Recognizing the Power of Collective!

Mobilizing Our Communities to Prevent Sexual Violence

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VISIONING EXERCISE
A Participatory Activity

In order to design a community mobilization initiative, we must be able to envision the improvement to our community as a result of our work.

Turn to the person sitting next to you and share:

1. an element of your vision of a community without sexual violence.

2. a reason why going beyond direct service and working in primary prevention is important.
Or,
PROJECT ENVISION MODEL
Background and History !!
A Promising Approach to Primary Prevention

A MULTI-YEAR, COALITION-BASED COMMUNITY MOBILIZATION PROJECT

THAT ENGAGED

11 NYC RAPE CRISIS PROGRAMS

3 NYC COMMUNITIES

OVER 500 COMMUNITY MEMBERS

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LONG TERM GOAL
Reduce the incidence of Sexual Violence

MEDIUM TERM GOAL
Promote healthy, equitable non-violent social norms

SHORT TERM GOAL
Greater community engagement and investment in sexual violence prevention

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Membership Structure of Envision Community Coalitions

Project Steering Committee
- NYC Alliance (2)
- Rape Crisis Teams Reps (6)
- Key Champions (3)
- Evaluators (2)

LES Prevention Coalition
- Alliance
- Rape Crisis Team Members
- Key Champions, community members from different sectors + community groups

Williamsburg Prevention Coalition
- Alliance
- Rape Crisis Team Members
- Key Champions, community members from different sectors + community groups

Bronx Prevention Coalition
- Alliance
- Rape Crisis Team Members
- Key Champions, community members from different sectors + community groups
COMPONENTS OF ENVISION’S FRAMEWORK FOR PREVENTION

Comprehensive
(Spectrum of Prevention)

Focused on social norms change

Stage-specific

Participatory
PARTICIPATORY ACTION RESEARCH (PAR)

Using participatory methods to mobilize communities for primary prevention of sexual violence

PAR is a research approach that involves active participation of stakeholders, in all phases for the purpose of producing useful results to those whose lives are affected by the issue make positive social changes.”

(Nelson, Ochocka, Griffin & Lord, 1998, p.12)
How Did Project Envision Use PAR For Community Mobilization?

1. Rape Crisis Programs ➔ Organizational Readiness Assessment

2. 3 NYC Communities ➔ Community Needs Assessment (CNA)

3. Community Stakeholders ➔ Community Asset Mapping

4. Community members ➔ Sharing (CNA) findings + Program design

5. Coalition + Community members ➔ Participatory Evaluation

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<tbody>
<tr>
<td>Project planning</td>
<td>PAR needs assessment</td>
<td>Disseminate findings; gather community feedback</td>
<td>Gather program inputs; refine program plans</td>
<td>Continue community-specific prevention programs</td>
</tr>
<tr>
<td>Community readiness assessments</td>
<td>Develop community leadership</td>
<td>Design community-specific prevention programs</td>
<td>Implement prevention program activities</td>
<td>Evaluate community-specific prevention programs</td>
</tr>
<tr>
<td>Community selection</td>
<td>Develop community partnerships</td>
<td></td>
<td></td>
<td>Evaluate Project Envision</td>
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</table>
Imagine that you are a resident of the Lower East Side Community Coalition. With your “neighbor,” using the summary findings in the next slide discuss the following:

1. What questions do the findings raise?
2. What type of prevention program does this community need?
2. Who would be the target population for your prevention program?
What are the characteristics of the LES that can support SV prevention?

- Do you have family in the community?  
  - Yes: 65%  
  - No: 34%
- Do you have friends in the community?  
  - Yes: 94%  
  - No: 6%
- Do you attend any groups or organizations in the Lower East Side?  
  - Yes: 35%  
  - No: 63%
- Would community members be willing to contribute to a community project?  
  - Yes: 60%  
  - No: 16%  
  - Don't know: 24%

How can we prevent sexual violence in LES?
- Working with Youth (59%)
- Working with Families (44%)
- Reducing alcohol & drug abuse (43%)
PARTICIPATORY GROUP ACTIVITY
A Potential Prevention Model for LES

- Facilitate dialogue with individuals about sexual violence

- Define “what’s ok” and “what’s not” in Lower East Side Community

- Build partnerships with local DV/SA advocacy programs and nightlife community (e.g., bars and restaurants)

- Recruit community activists and allies from diverse community-based groups; promote a sense of community across LES

- Create public service announcements; train bar staff and stakeholders; and establish “Safe Bars” in LES

