

‘WE CAN’ INDIA: CLOSURE REPORT

A Critical Evaluation of Learnings from the Process of Catalysing and Embedding Change (2004-2012)



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Acknowledgments

Our profoundest gratitude to our 2,230 allies, 2.5 million Change Makers and 4,500 educational institutions – for making conversations of change possible, for volubly asking questions on normative perceptions and practices that act as a continuum of violence against women and deepen it. And, for providing the accompanying compass to facilitate alternate modes of behaviour, mindful of women’s dignity and freedom, and those that recognise a woman’s personhood and her right to determine her life. A violence-free future for women may indeed become possible soon if more and more people join these efforts.

The steadfast support of all our donors and their help in enhancing our outcomes needs special mention.

Written by Chitra Gopalakrishnan for ‘We Can’ India

This final ‘We Can’ India evaluation report is a concise recapitulation of significant learnings along the campaign trail (2004-2012). The quick factual overview of the learning process – critically reviewed through an analysis of its background, progress, strategies, communication tools, outcomes, monitoring & data evaluation, and support systems – underscores elements adaptable to future plans and campaigns. As significantly, it also signals problem areas. These learnings are further expected to translate into purposive action as the campaign begins its transformation to become a true people’s movement.

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Executive Summary

This closure report critically reviews the partnerships, processes and strategies that have enabled 'We Can' India to move from an idea to soon becoming a mass movement to end all violence against women (VAW) across the nation. It underscores elements adaptable to future plans and campaigns as well as problem areas.

A variety of individuals, communities, institutions, alliances and donors have lent support, strength and sustenance to the campaign through their affirmative links with the campaign. Each has tied into the campaign in a unique way to make it their own as well as a national and global movement.

The 2,230 allies in the country have worked for the campaign's strategic development: mobilising huge numbers of Change Makers, organising high visible events, aligning their work areas with campaign objectives, assuming the leadership of the movement and then allowing for the dismantling of the alliance-led structure to make way for people's movement. There is evidence to show that the stronger and wider their presence, the higher was the mobilisation of Change Makers.

The 2.5 million Change Makers, on their part, have individually and later collectively taken the decision to change and how to change. A majority (90%) of the 2.5 million Change Makers have been able to widen the change born out of their personal reflection and understanding to others within their circle of influence.

Clear corroborations of attitudinal shift have emerged from phase one assessments: 64% Change Makers began to view VAW as 'not normal'; 71% altered their actions (making changes in their lives to address VAW) and 88% said they could effectively curb domestic violence. In phase two, six out of ten Change Makers exhibited change; 76% of people influenced by Change Makers reported change; and 63% of the respondents said changes on their part would not be possible without 'We Can' India. While the evidence of change is undeniable, smaller tipping points have occurred; the big tipping point is awaited in the country.

Campaign communication strategies, messages and materials – vigorous, durable, and planned phase-wise – have contributed enormously to the process of 'awareness-to-action'. An array of tools for Change

Makers to spread the message, campaign identity materials, messages, websites, radio programmes, films, interactive materials and position and strategy papers have helped lend visibility and understanding of campaign issues and eliciting an interface with people. Success has come with finding the right vocabulary to communicate 'private' issues 'not warranting public discourse'.

After devolving leadership to the alliance in phase two, it is the Mumkin Manch, comprised of a group of Change Makers, which will henceforth lend vision and direction to the campaign from the district level upward. The starting point is a trained five-member team in every district to drumroll the change process among larger numbers of people to reach 190 districts in nine states. This is expected to eventually spread upward to village, state and the national level.

A major reason for the campaign's success has been embedding change in a phased manner, each with delineated priorities. While phase one catalysed change among 1.8 million people by enrolling them as Change Makers (2004-2007), phase two (2007-2011) embedded it by deepening their change through ramped up programmes, revitalising communication initiatives and material; and the setting up of a team of 'Connectors' and 'Volunteers' (trained Change Makers) to undertake specific campaign activities and to lend muscle to women within their communities. By the end of this phase there were 2.5 million Change Makers, 11,500 Connectors and 4,500 institutions.

Institutionalising change has happened through structured outreach programmes in schools and colleges (two events per year in 25 districts) to harness the potential of the young for social change (as they formed almost half of the Change Makers). The perception of 'We Can' India to effect large-scale changes has resulted in a demand from schools and colleges for its institutionalisation.

Looking at both how change is happening and why, and at what is changing and by how much has been possible through internal and external assessments. A major finding of all these assessments is that nine out of ten Change Makers have undergone positive change. Recent assessments of Volunteer interactions with Change Makers to measure the extent of deepening of change show 51.49% Change Makers have protected themselves against VAW; 69.57% have shown personal changes on VAW; 77.02 % could influence their family and friends; 24.22% could engage in collective action to stop VAW in family gatherings and the community; and 85% Change Makers influenced their circle.

Of the 3937 educational institutions assessed, 75% of them had a database of support networks to reach out for help in case of violence within the campus. To counter VAW, these institutions have introduced violence prevention policies, gender cells, complaint procedures, awareness programmes and participatory strategies to recognise the impact of violence.

Special mention need to be made of our donors – Oxfam GB, Oxfam-affiliates (Oxfam Novib, Oxfam Hong Kong and Oxfam Australia), the Dutch government (under its MDG3 scheme) and DFID. They have all helped in nurturing leaders of change; and their assistance has been invaluable.

Social action is here to stay as a result of such collective efforts. The large united force will carry forward the legacy of change and continue to combat VAW till a secure world for women is an enduring reality, with no threat to their life, liberty, choices, health, education, livelihoods or political participation.



Building of ‘We Can’ India

The shape and spirit of ‘We Can’ India, as we know it today, had its origins in a bold, evidence-based framework of Oxfam GB, conceived of in the early 2000s. Its intent was to prevent and end VAW in South Asia, growing in scale and intensity.¹

‘We Can’ India’s evolution from this germ of an idea into one of the country’s largest, multi-faceted interventions to prevent and end VAW, active in 13 states and 223 districts, and one that works with people of all ages, gender and class at the individual, family, community and societal level, is remarkable.

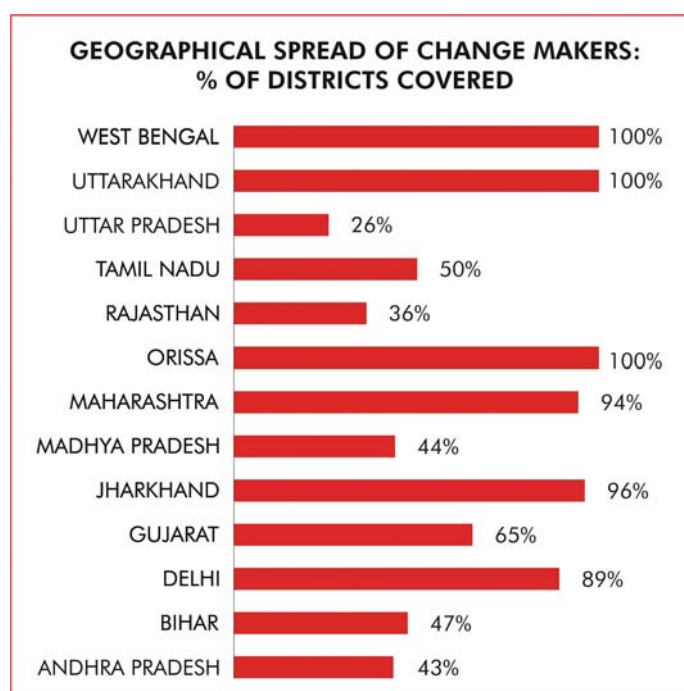
Launched in 2004, as part of Oxfam GBs six-year, six-country ‘We Can’ South Asia, a network of 2,230 organisations (and 2.5 million Change Makers mobilised by them) directed its thinking and actions on VAW, and domestic violence in particular.²

