we must involve all circles of influence in our work—if we do not engage a broad variety of people, young and old, rich and poor, male and female—we will not succeed in changing the community norms that sustain violence against women and its connection to HIV/AIDS.

We have to work with all of these circles of influence to create a supportive environment for new norms.

### Community Members in SASA!

In *SASA!* we use the term “community member” to mean ALL people in a community. A community to us is a group of people living close to each other and who rely on each other both directly and indirectly. When we say “community member” in *SASA!* we mean women and men, young people, service providers such as police or health care providers, religious and cultural leaders, local government officials, teachers, NGO staff, business owners, and whoever else walks your streets and lives in your neighborhoods. Everyone in your community has a role to play in *SASA!*

### Involving Men

Men are not on the sidelines in *SASA!* They are front and center—standing side by side with women. In *SASA!* we do not specifically talk about “male involvement,” because we see men as integrally involved with women throughout the entire process. Just as for many years many violence prevention efforts focused mainly on women, today some efforts focus only on men. In *SASA!* we believe that community mobilization requires everyone in the community. While we may suggest at times having single sex activities, we believe we have to reach out to everyone in order to change norms. *SASA!* seeks to engage women and men—together, naturally. Therefore, *SASA!* won't make special mention of men; they are included everywhere—every step of the way.

Remember that some men might be quite resistant and unwilling to consider or accept the benefits of balancing power in their relationships. While some of these men might truly be unreachable, others may just require perseverance and creative approaches.

### Involving Youth

In *SASA!*, when we say “women and men” we mean women and men of all ages as well as girls and boys—whether married or not, in school or not. *SASA!* is just as much for youth as it is for adults. Young people are equally and sometimes more affected by violence against women and HIV/AIDS. They are looking to adults as role models. They need to learn, support, take action and change alongside the adults of their communities. Engage youth through school programs. Talk to adults about how their choices affect their children.

# Creating a Critical Mass

Using the Ecological Model for prevention helps us identify and remember that there are many influences affecting our beliefs and behaviors as individuals. Understanding the Circles of Influence allows us to see that engaging only some parts of the community would not be enough to change existing norms and sustain individual change.

Think back to the example on page 12 of wanting to stop eating meat. Remember the supportive environment you would need to make and sustain that change. We need large numbers of people, groups and institutions from diverse areas of the community to create change. Only then will we have enough people thinking about, supporting and taking action for new norms. What we refer to as “enough” people is called a “critical mass.”

For *SASA!*, a *critical mass* is the involvement of such numerous and diverse individuals from all circles of influence that together they are able to create lasting change in community norms.

Engaging a critical mass means that, by the final phase of *SASA!*, for any one community member you have engaged you have also reached many others influencing her/his life—such as her/his family and friends, social groups, public institutions, professional services and ultimately the far-reaching influences of things like media and policy. But again, you will reach this final goal gradually, one phase at a time:

**START** In the **Start** phase you will identify key individuals from all circles of influence to engage in your early planning and first steps of *SASA!*

**AWARENESS** In the **Awareness** phase you will begin building awareness among all circles of influence, inspiring talk about power in every corner of the community.

**SUPPORT** In the **Support** phase you will engage yet more people from all circles of influence and begin strengthening their skills for supporting one another. You will witness how all these individuals, groups and institutions are connecting with each other and creating a powerful whole.

**ACTION** In the **Action** phase you will engage even more people from all circles of influence and reach a CRITICAL MASS for changing community norms.



# What's in the Kit and How to Use It

## Activities

The *SASA!* Activist Kit is FULL of activities for each phase of *SASA!*

In *SASA!*, we recognize that different individuals, groups and institutions need to be reached in different ways. For example, young men may be interested in comics and discussions with their peers, while older women in your community may prefer dramas and health chats. In order to engage all circles of influence and a variety of individuals in each, different activities are needed.

Phase by phase, these activities will allow you to move community members through the process of change—first raising their awareness of the issues, then fostering their support for one another, then inspiring people to make and sustain change. The activities for each phase focus on what community members need to experience in that phase and introduce the associated power concept (see page 18). So while the types of activities (e.g., dramas, story ideas, community conversations, etc) may remain the same over the phases, the content of those activities change in each phase.

