

Oxfam GB Project Effectiveness Review Management Response

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Name of Project reviewed: We Can Campaign, Bangladesh

Date: September 2012

Outcome/ Impact	Rating	Short Commentary
Outcome 1: Improved gender attitudes	A	Strong evidence of impact, but only in relation to the Naogaon site. Change makers impacted significantly more than non-change makers.
Outcome 2: Reduced popular acceptance of violence against women	A	Strong evidence of impact, but only in relation to the Naogaon site. Change makers impacted significantly more than non-change makers.
Outcome 3: Reduced prevalence of intra-marital violence against women	A	Evidence of impact, but only in relation to the Naogaon site. No evidence that change makers were more impacted than non-change makers.

1. What follow-up to the review have you undertaken or planned (if any) e.g. discussion, analysis, workshop?

The review was extensively discussed with the We Can Secretariat, who recognises the applicability of the learning to the campaign, and within the Oxfam country team and between the team and the researchers. The WE CAN National committee are keen to integrate the learning because domestic violence is one of the tools to keep women in controlled status, preventing them from participating in development or from empowering themselves. The WE CAN campaign is now an independently registered organisation. The review has already been applied to new Oxfam programs like the Resilience through Economic Empowerment, Climate Adaptation, Leadership and Learning (REECALL) project, and the 'Strengthening Non-State Actors to ensure access of poor people to local resources and services' project, through sharing with program development staff and discussion of findings during program development meetings with partners and staff. Because there are some challenges arising from the findings that challenge how the program is replicated in future, and these are still being debated and discussed both internally and with external stakeholders including donors, those discussions continue at the time of writing and are influencing the thinking of partners and teams. There is yet to be significant discussion with communities and changemakers, but this is planned for the future. WE CAN national committee plans to share the study findings with the external stakeholders once the report become public to support further research and analysis, as well as wider learning.

2. Overall, do the findings concur with your own expectations or assessment of the project/programme's effectiveness?

Yes. We already had substantial evidence from earlier assessments of change and from anecdotal and case study collection that the campaign had significant impact on those directly involved as change-makers (917,577 people) or those in contact with change-makers- their circles of influence (an average of 11- so approx. 9 million). This review was specifically tailored to explore the impact of the program on wider communities, rather than its impact on those in direct contact with change-makers. Due to the challenge of creating such wide change in a limited time we were less confident there would be strong evidence of impact. As a result we were delighted to see that in a relatively short timescale for the attitudinal change concerned the impact has been significant, but given that attitudinal change is complex process, it remains a challenge to measure the larger scale and longer term impact.

3. Did the final results of the Effectiveness Review identify areas that were particularly strong in the project (ie large impact)?

Yes.

If so, please comment briefly on why you think this was so.

The research showed that the campaign does bring change in social acceptance of VAW especially among nearly 10 million people (900,000 + change makers and their circles of influence-at least 9 million). The Bangladesh team agrees with findings that the Naogoan district seem stronger in terms of impact on the wider community compared to other district, but are concerned that the impact on those directly linked to the

campaign is discounted, despite these numbers remaining significant.

The campaign's approach of self-change and reaching out to others has been effective in achieving shifts in attitudes of those engaged directly by the campaign and those in close proximity. The review also showed that where the campaign was intensively implemented (more change makers in a limited geographical area) there was larger impact on the wider community especially those not directly or indirectly engaged by the campaign.

4. Did the final results of the Effectiveness Review identify areas that were weak or very weak (ie no or very little impact)?

No, but it suggested we need to undertake more research to determine whether wider communities would be impacted by less intensive implementation.

The big challenge arising from this research is that it shows strong evidence of impact on the wider community in the **local** area arising from intensive implementation, and less impact on the wider community where implementation used less staff and resources and we found it logical. But the key question is can We Can achieve social change through a less intensive implementation model.