Even as it grew in scope and strength, the alliance-led campaign began, from 2011, to methodically make way (through an intermediary phase-out stage) for ordinary people to begin their own movement for gender equality. They are now to determine methods and pace of the shift in gender relations.³

‘WE CAN’ INDIA: IN ESSENCE

‘We Can’ India’s merit lies in its flexible, amorphous, and inclusive style of functioning. It allows for an interface and overlap of many complex processes. For instance, the devolution of the vast alliance structure, on the one hand, and the gradual facilitation of a mass scale movement (reaching all sections of society and both men and women in equal measure), on the other.

Several such dualities define the campaign essence. Another is encouraging intensely personal change



among vast numbers of people (who become ‘Change Makers’) teamed with its public expression (as each one of them is expected to reach out to ten others within their circle of influence (COI)). ‘We Can’ India has adeptly handled this bottom-up, individual-centric community directed solution with tenacity for over nine years.⁴

PEOPLE-CHANGING-PEOPLE PROCESS



While retaining some Change Makers has been a challenge, repeated campaign assessments show a majority of them have found it beneficial to hold on to campaign values. Mafat Lal, 22 year-old, from village Silosan, Jalor district, Rajasthan, perhaps, speaks for millions of Change Makers across India. “We must not give up, for finally people will change. I will be a Change Maker my whole life, and pass it on to my children.”⁵

While men have been affecting changes visibly, changes amongst women have been ‘internal’. As women’s stand against inequality and violence elicits public forms of hostility, the campaign has provided them the space and strength to reflect, talk and sometimes act on the issue, in ways that they are comfortable with.⁶

The larger issue of templating a process of collective change (so entire communities begin to take responsibility to build equal gender relations that will end VAW) has meant multi-pronged strategies. This has had to be at scale and spread to reach out to all sections and social institutions, and re-engage millions of Change Makers in all 13 states.

Coordinating an enormous range and an unbroken series of structured mass scale outreach events at the national, state, district, block and village levels and institutions like schools and colleges have posed significant logistical challenges. As have creating and disseminating evocative communication material (to relay campaign messages in a tone and tenor that is non-confrontational).

Most efforts have met with success; exceptions are a result of inadequate forward planning, unclear parameters and time lags, says Mona Mehta, one of the ‘We



Can' Campaign Leads.

CHANGE: IN PHASES

Change is never instant. 'We Can' has hence, been mindful of using a phased approach, one borrowed from Raising Voices, a Uganda-based NGO working on VAW at the community level.

In India, the four stages of change it has envisaged - pre-contemplation (before the problem is recognised), contemplation (when they become aware of the problem); preparation for action, then action; and finally maintenance (to keep the changed behaviour going) - were regrouped to fall into two campaign stages. Personal and social contexts of people (that shape the nature of change) have been factored in. And, it has been recognised that the phases will inevitably co-exist in some areas.

While phase one of the campaign catalysed change among millions of people (2004-2007), phase two (2007-2011) embedded it by deepening change, ramping up programmes, and reaching institutions.

AN UNCHARTERED ROUTE

With no real precedents, the 'We Can' India approach (as other country 'We Can's') has cohered many elements into an untried matrix. This openness is double-sided. It could allow for a national people's movement to grow as expected or differently, which leaves it open to both risks and opportunities. Risks can be minimised if the core principles of the campaign are firmly embedded and embraced by those who take it forward.

Quantifying the nature and depth of change experienced in areas considered 'private' and 'hidden' is problematic. 'We Can' India inevitably faces skepticism. Yet campaign assessments affirm change; proof exists to show that nine out of ten campaign participants have undergone personal changes. Its real test lies in how this change – the retreat from VAW – shapes into a people's movement.⁷

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Learnings from ‘We Can’ India Campaign Strategies: A Scrutiny of the Alliance, Change Process and Communication Initiatives

A. THE STRENGTH OF ALLIANCES

Phase one of ‘We Can’ India has been its defining moment. Chiselling its distinctive identity preoccupied those steering it (an executive think tank comprising Oxfam GB members).

Credit for the character, vitality, visibility, mass acceptance and longevity of ‘We Can’ India goes to the alliance, made up of diverse groups with varied work portfolios.¹



Alliance members from different states come together for a ‘We Can’ rally

Rashmi Singh, one of the Campaign Leads, explains, “The combined expertise, resources, and endeavours of the allies infused better outcomes, deeper impact and a sustainable change model. The processes of social transformation for gender equity could be tackled strategically, collaboratively and with a long term vision.”

Amassing significant numbers of like-minded allies, those motivated and willing to be united by campaign’s goals, was not difficult. The 2,230 allies, who came on board, were willing to take on public leadership and eventually the ownership of the campaign.

Hurdles lay in finding the right balance amidst plurality – of allowing organisations to define their own activities and their relationship with each other under the overall structure and processes; in aligning their work areas with campaign objectives; building their capacity; and arriving at a consensus on the decentralisation of campaign management.

An account of the ‘We Can’ campaign in South Asia titled *The Story So Far* (updated in 2011) says the alliance-led structure has worked across campaigns because of its success in striking equipoise on these issues.²

PHASE ONE AND TWO: PROCESSES AND OUTCOMES

Documented evidence proves that ‘We Can’ India allies, in phase one, contributed to integrating campaign activities into their programming (be it in the area of agriculture, health, land rights or student welfare), organising high impact mass events across states to make the campaign

visible, sensitising vast numbers of people to the campaign (through formal and informal methods of communications), encouraging critical thinking on its messages, and mobilising 1.8 million Change Makers.³

Assessments show the stronger and wider the presence of the state and district alliance, the higher was the mobilisation of Change Makers, the better was the maintaining data bases of them as was campaign recall value.⁴

In phase two, the alliance emerged as the movement leader, facilitated



Post the event, new recruits being signed up by Change Makers (West Bengal)

by the creation of a national alliance, core group and a secretariat.

The national alliance with a steering committee of 13 members (representing 13 allies within it) decided strategy and oversaw the work of 223 district-level alliances. The four-member core group provided leadership and coordination, and, the national secretariat took over operational support, handling grants and fund flow, development of communication material, and national events.⁵

Programmatic shifts – moving beyond the individual to affect change in the wider community – and accelerating change required several efforts. They included: re-engagement of those who pledged support at the initial stage; enrolment of fresh Change Makers; stepped up activities (larger meetings, 1,000 events per district, and roadshows using mobile vans); revitalising communication initiatives and material; and the setting up of a team of 'Connectors' and 'Volunteers' (trained Change Makers) to undertake specific campaign activities and to lend muscle to women within their communities.