## Strategies

To make your work easier, we have organized the activities of each phase into four strategies—so that you don't have one large pile of activities to sort through and differentiate. You'll see that each strategy includes activities using similar approaches and for similar audiences.

Thinking about *SASA!* activities in these strategies will help you work in an organized and systematic way—by allowing you to see the variety of ways you can reach a variety of people. Using activities from each strategy will allow you to strategically engage a critical mass and influence changes in community norms.



# SASA! Strategies

## LOCAL ACTIVISM

Create “everyday” activists by engaging women, men and young people in interesting, creative activities. By using some of the Local Activism activities in each phase of *SASA!*, you can engage women, men and young people at the community level—capturing the voices of mothers, fathers, sons and daughters, hairdressers and shop owners, and engaging in their everyday realities. Local Activism is most useful for reaching the **individual**, **relationship** and **community** circles of influence in the Ecological Model.

## MEDIA & ADVOCACY

Spread provocative facts and stories across the airways, in the newspapers and in the offices of leaders and policymakers—giving a loud and bold voice to the *SASA!* ideas. By using some of the Media & Advocacy activities corresponding to the *SASA!* phase, you can ensure that rich and fact-filled media, presentations and documentation reach the general public and particularly leaders, professionals and policymakers. Media & Advocacy is most useful for reaching the **community** and **society** circles of influence in the Ecological Model.

## COMMUNICATION MATERIALS

Use the creativity and fun of materials like posters and comics to engage people spontaneously during their day-to-day activities, or to stimulate discussion with organized groups. By using some of the Communication Materials corresponding to the *SASA!* phase, you can introduce new ideas and spark thinking with materials that combine images, words and stories. You can use these materials to catch the attention of individuals or when working with community groups, professional groups and institutions. Communication materials are most useful for reaching the **individual**, **relationship** and **community** circles of influence in the Ecological Model.

## TRAINING

Strengthen people’s understanding of the issues using interactive and thought-provoking exercises—including specialized training for health care providers. By using some of the Training activities corresponding to the *SASA!* phase, you can engage all types of community members in new learning—from adolescents and out-of-school youth, to women and men, to police officers and local leaders—increasing their knowledge and skills about violence against women, HIV/AIDS, norms about power and the benefits of change. Training is most useful for reaching the **individual**, **relationship** and **community** circles of influence in the Ecological Model.

## Creating Synergy

By using all the strategies in all the phases, you will reach a variety of community members. Importantly, you will also reach community members within the different roles they play in the community, resulting in repeated exposure to the *SASA!* ideas. For example, a woman may encounter *SASA!* activities and materials at work, then again during her community women’s group and then again at the hair salon. She may hear about *SASA!* through her husband who found some communication materials at the local bar or from her friend who attended a *SASA!* training for health care providers. Imagine many people experiencing similar and repeated exposure to *SASA!* ideas. This means new ideas are being discussed, considered, supported and acted upon by many different individuals and groups. When combined, all these experiences and actions become more meaningful and powerful. This effect is called “synergy,” and synergy helps influence and change community norms.





# Organizing and Managing *SASA!*

Templates and detailed guidelines for all the planning, monitoring and assessment exercises can be found in the *SASA!* Tips Booklet. Phase specific guidelines can be found in each Phase Overview.

## Creating a *SASA!* Team

To facilitate the *SASA!* community mobilization approach you will need a *SASA!* Team. The *SASA!* Team is the group of staff and community members who will be responsible for the planning and organizing of activities prior to each phase, as well as the facilitation, monitoring and assessment of activities during each phase. The *SASA!* approach inspires and enables a range of individuals, groups and institutions to become activists themselves and members of the *SASA!* Team. In this

way, your organization will play a coordinating and partnership role rather than taking responsibility for conducting each activity. As discussed, the *SASA!* approach works best when it is person to person, neighbor to neighbor, colleague to colleague. This grounds *SASA!* in the lived experience of the community and enables community members to lead and sustain change in their own communities. The *SASA!* Team will continue to grow throughout the phases, but its core membership should be established during the Start phase. The teamwork will be a rich and rewarding experience for all. Enjoy and celebrate the successes you achieve together—always remembering that you are all community members!