- Increase police responsiveness to sexual violence; involve councilmembers/policymakers to address SV in the LES; and create programs that address existing disparities in the community (e.g., health, income)
<table>
<thead>
<tr>
<th>Community Identified Priorities</th>
<th>Lower East Side Community Coalition</th>
<th>South Bronx Community Coalition</th>
<th>Williamsburg Community Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilized families to increase leadership skills for communication with children about sexuality, gender and healthy relationships</td>
<td>Sexual violence in intimate partner relationships</td>
<td>Child sexual abuse</td>
<td>Identified street sexual harassment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Sectors Mobilized</th>
<th>Lower East Side Community Coalition</th>
<th>South Bronx Community Coalition</th>
<th>Williamsburg Community Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilized a network of child welfare professionals to address child sexual abuse, and integrate anti-sexual violence into the agencies' intervention framework approach</td>
<td></td>
<td></td>
<td>Organized men to stand up against street harassment and educate their community about gender expectations, and healthy relationships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Primary Allies</th>
<th>Lower East Side Community Coalition</th>
<th>South Bronx Community Coalition</th>
<th>Williamsburg Community Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social workers, Local youth-serving agency Community leaders /residents</td>
<td></td>
<td>Child welfare professionals</td>
<td>St. Nick’s Alliance, a local settlement house and youth-serving agency Young men and boys from the community</td>
</tr>
<tr>
<td>Needs Assessment Data</td>
<td>Inputs</td>
<td>Program Activities</td>
<td>Outcomes (and outcome measures)</td>
</tr>
<tr>
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<tr>
<td>Evaluation</td>
<td>Process evaluation → Outcome evaluation</td>
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Saswati Sarkar
New York City Alliance Against Sexual Assault
# Logic Model Project Design Template

<table>
<thead>
<tr>
<th>Community Needs Assessment Data</th>
<th>Goals</th>
<th>Inputs (Program Resources)</th>
<th>Program Activities</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data revealed that:</td>
<td></td>
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<tr>
<td>1. Child sexual abuse (CSA) / molestation is a problem in the South Bronx</td>
<td>Increase community-level knowledge on CSA</td>
<td>Strategic partnership with faith-based organization, Rabbi Foster and the local Community Center (CC)</td>
<td>Approach faith-based organization, CC and Rabbi Foster to seek assistance with community education</td>
<td>Increase the knowledge of CSA in South Bronx community</td>
</tr>
<tr>
<td>2. The need to work with faith-based organizations and community to promote education on CSA</td>
<td>Develop strong partnerships with community members/leaders and faith-based leaders to address the issue of CSA.</td>
<td>Relationship with other Bronx community members and leaders</td>
<td>Secure linkages between CC and faith-based organization to carry out the goals</td>
<td>Increase community mobilization efforts by promoting education and community-based collaboration to address CSA</td>
</tr>
<tr>
<td>3. Increase the number and involvement of collaborative partners to address CSA in the community</td>
<td></td>
<td>Part-time staff from three rape crisis centers providing training, prevention strategy and capacity building</td>
<td>Identify community members to be trained</td>
<td>Conduct training</td>
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**Evaluation** ➔ **Process Evaluation** ➔ **Outcome** ➔ **Evaluation**
PROJECT ENVISION MODEL
Challenges, Strategies and Lessons Learned!
How To Enhance Community Participation?

- Community Engagement Activities in Local Businesses
- Parenting / Skills Building Classes
- Speak out Sessions
- Community Meetings
- Educational workshop for Community Members
- Structured Community Dialoguing Events
- Community Gardening
- Door Knocking
- Film Screening
- Social Media/Public Campaigns

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MOBILIZING STRATEGIES USED

- Engaged traditional and non-traditional allies in sexual violence prevention efforts
- Prevention efforts were based on recognition that community members have expertise about the issues that affect them
- Built partnerships and developed activities that drew on existing community assets
- Prevention approaches were informed by community context
- Fostered collaborations among multiple rape crisis programs to benefit from shared resources
CHALLENGES EXPERIENCE IN MOBILIZING COMMUNITY COALITIONS

The challenges posed by this approach include the following:

- Sexual violence is often an under-recognized problem and can be hard to get community buy in

- The effect of community mobilization can sometimes be difficult to measure in tangible form

- Community mobilizing process can be onerous and time-intensive; consistent community participation can be a challenge

- Limited resources, staff turnover, and high levels of residential mobility can create additional levels of barriers.
LESSONS LEARNED

1. The success of community mobilization hinges on bringing different segments of the community together.

2. Programs that integrate multiple strategies are more effective in changing social norms.

3. Participatory methods are effective for engaging community members.

4. Community mobilization approaches are most effective when there is community ownership.

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5. Simplify messaging for the general public