Institutionalising change happened through structured outreach programmes in schools and colleges to tap the potential of the young (two events per year in 25 districts). Schools and colleges were seen as important constituencies for the campaign because half the



Change Makers comprised students who belonged to these institutions.⁶

NEWSLETTER DISTRIBUTION IN PHASE II

	CHANGE MAKERS PER STATE	CONNECTORS PER STATE	CONNECTORS WHO RECEIVED NEWSLETTER
WEST BENGAL	72,798	432	256
UTTARAKHAND	87,896	1,482	36
UTTAR PRADESH	1,56,000	190	80
TAMIL NADU	4,19,250	259	17
RAJASTHAN	1,55,140	45	40
ORISSA	1,83,686	1,826	122
MAHARASHTRA	59,307	2,025	697
MADHYA PRADESH	1,56,326	1,200	633
JHARKHAND	1,86,569	1,061	169
GUJARAT	1,00,463	367	172
DELHI	84,617	765	679
BIHAR	2,56,689	1,602	152
TOTAL*	19,18,741	11,254	3,053

*Newsletters were not distributed in Andhra Pradesh, 'We Can' India's 13th state

** Numbers awaited

IMPACT OF THE ALLIANCE

Assessments attribute countrywide acceptance and endurance of campaign values to the efforts the 2,230 allies. Their work has resulted in garnering the help of 2.5 million Change Makers, 11,500 Connectors and 4,500 institutions.

The allies have been responsible for the strategic development of the national campaign. They have kept up its momentum by synchronising several campaign activities, retaining the interest and energy of Change Makers, allowing them to come together through events and Change Maker meets, extending support services to those in need and creating and disseminating communication materials. They have co-opted more allies with a wide outreach, many of who took up VAW issues for the first time. And, most significantly have allowed for a process of their own dismantling so that a people's movement can begin.

The perception of 'We Can' India to effect large-scale changes has resulted in a demand from schools and colleges for its institutionalisation. The allies deserve credit for their efforts in drum rolling this process.

CHALLENGES ENCOUNTERED AND RECOMMENDATIONS

Challenges have come in many guises. Addressing logistical problems faced by a few allies in mobilising, retaining and maintaining a database of Change Makers, Volunteers and Connectors, for instance. Complications surfaced when there was need to broaden alliance capacity to handle newly emerging responsibilities.

Allies sometimes fell short of vital communication materials. Production and distribution of communication material to Change Makers, Connectors and people in multiple languages (seven) proved stressful.

Also problematic was putting in place data gathering, tracking, monitoring and evaluation, and follow up mechanisms for allies, Change Makers and activities (especially at the level of institutions). It was also not easy to get around institutional regulations and limitations, and many of the challenges posed by principals related to binding rules, staffing shortage and curriculum overload.

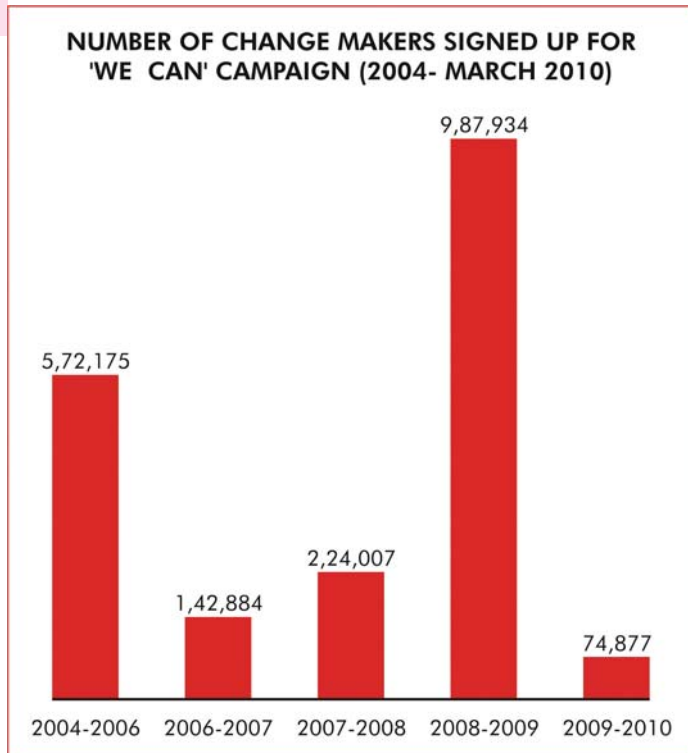
Difficulties, hence, lay as much in the scale and spread of operations as the differing realities on the ground in each state. Some recommendations for future interventions (based on our own learnings) include clear visioning of objectives and pathways for each phase, integrating evaluation and monitoring mechanisms from the start broadening outreach platforms for scaling up, and building capacity to facilitate institutional change.

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B. CHANGE MAKING

The value of the campaign is its unique commitment to personal change; the aim being to spark such change in 50 million people, to make up for the number of 'missing women' in South Asia.¹



The process of influencing others in their COI by Change Makers began very early in the campaign with a range of tools available to them.²

A clear understanding of processes/outcomes of this enormous change - embarked upon in the two phases with delineated focus areas - has emerged through several assessments that have been carried out by measuring results against outcomes and indicators.

'Change Making' (2011) outlined the campaign's structured analysis of: personal change; attitude-behaviour interface; personal and social contexts; gender differences; routes to change; motivation and support; obstacles faced; and sustaining change.³

The study showed change to be faster among people aware of the nuances of VAW. For those whose first contact with the idea of social and personal change was through the campaign, change took time. Expectedly, the pace and extent of change among them was varied. Attitudes and behaviour were found to move at different paces and being contradictory as well; change in the former was harder to achieve.

As women's experience of violence is far more extensive, their desire to change was more pronounced yet proved far more difficult to achieve as it involved changing both personal attitudes and behaviours of those who constrained them.

The role of pioneering champions (Change Makers passionate about change), who became role models for many, was crucial in the change process. The social context has also determined the pace of change - national politics, social and cultural influences, mass media, migration



and globalisation have all contributed to the shape of change.

Despite obstacles, people's motivation to continue with the change process came from visible rewards from taking control over their lives; happier lives at home with reduction of conflict; and satisfaction experienced in seeing changes in the lives of women around them.

MEASURING CHANGE NUMERICALLY IN INDIA

Quantifying attitudinal change in India began with an assessment (2008) in Rajasthan, Jharkhand and Andhra Pradesh. It bore testimony to the fact that nine out of ten campaign's Change Makers underwent personal changes.⁴

Clear articulations of attitudinal shift emerged from strongly worded statements: 64% Change Makers began to view VAW as 'not normal' and 'a serious issue of inequality between men and women'; 71% altered their actions (making changes in their lives, families and communities to address VAW) and 88% said they could find ways to curb domestic violence.

A 'Reflective Dialogue' with Change Makers in these states showed their supportive actions to range from sharing household chores; preventing sexual harassment of girls; intervening in cases of violence in the neighbourhood; counselling couples; motivating people to educate girls; to raising public debates on VAW.