Here are a few ideas for creating a *SASA!* Team:

### Members

Include representation from all of the following groups:

- Staff from your organization.
- Community activists (e.g., members of your “core group” of community activists) that were selected through the identifying community activists process (Local Activism, Start phase).
- Representatives from key institutions (e.g., health care providers, police officers, religious leaders, teachers, etc) with whom you plan to work that were identified through community asset mapping and community action group creation (Local Activism, Start phase).
- Local leaders, officials and journalists already speaking out on the issue that were identified through the activities in the getting started with Media & Advocacy activities (Media & Advocacy, Start phase).
- Representatives of any other critical group who will be involved in *SASA!*

### Leaders

You may choose to have certain individuals on the *SASA!* Team act as leaders, serving as the contact persons and support persons for all other team members.

### Collaboration with Other Organizations

You may choose to collaborate with other organizations to create a *SASA!* Team. For example, one organization may be very strong in local activism whereas another might be skilled at media and advocacy. These two organizations could pair up to facilitate *SASA!* and mobilize the community together.

### Strategy Teams

However you choose to work with *SASA!* we suggest that within the *SASA!* Team there is further division of responsibilities into strategy teams. Each strategy team would engage both staff and community members in being responsible for one of the *SASA!* strategies (i.e., Local Activism, Media & Advocacy, Communication Materials, Training).

## Identifying Intended Outcomes

Effective activism depends on knowing what success looks like. Without a clear sense of the intended outcomes, the *SASA!* Team will be unable to make good choices along the way and ensure effective management of activities, time, people and costs.

In the each of the Phase Overviews of *SASA!* you will find detailed lists of intended outcomes for that phase. These outcomes are only a starting point. Work with the *SASA!* Team to adjust and add outcomes to suit your goals for

your community. You will need to identify specific intended outcomes for each phase. The *SASA!* Team will need to continually review these outcomes and ask yourselves: Are we being successful or do we need to adjust our methods? The assessment exercises were designed to assist you with this.

# SASA! Outcomes

In general, *SASA!* is designed to produce outcomes in four areas: Knowledge, Attitudes, Skills and Behaviors.

## KNOWLEDGE

### Knowledge = What facts and information people know

- In the Start phase, outcomes involve the knowledge gained by the *SASA!* Team in preparation for planning and facilitating *SASA!*
- In the Awareness phase, outcomes involve the knowledge gained by community members about violence against women, HIV/AIDS and the imbalance of power between women and men.

## ATTITUDES

### Attitudes = What people believe and feel

- In the Start phase, outcomes involve the attitudinal shift in members of the *SASA!* Team after exploring *SASA!* ideas in relation to their own lives and relationships.
- In the Awareness phase, outcomes involve the attitudinal shift in community members after exploring the concepts presented in *SASA!* Awareness activities.

## SKILLS

### Skills = What people know how to do

- In the Support phase, outcomes involve the skills gained and used by community members for providing support to one another, and working to address power, violence against women and HIV in their community.

## BEHAVIORS

### Behaviors = How people choose to act

- In the Action phase, outcomes involve the behaviors demonstrated by community members for making positive changes in their relationships and in their community.

## Planning Each Phase

The intended outcomes for each phase can be achieved in many ways. The activities you choose for achieving them will depend on the skills of the *SASA!* Team, your community, and your budget, among other things. Advance planning allows you to thoughtfully choose activities that will lead to an optimal process for your community. Planning will also help ensure that team members remain motivated, focused and happy in their work.

For planning, we recommend doing the following at the **beginning** of each phase:

**1. Select relevant intended outcomes and activities for that phase.**

Each phase includes a detailed list of intended outcomes. Modify or change the intended outcomes based on the Team's priorities for *SASA!* in your community. Then select activities from the four strategies of *SASA!*, and any others of your own that you feel would enable you to achieve the intended outcomes.

**2. Refine your activity list based on the following considerations:**

**The Ecological Model:** Review the Ecological Model and add or remove activities from your selection to ensure you engage all circles of influence.

**Community Considerations:** Review the unique characteristics of your community and add or remove activities from your selection to ensure that your activities are appropriate (see text box next page).

**Resource Considerations:** Review your organization's resources for facilitating *SASA!* (i.e., human and financial) and add or remove activities from your selection to ensure that your activities are achievable (see text box next page).

**3. Document your plans.**

Documenting your plans ensures good communication within the *SASA!* Team and provides an opportunity to ensure that nothing has been forgotten. Each phase includes easy-to-use forms for a *SASA!* Phase Plan and *SASA!* Strategy Plans.