6. Be mindful of the community “fit” of prevention programming

7. Mobilization efforts are successful when bottom-up organizing model is utilized in ways that integrate expertise of rape crisis professionals with community experience

8. Community mobilization is impactful when community organizers represent the community and have strong relationships with key stakeholders.
Developing Your Own Coalition-based Community Mobilization Initiative !!
DEVELOPING YOUR OWN COALITION-BASED COMMUNITY MOBILIZATION EFFORT

*Five Key Steps*

**STEP 1: LAYING THE FOUNDATION**

**STEP 2: KNOWING YOUR COMMUNITY**

**STEP 3: CONVENING THE COALITION**

**STEP 4: DESIGNING THE ROAD MAP**

**STEP 5: CONDUCT EVALUATION**
DEVELOPING YOUR OWN COMMUNITY-BASED COALITION

STEP 1: LAYING THE FOUNDATION

STEP 1 - 1
Conceptualize The Project

STEP 1 - 2
Analyze Organizational Readiness

STEP 1 - 3
Identify Potential Partners

STEP 1 - 4
Recruit A Coalition Planning Committee

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DEVELOPING YOUR OWN COMMUNITY-BASED COALITION

STEP 2: KNOWING YOUR COMMUNITY

- **STEP 2 - 1**
  Analyze Member Readiness

- **STEP 2 - 2**
  Assess Community Readiness

- **STEP 2 - 3**
  Determine Community’s Strengths And Weaknesses

- **STEP 2 - 4**
  Identify Community's Assets

- **STEP 2 - 5**
  Foster Community Relationships

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DEVELOPING YOUR OWN COMMUNITY-BASED COALITION

STEP 3: CONVENING THE COALITION

STEP 3 - 1
Identify Coalition Goals And Objectives

STEP 3 - 2
Devise Coalition Structure and Governing Process

STEP 3 - 3
Plan And Hold Coalition Meetings

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STEP 4: DESIGNING THE ROAD MAP

STEP 4 – 1
Design and Implement Community-Specific Prevention Programs
STEP 5 : CONDUCT EVALUATION

STEP 5 - 1
Process Evaluation

STEP 5 - 2
Outcome Evaluation
ILLUSTRATING OUR SUCCESS

After 6 years of Project Envision, we asked the rape crisis programs:

WHAT WAS THE MOST SUCCESSFUL ASPECT OF THE PROJECT?

Here's What They Said:

- engage-my-community
- comprehensive-approach
- stronger-voice
- pooled-limited-resources
- understand-community-mobilization
- we-can't-do-it-alone
- sharing-workload
CHANGING THE LANDSCAPE

Let’s Hear From Our Peers In the Movement!

ONE BILLION RISING

Video: Rising (Trailer For One Billion Rising Short Film)
Link: https://www.youtube.com/watch?v=7YS8NIBc-z0
Questions?

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NEW YORK CITY ALLIANCE AGAINST SEXUAL ASSAULT
HANDOUTS

Next 2 slides

For information about the handout/ workbook please contact:
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NEW YORK CITY ALLIANCE AGAINST SEXUAL ASSAULT
## STEPS TO COALITION BUILDING

### Excerpt From “Increasing Our Capacity To Collaborate: A Primary Prevention Approach to Coaliti

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### STEPS TO COALITION BUILDING

#### STEP 1: LAYING THE FOUNDATION

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<th>ACTIVITIES</th>
<th>PURPOSE</th>
<th>TOOLS</th>
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<tbody>
<tr>
<td>STEP 1 - 1 Conceptualize The Project</td>
<td>In conceptualizing a collaborative project, it is important for the lead organization(s) to elucidate at least 1-2 initial project goal(s) at the onset by asking themselves the basic question: What do we want to accomplish?</td>
<td>Project Starter Worksheet</td>
</tr>
<tr>
<td>STEP 1 - 2 Analyze Organizational Readiness</td>
<td>We must be thoughtful about why, when and how we engage in collaborative work. Are we ready for it? What steps do we need to take to develop our readiness?</td>
<td>Organizational Readiness Assessment</td>
</tr>
<tr>
<td>STEP 1 - 3 Identify Potential Partners</td>
<td>Fostering coalition membership is an ongoing process. In thinking about potential partners, consider who is already involved in the formation of the coalition and what roles are they currently playing. What other kind of expertise is missing from the coalition and who might best fit those roles?</td>
<td>Collaborative Partnership Analysis Worksheet</td>
</tr>
<tr>
<td>STEP 1 - 4 Recruit A Coalition Planning Committee</td>
<td>Pull together a core group of members (i.e., individuals or organizations) who share common goals (e.g., sexual violence prevention), might be interested in or looking to engage in similar initiative as yours and would like to work in collaboration. Generating a list of potential Planning Committee members doing similar or related work in your targeted community can be the starting point.</td>
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#### STEP 2: KNOWING YOUR COMMUNITY