As highlighted earlier, change among women, was 'internal'- increased confidence to answer back, loss of fear in traveling alone and feeling less inhibited in interacting with boys.

Approximately 63% of the respondents said changes on their part would not be possible without 'We Can' India; the majority attributed this to a lack of awareness of VAW.

Another assessment in 2008 in east India (Jharkhand, West Bengal and Orissa) was a clear indication of the power of allies in inducing change. Phase one was successful in bringing on board 1.8 million Change Makers.⁵

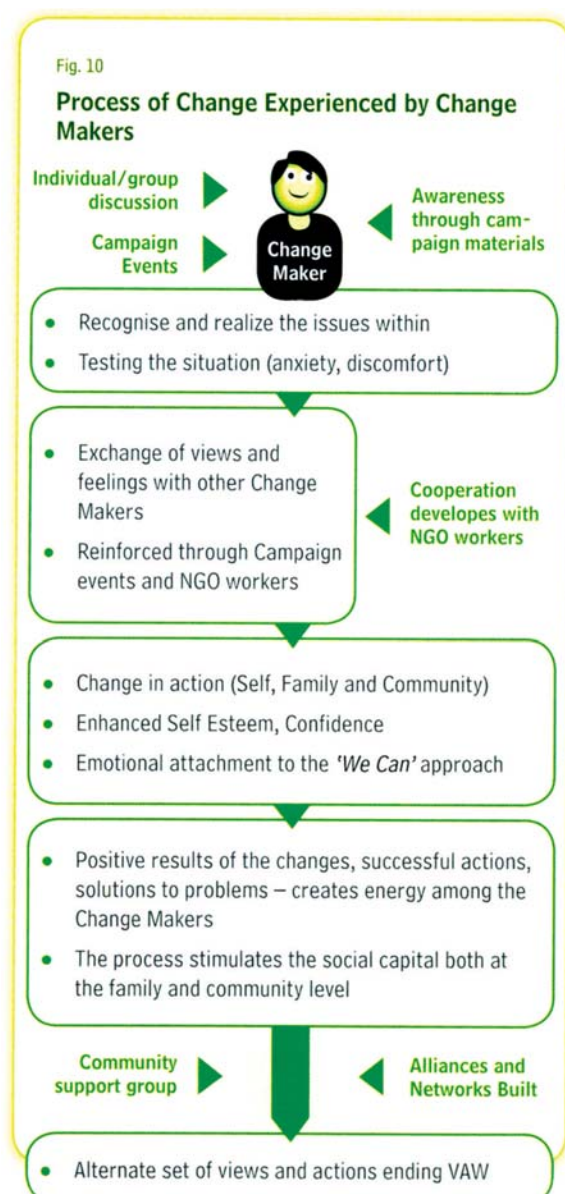
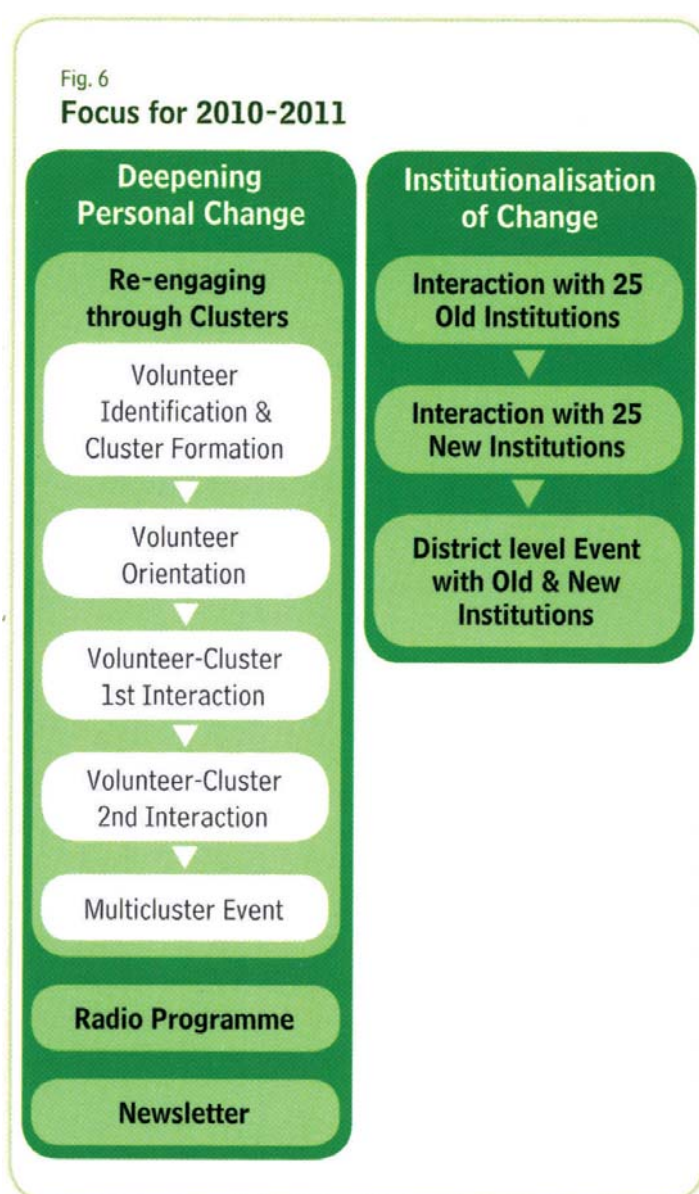
PHASE TWO: MULTIPLYING IN STRENGTH

In phase two, instead of direct engagement of Change Makers, allies used a number of activities, communication initiatives and new meso-level Change Makers 'Connectors' and 'Volunteers' to bring old and new Change Makers into the campaign fold.

The process of institutionalising change meant structured interventions through dialogue and communication materials at schools and college to encourage these institutions to make the idea of equal relationships among girls and boys and men and women integral to teaching. Through this intervention, 'We Can' India could induct issues related to domestic violence into the very fabric of learning and influence minds just setting out to learn.

The Consolidated Regional Assessment (2010) measured the arithmetic of change (leveraged and deepened) in the six countries among Change Makers and their COI in phase two.⁶

The questions asked were: are existing Change Makers experiencing



a deepening of change; what is the nature of this change and how is it occurring; in what way is the deepening of change linked to the process of re-engagement; is the change spreading to the Change Maker's COI; what are the kinds of changes occurring; and has the campaign managed to influence perceptions and beliefs about VAW within the Change Maker's broader circle.

The findings were encouraging: 91% Change Makers showed change at some level due to the campaign; 80% had deepened their change; over 94% of people coming in contact with Change Makers made changes in their life, and 90% among them felt responsibility to support women facing violence.



In India, assessments for phase two (2010) in Rajasthan, Uttarakhand and West Bengal showed six out of ten Change Makers exhibiting change. 76% of people influenced by Change Makers reported change; 47% described a change in their thinking; 43% in their thinking and behaviour while 23.3% reported no change.⁷

While the evidence of change was undeniable, the impact of the campaign was, however, found to be localised to individuals and small social groups. Smaller tipping points have occurred; the big tipping point is awaited in the country.