- The *Phase Plan* provides an overview of all activities planned for that phase—including such things as the intended outcome, strategy, circles of influence, person responsible and anticipated reach associated with each activity. Create this Phase Plan with key *SASA!* Team members, photocopy and distribute the plan (and any updated versions) to all team members.
- The *Strategy Plan* is similar and designed to help each strategy team in organizing their activities in greater detail. The Strategy Plan provides a detailed view of each activity—including date, time, venue, supplies, set-up and more.

Find detailed guidelines and copies of the Phase and Strategy Plans in the *SASA!* Tips Booklet (page 30).

### Resource Considerations

Here are some examples of how the characteristics of your community and your human and financial resources could affect your planning throughout *SASA!*

Community Considerations	Examples of Adaptation
Geographical location (e.g., rural or urban, seasons)	If a community is in a rural location you may choose to plan many of the activities in the afternoon after community members have come back from digging in the gardens, or you may plan inside training activities during the heavy rains.
Demographics (e.g., population patterns in sex and age)	If a community has a high number of young women and men between the ages of 15 and 20, the <i>SASA!</i> Team may choose to use more Comics and Community Dramas for spreading the <i>SASA!</i> ideas, and may create additional activities suitable for schools and youth gathering spaces.
Infrastructure (e.g., types of public spaces available for gatherings, access to electricity, etc.)	If a community has limited space for or is denied permission to hold large public gatherings, the <i>SASA!</i> Team may choose to not hold Public Events, but to instead hold Soap Opera Discussion Groups or work closely with smaller Community Action Groups.
Recent Events (e.g., a recent crisis or celebration that will influence community members' attitudes and receptivity to <i>SASA!</i> )	If there has been a recent crisis in a community related to violence against women or HIV/AIDS, the <i>SASA!</i> Team may choose to hold a specialized discussion for sharing thoughts and emotions on this event.
Human Resources (e.g., number of staff and activists)	If staff and activists are limited, the <i>SASA!</i> Team may choose activities that reach more people with fewer facilitators, and/or the Team may choose to focus on activities that would help recruit engage women and men from all sectors (e.g., through Community Action Groups).
Financial Resources (e.g., budget and capacity for additional fundraising)	If financial resources are limited, the <i>SASA!</i> Team may choose to photocopy black and white Comics or Info Sheets rather than print colored versions at a professional printing press.

# Monitoring Your Progress

As we have mentioned, community mobilization takes time. Your work as activists and activist organizations requires persistence and patience. Monitoring is used to track your progress over time. It allows you to document what you have done, and identify how to strengthen your activities and increase your success as you proceed through the four phases of *SASA!*

Through monitoring activities you collect evidence of what *SASA!* initiatives have been conducted, as well as reflect and learn from them—increasing the credibility of your efforts, in the eyes of the *SASA!* Team, the community, and those who support and fund your work. Regular monitoring allows you to objectively and professionally demonstrate your progress and reach.

For **monitoring**, we recommend doing the following **throughout** each *SASA!* phase:

## 1. Hold Check-In Meetings.

Meet weekly or bi-monthly with the *SASA!* Team (or selected representatives if the team is quite large). 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. Regularly Complete Activity Reports and Strategy Summary Reports.

After each activity, the member(s) of the *SASA!* Team facilitating that activity should complete an Activity Report. This form captures the details of the activity: who attended, how many people attended, successes, challenges and lessons learned that can be used to plan follow-up activities. Compile these quarterly in Strategy Summary Reports.

## 3. Activity Outcome Tracking Tool.

This simple tool was designed to help you monitor and track the impact of *SASA!* activities. The tool uses statements that illustrate key *SASA!* outcomes in the community toward power, violence against women and HIV/AIDS within each of the four outcome areas: knowledge, attitude, skills and behaviors. It allows the *SASA!* Team to track, by plotting on a spectrum the degree of resistance to or acceptance of *SASA!* ideas. This information can be summarized each month (or phase, depending on the capacity of the organization) to gain an overview of progress and then plotted over time to track any shifts or changes occurring in the community. Learn more about this tool in the *SASA!* Tips Booklet, page 36.

## 4. 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, challenges and perceived resistance to or acceptance of *SASA!* ideas during 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 to build up toward a critical mass.
- 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.