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<tr>
<td>STEP 2 – 1 Analyze Member Readiness</td>
<td>When designing and implementing primary prevention efforts to address sexual violence, it is important to evaluate the coalition’s level of readiness to initiate a community mobilization effort and also identify potential areas for capacity building at the onset.</td>
<td>Member Readiness Assessment Worksheet</td>
</tr>
<tr>
<td>STEP 2 – 2 Assess Community Readiness</td>
<td>Assessing the community’s level of readiness for primary prevention of sexual violence at the beginning is helpful to ensure that mobilization efforts are tailored to the degree to which a community is prepared to take action on the issue and is therefore more likely to succeed</td>
<td>Community Readiness Assessment and Facilitator’s Guide</td>
</tr>
<tr>
<td>STEP 2 – 3 Determine Community’s Strengths And Weaknesses</td>
<td>Community Needs Assessment is a useful tool for community organizers to understand a community’s perception of the issue (e.g. sexual violence), its root causes and engage the community in defining their prevention priorities and opportunities for intervention.</td>
<td>Community Needs Assessment and Facilitator’s Guide</td>
</tr>
<tr>
<td>STEP 2 – 4 Identify Community's Assets</td>
<td>Community asset mapping is another helpful tool for identifying the tangible and intangible resources of the community and can serve as a useful resource in planning your program outreach and activities</td>
<td>Community Asset Mapping and Facilitator’s Guide</td>
</tr>
<tr>
<td>STEP 2 – 5 Foster Community Relationships</td>
<td>Community feedback generated through Individual, Organizational and Institutional Asset Mapping can be used as potential resources for planning strategic outreach and foster alliances.</td>
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</table>
### STEPS TO COALITION BUILDING

#### STEP 3: CONVENING THE COALITION

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<tr>
<td><strong>STEP 3 – 1</strong> Identify Coalition Goals And Objectives</td>
<td>As the coalition assimilates community-level data on prevention priorities and mobilization opportunities, it is helpful to design a well-defined roadmap of the coalition’s goals, objectives, action steps and future direction.</td>
<td>SMART Goal/ Logic Model Template</td>
</tr>
<tr>
<td><strong>STEP 3 – 2</strong> Devise Coalition Structure and Governing Process</td>
<td>Once the coalition roadmap has been generated, the membership needs to devise a governing process and coalition structure to streamline its inner workings and group processes. This includes determining clear roles and responsibilities for the membership, devising coalition meeting structure, frequency and ground rules and deciding on the coalition decision making structure. Creating a well-defined and clearly laid out is a starting point.</td>
<td>Coalition Structure Map; Member Responsibility Charting Template</td>
</tr>
<tr>
<td><strong>STEP 3 – 3</strong> Plan And Hold Coalition Meetings</td>
<td>Once the Coalition has determined its inner structure and processes, and identified a roadmap, it might be a good idea to organize coalition meetings in various community settings. This might also be an opportunity to open up the coalition membership to the community, and invite new members.</td>
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#### STEP 4: DESIGNING THE ROAD MAP

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<tr>
<td><strong>STEP 4 – 1</strong> Design and Implement Community-Specific Prevention Programs</td>
<td>Engage community stakeholders and allies to design program activities that seem most relevant to the specific community being targeted. The key here is to ensure that those who are most affected by the problem are involved in designing the solution.</td>
<td>Logic Model Based Sample Project Design Template</td>
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#### STEP 5: CONDUCT EVALUATION

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<tr>
<td><strong>STEP 5 – 1</strong> Process Evaluation</td>
<td>Process Evaluation measures provide information about program functioning. As Linda Weiss (Director of the Center for Evaluation and Applied Research, New York Academy of Medicine) points out, Process Evaluation can be a handy tool for assessing program effectiveness in terms of addressing community needs, membership retention and recruitment; identifying barriers and facilitators to program implementation and developing recommendations regarding program expansion or adaptations. However, Process Evaluation measures need to be designed in tandem with the program plan at the onset.</td>
<td>Process Evaluation Tool</td>
</tr>
<tr>
<td><strong>STEP 5 – 2</strong> Outcome Evaluation</td>
<td>Outcome Evaluation measures can be useful in assessing the extent to which the program activities have achieved the desired goals for the targeted population. By attributing outcomes directly to program activities, outcome evaluation can demonstrate how successful your program efforts have been and ways in which you can improve future implementation. Just as Process Evaluation, this too needs to be designed at the beginning.</td>
<td>Outcome Evaluation Template</td>
</tr>
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