Trends in six villages surveyed in Rajasthan stand as an example of a tipping point. They have shown increased focus on girls' education; strong social sanctions against child marriage and increased mobility of girls. 80% of people in the Change Maker's COI and 89% of Change Makers have said that in violence-free homes daughters are not married before the age of 18. Another 39% of people in the COI have said they will not have child marriages take place.

RECOMMENDATIONS

As behaviour change is complex, recommendations for effective future interventions involve a few redrawn strategies. They are:

- ❖ setting baseline information for future assessments
- ❖ paying attention to addressing specific contextual factors which affect the ability of a Change Maker to be effective
- ❖ directing support in both the Change Makers and those in their COI, meaning working more closely where change is taking place
- ❖ strengthening Change Maker networks and opportunities for mutual exchange and support
- ❖ ensuring that materials are tailored effectively and more closely to context and social and cultural differences
- ❖ using the rich seam of narrative gathered in the assessment process to design new materials based on Change Maker experience and successes

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C. COMMUNICATION STRATEGIES AND MATERIAL

If the campaign is a support system for some; for many others it is a route to more information and ideas and a tool for change.

A vigorous, durable, phase-wise planning of communication strategies, messages and materials of 'We Can' has been extremely crucial and necessary for the process of 'awareness-to-action' to occur.

'We Can' India's move towards a social movement owes a lot to its behavioural change communications that have effectively:

- ❖ built formative research effectively into the communications strategy in both the phases
- ❖ coordinated distinct strategies, materials and messages through both phases, across countries and within India
- ❖ found the right language and visual representations to challenge culturally entrenched social beliefs considered 'normal' 'private' and 'not warranting a public response'
- ❖ directed communication to both individuals and groups to allow them repeated involvement through events, discussions and action
- ❖ adapted campaign messages for a particular context and audience
- ❖ ensured critical knowledge yet encouraged people to think independently
- ❖ ensured uniformity of intent in communications and documenting processes consistently
- ❖ handled a huge target audience that included people from all class, gender, religion and age
- ❖ managed a range of high visible events, their venues and timing
- ❖ ensured a regular flow of quality and invigourating communication material/updates
- ❖ handled the logistics of producing/ distributing communications materials in huge volumes, and minimised non-use, and

- ❖ ensured authentic data bases of Change Makers, Connectors and Volunteers

PHASE ONE 'WE CAN' INDIA COMMUNICATION INITIATIVES

Identity for the campaign was primarily established through a logo and website. Three campaign colours – red, black and white – pervaded in all campaign materials. While the communication materials were produced centrally, allies were free to create additional material that adhered to the spirit of the campaign.

As it is difficult to elaborate on the very extensive communication material, we highlight a few significant ones. In India, mass scale events (rallies, marches, solidarity meets, candlelight vigils, cultural events, using festival venues as a backdrop for campaign message, commemorating women and girls on special days, and tournaments), smaller public events (debates, seminars and photo exhibitions) and the use of mass media (articles in newspapers and coverage on TV) helped establish identity and visibility for VAW issues.

The launch of 'We Can' in New Delhi was a high profile event with the felicitation of Change Makers, cultural events, signature campaigns, distribution of kits and celebrity support for the cause. A campaign theme song in Hindi was launched and gained in popularity.

In phase one, an array of **campaign identity** materials (like t-shirts, caps, bumper stickers, bags, wristbands, book marks and a unique Change Maker passbook to help explore issues of gender inequality), **messages** (on posters, billboards, murals, paintings on water tanks), **interactive learning materials** (guides, Change Maker workbooks and toolkits for urban and rural audiences, sex and gender card games to differentiate gender roles, large picture cards and story and comic book series to encourage critical thinking, games, newsletters, brochures and leaflets) and **press kits** for the media were produced.¹



Change Maker Kits enhanced the learning of Change Maker and helped them spread change. The Change Maker Kit is a collection of materials and visuals resources, such as workbooks, pamphlets, story booklets, comic cards, posters and information about the campaign. Mukesh, a Change Maker from Allahabad, says he carried it everywhere as it was easy to do so and gave him the opportunity to talk about VAW to people. The urban kit was developed for a different audience to include a game 'Who wants to be a Change Maker? very like 'Who wants to be a millionaire?')

Among the illustrated story books were *Santosh ki Duniya*, *Nandu ki Soch*, *Rani ki Saheli*, *Chandu ki Koshish*, *Kahani Hamare Ghar ki* and *Ek Sundar Sapna*.²

Oral testimonies of Change Makers gained mythical power. Websites and booklets carried several moving and inspiring experiences. Recounting their stories was seen as making way for others to reclaim their rights by charting their own journeys of change. The stories were also viewed as a cumulative soundtrack of the campaign's journey.³

Annual 'We Can' calendars with campaign messages have been hugely appreciated.⁴

PHASE TWO 'WE CAN' INDIA COMMUNICATION INITIATIVES

Phase two used the '1,000 events per district' and mobile vans (which travelled between towns and villages) to reach existing Change Makers and deepen their change, as well as expand the change circle by distributing material of both the phases.⁵

To keep the conversation going with old and new Change Makers, short spots and longer radio programmes (12 episodes) were used predominantly to air campaign messages and Change Maker stories.⁶

A special newsletter 'Rubaru' in seven languages was produced and distributed through 'Connectors' for constant engagement with Change Makers. Its benefits were many. It was a tie in with the campaign for Change Makers and Connectors and an acknowledgement of the recognition they had gained. It provided crucial information on events and activities to those who would have felt left out of the programme due to geographical reasons and served as training material for 'Connectors'. More significantly, its messages were relevant to all even if on different stages of the learning curve.⁷

Other noteworthy innovations in communications included an autonomous website for India (www.wecancampaignindia.org), poster



Dear Change Maker!

By the latest count, there are nearly 30,00,000 Change Makers in the We Can Campaign! Do you remember how you became a Change Maker? Yes, those events and personal interactions helped us to share, learn, and even experience change.

Our campaign is about being in touch with Change Makers – not just through newsletters – but personally, face to face. Keeping in touch with so many Change Makers has been possible only because a lot of them have taken up special responsibilities to help others in their journey.

As you know, some Change Makers took on the role of Connectors to distribute newsletters...

...Then, recognising the need to have more and better interactions, Mobile Van events were also organised.

This time, look out for Volunteer Change Makers, who will be visiting you soon. She or he will help you to stay in touch with the campaign, and also bring you new ideas, questions and materials.

All of us have been trying to bring about small changes in our thinking and actions to reduce discrimination and violence against women. The way forward is to help the change grow – by making our change the norm in our families, friends and communities.

Best of Luck!