## Assessing Outcomes

Objectively assessing the outcomes of your work is essential for helping you understand the effectiveness of your efforts. Assessment activities will help you reflect on your progress, make any programmatic adjustments necessary and create the formal documentation valued by stakeholders, colleagues, donors and potential donors who will want to know whether you are producing the intended results with *SASA!*

For assessment, we recommend using the following methods at the **end** of each phase:

### 1. *SASA!* Assessment Dialogues

After completing all activities planned for a phase, visit key groups and institutions that were engaged and conduct *SASA!* Assessment Dialogues. These are focused dialogues with community members about any influence or impact of the *SASA!* activities. Use the *SASA!* Assessment Dialogue questions (found in each Phase Overview) to facilitate these in-depth discussions. Look for evidence in community member's language, comments and environments as to whether the intended outcomes of the phase have been achieved. Record the responses for sharing with the *SASA!* Team. Detailed suggestions on how to carry out, analyze and write up the Assessment Dialogues can be found in the *SASA!* Tips Booklet, Start phase.

### 2. *SASA!* Rapid Assessment Surveys

After completing all activities planned for a *SASA!* phase, conduct a *SASA!* Rapid Assessment Survey. Have trained members of the *SASA!* Team go out to key areas in your community and ask community members the questions on the Rapid Assessment Survey (found in each Phase Overview) to determine the knowledge, attitudes, skills and/or behaviors among community members. Compile the results for sharing with the *SASA!* Team. 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.

The Start phase is a special case in the *SASA!* assessment exercises. Since community-based activities are limited in this phase, the assessment exercises are done at the *beginning* of the Start phase. This assessment of your community's knowledge, attitude, skills and behavior will serve as a *baseline* from which you can compare progress and changes of future phases.


### 3. Information Sharing Meeting

Gather your entire *SASA!* Team to do the following:

- Report on the findings from the *SASA!* Assessment Dialogues and from the *SASA!* Rapid Assessment Surveys.
- Compare the Rapid Assessment results with those from the previous phase to assess your progress.
- Celebrate the progress made and outcomes achieved.
- Review any outcomes not yet achieved and determine as a team what additional activities would help you achieve them and whether or not the *SASA!* Team and community are ready to progress to the next 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.



## Final Word

Community mobilization is not simply about doing lots of things with lots of people. Implementing a community mobilization approach requires careful organization and a unique understanding of our role. When our role is to foster activism, community members are at the forefront of the work, leading and maintaining the momentum of the movement. We move out of our comfort zone as “project implementers” and instead do the following:



- Stimulate critical thinking rather than tell people what to think.
- Facilitate change rather than dictate change.
- Foster dialogue rather than promote messages.
- Persuade rather than preach.

To succeed we must break down concepts of “us” and “them.” We must stop thinking in terms of ‘targets’ and ‘beneficiaries’ and instead see ourselves as part of the community we are mobilizing. As you work with each element of *SASA!*, ask yourself: What can I do in my own life to foster safer and healthier norms in our community? As a community member, you play a role in fostering norms that support the positive and fair use of power between women and men—norms that would prevent violence against women and that would end the increasing rates of women living with HIV and AIDS. Ask yourself: How can I join in? What can I do in my own life today?

### Community Mobilization Is <sup>6</sup>

- Fostering collective power
- Sustained engagement with the community
- Systematic
- Multi-faceted
- A process
- A struggle for social justice
- About fostering activism
- Requiring a range of people, groups and institutions
- Going beyond individuals to influence groups
- Building social networks or capital
- Fostering alternative values
- Stimulating critical thinking
- Holistic and inclusive
- Based on principles of human rights
- Positive and supportive
- Democratic
- Changing norms
- Collective: everyone must work together for change
- Benefits-based
- Focused on root cause (power imbalance)

### Community Mobilization Isn't

- Using power over others
- One-off activities
- Ad hoc or done without a plan
- Done with one strategy
- A project
- A technical quick-fix
- About implementing activities
- Possible with few individuals or groups
- Focused only on individuals
- Dividing individuals or groups
- Providing only information and facts
- Telling people what to think
- Limited to specific individuals or groups
- Based on benevolence or protectionism
- Blaming and shaming
- Hierarchical
- Changing just specific behaviours
- Possible with individuals acting in isolation
- Punitive
- Focused on manifestations of violence



# SASA!

## At-a-glance

### SASA! Phases

1



#### START

Start thinking about violence against women and HIV/AIDS as interconnected issues and foster power within yourself to address these issues. Learn about the variety of people in the community who could become part of your *SASA!* efforts and start to engage some of them in the work.