This campaign is unique in its focus on changing social attitudes and it needs to change the **national** dynamic on violence against women (VAW) to have significant impact on the attitudes of 160 million people. With limited resources this means two approaches are viable: (a) intensive, relatively short duration implementation in a small number of communities (which we now know works). The assumption here would be that those communities would act as cores that would spread the change across a wider constituency. Option (b) is to do lower intensity implementation across a wider geographic area but over a longer timescale. Although the research clearly showed that this has less impact on wider communities in the short term, but it may still be a viable replication strategy in the longer term as it requires less 'self-replicated' attitude change outward from the directly impacted communities.

Our challenge is that we currently have no evidence to suggest that the intensive, short duration approach, though demonstratively successful at the local level, can be replicated to a regional or national level with available resources. Likewise, we do not yet have evidence that the lower-intensity implementation might have similar impact if maintained for a longer period but we do know significant change does happen with those more directly engaged even at low intensity.

5. a) Is the reviewed project continuing? If yes, what actions are being taken in response to the weak areas identified in question 4?

Yes, the WE CAN campaign is continuing in Bangladesh led by an independent alliance with very limited financial and technical support from Oxfam secretariat but WE CAN started mobilising fund from other sources. As it is a social campaign the people are involved voluntarily therefore the findings of the study will guide them to strategies their ways of working and focus. We Can is now a registered, separate

organisation, and we are exploring joint programming options at the time of writing. Specific research will be built into the next phase of the campaign to explore the questions raised by this Project Effectiveness Review. This will provide a strong evidence base for subsequent decisions on replication strategies to foster large scale change.

b) What actions are you planning in response to the Programme Learning Considerations?

Programme Learning Considerations:

- *Identify key reasons for differences in campaign implementation in the Naogaon site vis-à-vis the Thakurgaon/Panchagar and Nilphamari sites*

These are already known to some extent and reflect different partner approaches to delivery. Thakurgaon, Panchagar also campaign is also very strong, alliance are active but we did not collect information from the area where campaign has been implemented. However once report will be finalised the Oxfam and WE CAN team will sit with the district alliances and discuss how the higher impact approach can be replicated with limited resources..

- *Explore ways to ensure that the We Can Campaign is carried out with significant intensity at the local level in the future, possibly sacrificing geographic scale*

The team do not yet have the evidence to support the intensive implementation approach across the program, as although this research demonstrates it has greater impact at a small scale, the evidence is not yet in that suggests that this can be replicated to have the impact Oxfam and We Can are seeking at the national level. The key question for us is whether smaller, focused interventions can result in the large scale change we need to and seek to foster.

- *Consider carrying out complementary qualitative research to interrogate, and possibly, challenge the We Can Campaign's theory of change*
- This is already planned for in proposals currently under development.

- *Review either the design and/or implementation of the We Can "conscientisation" tools/processes for change makers*

This is already planned for in proposals currently under development.

- *Investigate possibilities for further testing the effectiveness of the We Can Campaign model*

This is already planned for in proposals currently under development.

- The last WE CAN National Committee meeting has agreed that, in March 12 another round of assessment will be conducted to assess the impact of independent WE CAN.
- The WE CAN campaign being used as tools to mobilise community to end Violence Against Women within the working areas of REE_CALL project (as mentioned earlier).

- The WE CAN national committee has been mobilised 750 education institutes to continue the campaign through organising events like easy writing, debate competition, wall magazine publication and student jamboree etc. In the process thousands of teachers are involved therefore change makers mobilisation process is continuing.
- WE CAN campaign as independent identity conducted a baseline survey to understand people perception regarding domestic violence also people potential to prevent.

6. If the project/humanitarian response is ending or has already ended, what learning from the review will you apply to relevant new projects in the future? How can the Regional Centre and Oxford support these plans?

As well as informing future phases of We Can, this research will also influence other programs seeking large scale attitudinal change. Although not all lessons will be transferable (given the particular nature of the issue) the issue of how we replicate and leverage work is critical for the country program in a large-scale context. The Humanitarian team is now using WE CAN campaign materials among the beneficiaries specially to build up the women self-esteem and identity.

The reports will be published by Oxfam. If you have objections to this, please say so and explain why.

No objections. Would be good to publish alongside other assessments to give a more holistic picture.