*We Can
India Alliance*



series with phase two messages, flip charts and booklets ('Change Begins with Me' being the most prominent), the Gender Altitude Meter (a game to be used as a survey and an intervention to measure shifts in attitude), a story book game (containing nine cubes representing challenges and opportunities with a happy ending), a diversity in society kit (it juxtaposes different identities of people and their uniting factors), films, videos and booklets for schools on VAW (the film 'The Boy Who Slept in Class' and the booklet 'Schools Show the Way' gained huge popularity among teachers and students), and special four-film series on Change Makers based on their experiences.⁸

Since mid-2010s hundreds of Volunteers joined the campaign to work with Change Makers to extend the dialogues of change. The Volunteer Guide Books and the Identity Kit were designed to give the Volunteer an identity and a structured way to interact with their fellow Change Makers. Volunteers were trained to use these books.⁹

NEWSLETTER DISTRIBUTION IN PHASE II

	CHANGE MAKERS PER STATE	CONNECTORS PER STATE	CONNECTORS WHO RECEIVED NEWSLETTER	NEWSLETTERS DISTRIBUTED BY CONNECTORS
WEST BENGAL	72,798	432	256	17,550
UTTARAKHAND	87,896	1,482	36	**
UTTAR PRADESH	1,56,000	190	80	8,200
TAMIL NADU	4,19,250	259	17	15
RAJASTHAN	1,55,140	45	56	800
ORISSA	1,83,686	1,826	122	5,950
MAHARASHTRA	59,307	2,025	697	25,738
MADHYA PRADESH	1,56,326	1,200	633	30,135
JHARKHAND	1,86,569	1,061	169	1,900
GUJARAT	1,00,463	367	172	28,043
DELHI	84,617	765	679	27,000
BIHAR	2,56,689	1,602	152	19,975
TOTAL*	19,18,741	11,254	3,069	1,65,306

*Newsletters were not distributed in Andhra Pradesh, 'We Can' India's 13th state

** Numbers awaited

Interactive software for computer based activity was developed for use where laptops and projectors were available. 'The Virtual Powerwalk' allows people explore levels of freedom that people enjoy and 'The Picture Sorter' is an interactive version of Change Makers workbook activities.¹⁰

ENROLLING EDUCATIONAL INSTITUTIONS

Educational institutions offer a unique entry point to reach out to young people in large numbers. Its teaching staff have an easy access to student's homes that other institutions do not. And, in their position of authority, teachers and principals can influence children.

Seeing the opportunity, a communications module was crafted. It involved approaching educational institutes, creating a data base, developing a strategy to incorporate the campaign messages into existing or new school programmes, organising two events per year in 25 institutes per district, and distributing the



specially designed five-item kit that contains a backgrounder, flip charts (AV and printed), a poster and a set of 10 stories/case studies.

WITH AN EYE ON SOUTH ASIA

As part of the South Asia campaign evaluations and learnings, a body of work called the Change series emerged. They include: 'A World of Change', 'Measuring Change' and 'Change Making'. Its precursor was the comprehensive process documentation of the campaign titled 'We Can: The Story so Far.'

OTHER EMBEDDING SPACES FOR 'WE CAN'

The youth have taken to tagging posts, visuals and having debates on the 'We Can' India campaign on social media forums like Facebook and Twitter.

'We Can' India has found acceptance in the work of many organisations. The Delhi government's programmes on women's empowerment integrated 'We Can' principles through their Gender Resource Centres with a wide community outreach. Mission Convergence, a Delhi government initiative for social justice, mentioned its tie up with the campaign and move towards gender justice in a newsletter. (PIC AVAILABLE)

Many strategic partnerships with service providers have also emerged. As an example, in Gujarat, local electricity bills carried campaign messages.

Indradhanush, a cultural group, that scouts and honours young dance talent in the country, especially girls, inculcated the theme of the campaign in its 2010 programme.

Blogs by campaign allies have found space in policy sections of websites.¹¹

'We Can' India posters have been used to talk of gender equality in the civics books of class ten by both NCERT and CBSE.

THE LEARNINGS

The most striking achievement of the campaign communications' is that it has broken new ground in the complex and multidimensional area of attitudes and behaviour. It has found its own language to communicate VAW issues that has found appeal and acceptance, and more importantly, understanding by millions of people. And, it has opened up community discourse and action as intended.

Without intellectualising issues, it has been able to talk of issues of power and inclusion. It has made clear the inseparable nature of 'power within' and 'collective power' and the fact that both are needed for a social revolution. In short, 'We Can' India's communication has managed to demystify VAW issues and offer people ways to engage with the issue.

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Monitoring and Evaluation Exercises

The impact results of any mass campaign that addresses social change are extremely difficult to pin down. This is especially true here as the campaign attempts to prevent VAW and does not directly target the incidence of violence or provide support services (it just complements such interventions).

Though there was a commitment to build systematic approaches to assess change and enable learning, a dramatic rise in the number of allies and events precluded such efforts. Without baseline data, experimental methodologies had to be later put in place to address imbalances and track the extent of change among Change Makers and their COI. Results were measured against expected outcomes and their indicators.

In India, while the collection of anecdotal evidence of change began in 2004, an internal assessment of phase one was initiated in South India in 2006. A more comprehensive external assessment was published in 2008 followed by an assessment of East Indian states in the same year. Outcomes of 'We Can' India phase two were investigated in 2010 alongside assessments in South Asian countries. The campaign prefers to call these 'outcome mapping' rather than 'impact assessments'.

OUTCOME MAPPING

The phase one assessment was a huge exercise, conducted over 18 months, involving 1800 Change Makers across three states. With the lack of baseline data, the exercise piloted a different way to examine the process and extent of change. The team used both qualitative (called 'Reflective Dialogues', described earlier) and quantitative methods (a two-round assessment method with an eight month duration to compare 'before' and 'after' results), looking at both how change is happening and why, and at what is changing and by how much.

Phase one campaign assessments have been documented at length earlier. What needs to be re-emphasised is that it clearly showed vast

mobilisation of Change Makers, sensitisation to issues regarding VAW, and the fact that nine out of ten Change Makers experienced positive change. The report's main recommendation was while 'We Can' has been very successful in establishing the importance of women's equality, it now needs to take the next logical step of helping people reflect on how the acceptance of domestic violence and other forms of violence goes against the grain of equality.¹

The East India review reviewed the core strengths and weakness of the alliance. It gave credit to the visibility of the campaign to the alliance and found its transparent, flexible functioning conducive to building the campaign. The weaknesses were identified to be the lack of continuous documentation, reporting in information systems and uniform campaign delivery.² Results of the 2010 regional and India assessment have already been outlined in detail and do not bear repetition.^{3,4}

A series of reviews of country campaigns in South Asia were undertaken as part of peer reviews where country leads of one country assessed the progress of the campaign in another.

VOLUNTEER INTERACTIONS WITH CHANGE MAKERS

Additional evaluation methods to determine the extent of the deepening of change were built into the programme matrix in 2011-2012. The attempt was to look stringently and in minute detail at the key messages being communicated by Volunteers to Change Makers. Efforts were made to see the way these messages were communicated and the efficacy of the modules developed to carry forward these messages were assessed.

Allies monitored Volunteer sessions of 1300 Volunteers, gathered data, analysed its shortcomings, gauged ideas work/did not work and filed reports to the national secretariat.⁵

Results that emerged are clearly indicative of deepening in change. Almost all Change Maker clusters that Volunteers work with have demonstrated change in one form or another. All Change Makers were aware of the changes they had made, could explain with concrete examples how change happened and also relate it to the communications material they had read. They could also narrate the pressures they faced and the benefits of overcoming resistance. They were been able to describe the help they received from people in the community and how this has helped in gaining strength through numbers.