2



#### AWARENESS

Raise awareness about how our communities accept men's use of power over women, driving the dual pandemics of violence against women and HIV/AIDS. Inspire a variety of community members to talk and think about power, violence and HIV/AIDS.

3



#### SUPPORT

Support the women, men, young people and activists affected by and confronting issues of power, violence and HIV/AIDS by joining your power with others'. Continue to reach out and connect with even more community members using *SASA!*

4



#### ACTION

Take action. Use your power to prevent violence against women and its connection to HIV/AIDS. Achieve the level of momentum and participation in the community needed for creating new community norms—norms that support a balance of power between women and men.

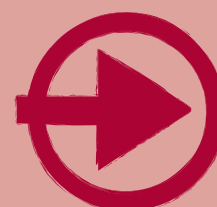
# SASA!

## Power Concepts

Each *SASA!* Phase introduces a new power concept

### START

The Start phase is about “fostering the *Power Within* ourselves.” *Power within* is the strength that arises from within ourselves when we recognize abuses of power and our own power to start a positive process of change. This understanding compels us to demonstrate the benefits of change and facilitate community-wide support for change.



### AWARENESS

The Awareness phase is about “understanding men’s use of *Power Over* women.” *Power over* is the power that one person or group uses to control another person or group. This control might be used directly in forms of violence, such as physical violence or intimidation. It could also be used indirectly, such as through the social beliefs and practices that position men as superior to women. Using one’s *power over* another is an injustice. Fostering a balance of power between women and men benefits everyone.



### SUPPORT

The Support phase is about “joining *Power With* others to give support.” *Power with* is the power felt when two or more people join together to do something that they could not have done alone. *Power with* includes supporting those in need, those trying to change and those speaking out. It means offering to join *power with* anyone for positive ends and for creating a sense of support in the community. *Power with* also includes asking for help and support.



### ACTION

The Action phase is about “using our *Power To* create positive change.” *Power to* 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. *Power to* 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.



# SASA!

## Strategies

<b>LOCAL ACTIVISM</b>	Create “everyday” activists by engaging women, men and young people through interesting, creative activities.
<b>MEDIA &amp; ADVOCACY</b>	Spread provocative facts and stories across the airways, in the newspapers and in the offices of leaders and policymakers—giving a loud and bold voice to the SASA! ideas.
<b>COMMUNICATION MATERIALS</b>	Use the creativity and fun of materials like posters and comics to engage people spontaneously during their day-to-day activities, or to stimulate discussion with organized groups.
<b>TRAINING</b>	Strengthen people’s understanding of the issues using interactive and thought-provoking exercises—including specialized training for health care providers.

# SASA!

## Outcomes

<b>Knowledge</b>	What facts and information people know (Start and Awareness)
<b>Attitudes</b>	What people believe and feel (Start and Awareness)
<b>Skills</b>	What people know how to do (Support)
<b>Behaviors</b>	How people choose to act (Action)

### Notes

- 1 Adapted from: Parks L.F., Cohen L., Kravitz-Wirtz N. (2007). *Poised for prevention: Promising approaches to primary prevention of intimate partner violence*, The Prevention Institute and Robert Wood Johnson Foundation, CA, 5.
- 2 For more about power: Pickup F., Williams S., Sweetman C. (2001). *Ending violence against women: A challenge for development and humanitarian work*, UK: Oxfam. and, Townsend J., Zapata E., Rowlands J., Alberti P., Mercado M. (1999). *Women and Power: Fighting Patriarchies and Poverty*, UK: Zed Press.
- 3 See also: Michau L., Naker D., (2003). *Mobilizing communities to prevent domestic violence: A resource guide for organizations in East and Southern Africa*, Raising Voices, Kampala.
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- 5 Heise L. (1998). An Integrated, Ecological Framework, *Violence Against Women*, Sage Publications, Inc, (4)3, 262 – 290.
- 6 Inspired by: Transforming Communities, *Mobilizing Communities – What it is and What it isn't*, [www.transformingcommunities.org](http://www.transformingcommunities.org)