51.49% Change Makers protected themselves against VAW, 69.57% of them showed personal changes with regard to VAW; 58.39% took a stand against VAW; 77.02 % could influence their family and friends; 24.22% could engage in collective action to stop VAW in family gatherings and the community; and 85% of Change Makers influenced their COI.

TABLE: POSITIVE CHANGES AMONG CHANGE MAKERS STATEWISE

Category (%)					
State	Protecting self against VAW	Personal changes in relation to VAW	Taking a stand not to engage in VAW	Influencing behaviour changes of family and friends	Engaging in collective action to stop VAW in family gatherings and community in general
Bihar	15.00%	25.00%	80.00%	30.00%	15.00%
Uttarakhand	39.29%	71.43%	32.14%	7.14%	3.57%
Madhya Pradesh	46.67%	86.67%	73.33%	53.33%	13.33%
Jharkhand	54.55%	36.36%	45.45%	18.18%	9.09%
Maharashtra	74.42%	44.19%	72.09%	30.23%	30.23%
Odisha	59.38%	40.63%	43.75%	40.63%	28.13%
Rajasthan	61.54%	84.62%	46.15%	61.54%	15.38%
Tamil Nadu	92.59%	55.56%	55.56%	44.44%	0.00%
West Bengal	42.86%	57.14%	57.14%	64.29%	0.00%

EVALUATING EDUCATIONAL INSTITUTIONS

The latest attempt at evaluation has been the mapping of 3937 educational institutions in nine states. Half of these institutions (55.7%) were government run, 36.5% were private and the remaining were semi government.

The most important revelation here was that all the surveyed institutions had inducted VAW issues into their curriculum/programmes. They all recognised that VAW is not acceptable within the campus and said they would protect their students if they were victimised at home or elsewhere. More than 75% of the institutions had a database of support networks to reach out for help in case of

violence within the campus. Gender equality was visible in sports (28%), and cultural activities (30%).

To counter VAW, these institutions have introduced violence prevention policies, gender cells, complaint procedures, awareness programmes and participatory strategies to recognise the impact of violence. Mechanisms for dealing with violence ranged from having complaint boxes (25%), mostly in Madhya Pradesh, Maharashtra, Uttarakhand and West Bengal, counsellors (14%), and punishments (25%).

CHALLENGES OF COLLATING DATA

Monitoring and evaluation has been possible only with large scale and rigorous data gathering systems in place. An extensive Change Makers database was facilitated through detailed information derived from Change Makers forms by alliance members. Constant updates to this database had become essential.

The process of dividing the 2.5 million Change Makers into clusters was done based on the physical proximity of Change Makers. A cluster accommodated between 20 and 70 Change Makers and 22,807 such clusters were created on the database. Approximately 1671 Volunteers were appointed to handle ten clusters each and 11,500 Connectors were recruited using the database to both interact with Change Makers and deliver newsletters to them.

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Our Supporters

OXFAM GB

Oxfam GB has been the *raison d'être* of 'We Can' South Asia. It has played a pivotal role in conceptualising, planning, initiating, fund-raising and funding the campaign in the initial years.

As the principle funder until 2011, Oxfam GB has contributed over 5 million pounds. In the first couple of years, it provided almost all the funds and its contribution fell to less than 15% in 2011. The availability of unrestricted funds (funds generated through Oxfam's own fund raising efforts to be allocated as Oxfam decides) was crucial in getting the campaign started. Money raised through Oxfam's Unwrapped gift catalogue was also routed to the campaign.

Oxfam GBs other significant contributions to the campaign are developing messages, building, training and supporting the considerable number of allies, assessing and documenting the change, ensuring collaborations with the national alliance and ensuring regional and global outreach.

OXFAM AFFILIATES

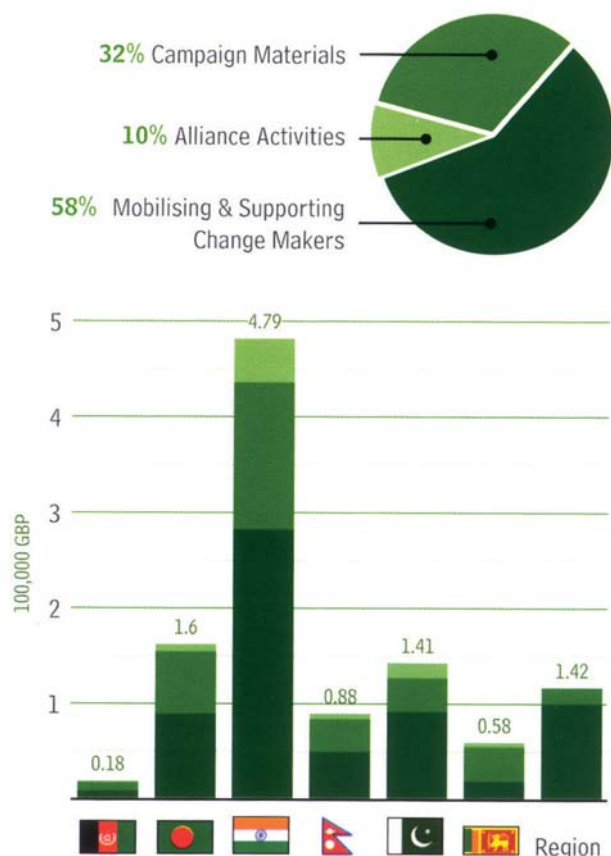
Oxfam affiliates – Oxfam Novib, Oxfam Hong Kong and Oxfam Australia have all contributed funds to the South Asian campaign.

OTHER SOURCES OF FUNDS

The campaign has also been funded by the Dutch government (under its MDG3 funding schemes aimed to eliminate gender disparity at all levels) to the tune of 500,000 pounds and 800,000 pounds per year over the three-year period 2008-9 to 2010-11.

The UK's Department for International Development through their IPAP scheme has provided funds of around 400,000 pounds per year since 2009-10. After 2011, the principal funder of the campaign in nine states has been IPAP.

Fig. 12: Average Annual Spending by Category and Country 2005 - 11



WHAT THE MONEY IS SPENT ON

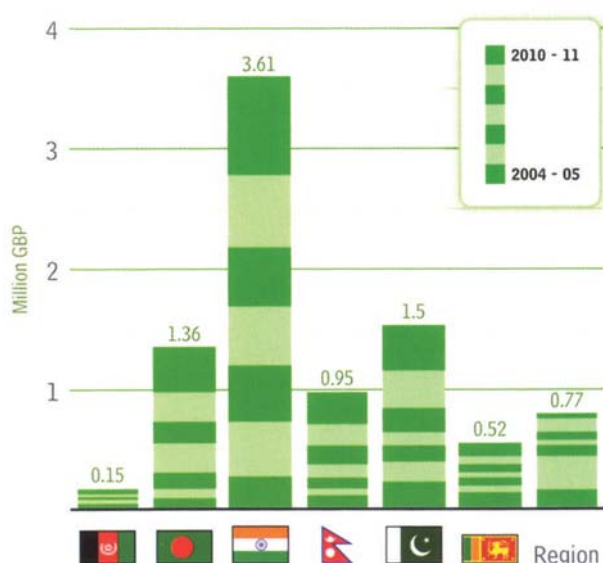
The country secretariats routed the money to the allies through partners. About a third of the annual spend went on campaign materials, a half on funds to allies and other activities to mobilise and support Change Makers and the balance on alliance -coordination.

While routing funds through partners sometimes created logistical problems, both partners and allies seemed satisfied with Oxfam's role as an impartial party, raising and distributing funds on behalf of the campaign.

TOTAL COST OF CAMPAIGN

The total cost of the campaign has been a little under nine million pounds, excluding the amount spent by allies and sometimes Change Makers. Costs for 2010-11 show the India campaign amounted to 800,000 pounds. The costs in India have been more than other countries as it has the largest territory, and Change Makers and allies. Yet while the overall costs are the highest in India, the cost per Change Maker and production costs of campaign material per unit are lower. The average cost of the campaign per Change Maker has been a little less than two and half pounds.

Fig. 11: Campaign Spending by Country and Year



REAL COSTS

While external funding has been important, it is also important to realise that the campaign depended for its success on the dedication and voluntary efforts of hundreds of organisations and people. The in kind costs need to be taken into account as their contribution to the campaign have been invaluable

Vikalp, a 'We Can' India ally in Rajasthan, for instance, organised a motorcycle rally to mobilise Change Makers across several districts of the state. People volunteered their motorcycles, petrol stations provided petrol for free and villagers donated snacks and water. Similarly, in Jharkhand, the local alliance persuaded the Hindustan Times newspaper to cover the cost of mobilising 75,000 Change Makers.¹

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The Transitioning of 'We Can' India into Social Action: Beyond 2013

'We Can' India is at a unique moment in time. It is amidst an intense transformational process; a phase of critical realignment. After the management was devolved to the national alliances in 2011, 'to create a society where gender equality is a way of life', the way ahead for the campaign in India is now through the Mumkin Manch. It is this manch that will take ahead the campaign, determining its methods and pace in nine states (as against the earlier 13). The phase out of the alliance has been possible through a shared understanding of the transition towards social action.

Mumkin Manch comprises a group of Change Makers (who have been alliance members, Volunteers, Connectors, youth members or NGO representatives at the district level) gathered collectively at every district to lend vision and direction to the campaign. The manch has been envisioned as a team to bring together efforts, resources, ideas and action for a mass movement.

As Change Makers are central to the campaign, the focus of the campaign in the coming months is to bring them together as a semi-formal group with a shared vision and decision making powers. A start has been made in nine states with a five-member team in each district.

This five-member Change Maker team is expected to in turn identify other potential Change Makers to be part of this general committee. Help of the district and state alliances is to be enlisted when required, as that of the national secretariat. Members would be chosen on the basis on their desire to work with the manch and their agreement to its core values and constitution.

Having been an active part of the campaign, this manch would continue to remain in touch with the allies and other Change Makers, while mobilising new entrants. A minimum of two meetings are to be held very year and the Mumkin Manch general committees is free

to new induct members.¹

Trainings for the team is crucial to retain core values and vision of the campaign. An intense training by master trainers for all five-member Change Maker district teams is followed by two or three follow-up trainings. The training modules focus on re-sensitising the members to the nuances on VAW issues and on the technicalities of the formation and expansion of the manch. Armed with this training, the five-member team is expected to go back to the districts and take forward the formation and expansion of Mumkin Manch. The objective is form Mumkin Manch's in about 190 districts.

A working committee (appointed for two years) of the manch will lend strategic direction. Its members will identify VAW issues at the district level, enable direct action by encouraging people to find solutions to them, train new members of the committee, network with organisations and individuals to widen support base and also document all the activities of the manch. It is expected to meet four times in a year, review issues and activities of the manch, plan for collective future action at the district level and also envision future roadmaps to expand to the state and national level.

The issues Mumkin Manch will address at the district level are VAW, gender and diversity, equality and other related issues. The manch views the stages of coalition to be its formation; establishing credibility by demonstrating efficiency and ability to engage other networks; expansion of social and resource base and transformation towards a people's movement.

FUTURE CHALLENGES

Challenges are expected to crop up in finding active Change Makers and sustaining motivation in the group. Working in consensus as a people's group, handling power dynamics and ensuring synergy between the working of the manch and the old structure is bound to be tough. Difficulties will also perhaps be encountered in maintaining uniformity of the mission and vision as the campaign expands as would ensuring maintenance of the basic governance and operating rules. Capacity building should be an area that needs attention. As sharp advancements in resource mobilisation would be needed to retain the fervour of the campaign, sustaining multi-pronged efforts may prove to be an uphill task.

Our view, however, remains optimistic. As 'We Can' has nurtured Change Makers 'Who Can', success in making way for women to lead lives free of all forms of violence is very possible.

TOWARDS A GLOBAL SOCIAL MOVEMENT

'We Can' has expanded to several countries outside the South Asia region. It is to be found in British Columbia, Canada; Kenya, Tanzania, Uganda, Democratic Republic of Congo, Niger, Burundi, the Netherlands and the United Kingdom.²

Country alliance collaborations for a global social movement are now directed through the 'We Can Global Network' (WCGN) that acts as a central reference point for learnings and resources. Formed in 2011, it supports the conceptual development of the campaign using experiences from the wider environment of work on VAW and builds visibility of 'We Can' as a global social movement.³

WCGN is made up of one or two members of each of the national alliances taking forward 'We Can'. By 2017, *it aims to mobilise, globally, millions of individuals and thousands of communities and institutions, to make violence against women unacceptable in their own countries.*

MAKING 'WE CAN' WORK

Fresh campaigns can benefit from ameliorating all our learnings. This is how:

- ❖ When planning similar campaigns, a clear focus on the core principles of 'We Can' is important
- ❖ A committed leadership of a core plan at the beginning of the campaign is vital
- ❖ As this is a campaign of mass scale, an appropriately large scale is required for changes in attitudes, behaviour and practices. Set ambitious targets
- ❖ When recruiting allies, it is important to go beyond the circle of women's groups and human rights groups to reach large numbers of organisations
- ❖ It is important to recognise allies as the public face of the campaign
- ❖ They should have autonomy of functioning yet work within a clear framework of objectives, principles and approaches
- ❖ Allies should view themselves as a trigger for change. The decision to change and how to change lies with the Change Makers
- ❖ When mobilising Change Makers, it is important to focus on their deep personal change and then encourage each one of them to mobilise many more people for a larger social change
- ❖ Change Makers work in different contexts; expectations from them should be adjusted accordingly.

- ❖ All change should be valued equally. What may look small to others may be a significant shift for a Change Maker
- ❖ It is easier for men to be active in the campaign. Make sure they work in equal relationships with women and not use their power to make changes for women
- ❖ Systems for registration, documentation and monitoring of Change Makers should be in place before the launch
- ❖ Mechanisms for supporting re-engaging of Change Makers must be in place
- ❖ Keep to the principles of the communication strategy; pre-test key materials and develop materials centrally (adapt this to the local level)

In this closure report we have attempted to capture some of the major evolutionary changes occurring within the campaign, and our excitement at the potential and opportunities they hold out for the future of 'We Can' India.

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