

# Project Raise formative review summary

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Learnings, outcomes, conclusions and recommendations from West Bengal

Summary presentation

January 2017



# Project Raise context

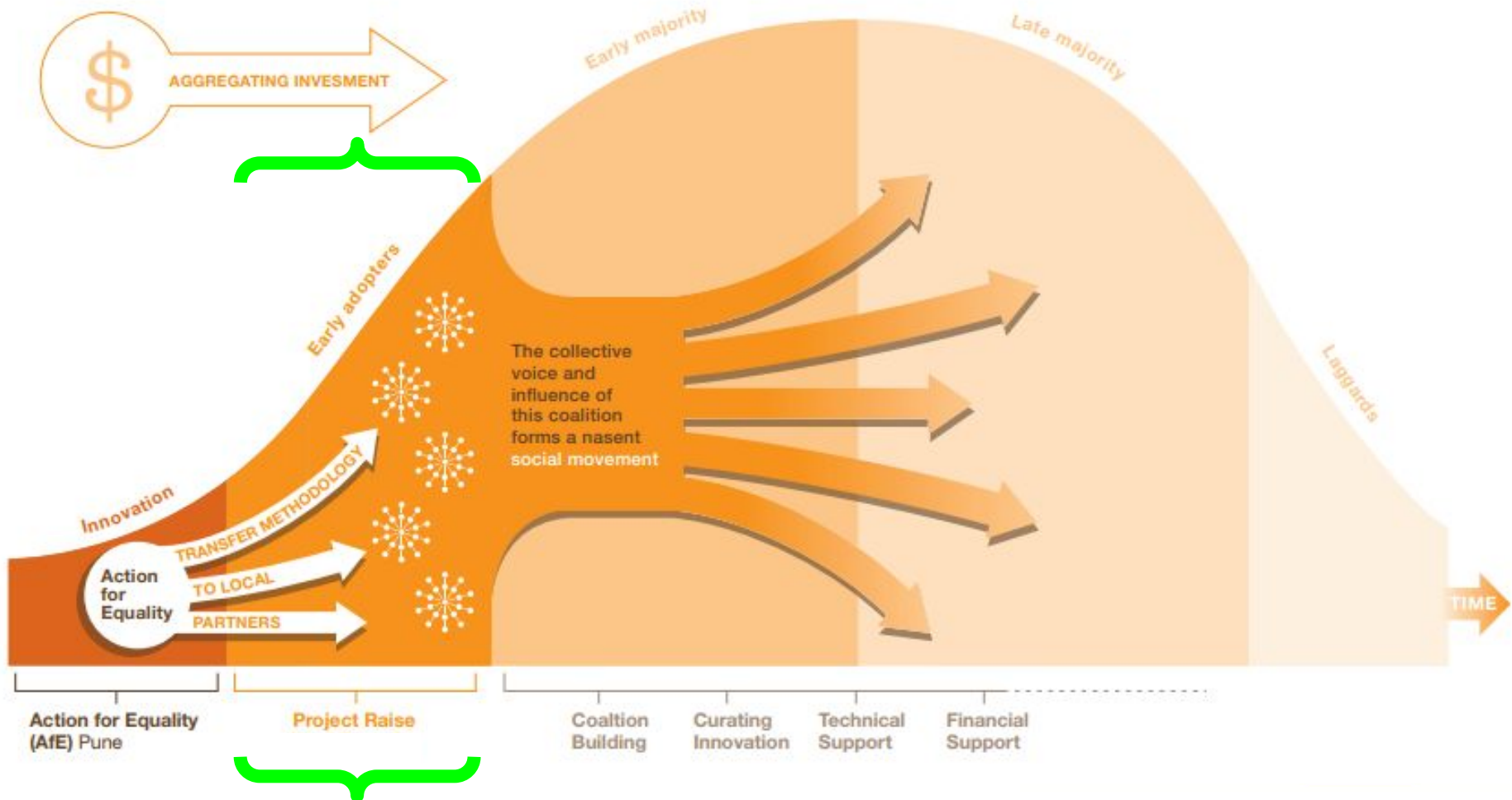
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1. ECF's mission is to raise every boy in India to be gender equitable and non violent.
2. ECF has developed a field programme called Action for Equality that changes boy's attitudes and behaviours towards women and girls.
3. Project Raise builds the capacity of organisations across India to implement Action for Equality.
4. Demonstrating Project Raise, and therefore ECF's ability to build capacity of other organisations is key to reaching our mission of "every boy" in India.
5. Project Raise's objective is to build capacity of organisations working well with women & girls to start working with boys and men.
6. Project Raise pilot, called Hummingbird Raise, was started in West Bengal in August 2014, and is due to end July 2017.
7. The Project Raise pilot in West Bengal is funded by Hummingbird Foundation.
8. ECF selected partners, built their capacity and provided finance over three years.
9. Organisations selected as partners delivered ECF's Action for Equality programme August 2015 onwards.



# Project Raise is mission critical



# Evaluation scope

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1. The evaluation was commissioned by ECF, and the terms of reference was completed by ECF
2. The evaluation was completed by Sonal Zaveri, and the draft submitted to ECF in Jan 2017.
3. The evaluation sought to answer four questions:
  - a. Did Project Raise challenge and transform gender norms amongst the participants of the programme?
  - b. Was Project Raise useful to partners?
  - c. How effective was the adaptation of the programme model?
  - d. Which components of Project Raise were useful or challenging for partners? And how did they link to the other programmes of the partners?
4. The evaluation focussed on gathering data from programme users and participants:
  - a. 97 field & management staff and programme participants
  - b. 6 leadership staff from ECF, Hummingbird Foundation and partner organisations
5. Tools included: questionnaires, focus group discussions, Participatory Learning Activity (milestone mapping, rich pictures, Communication Map, H diagram, Draw and Write)



# Project Raise in numbers

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1. More than 70 organisations applied to become partners from two districts in West Bengal
2. 12 partners were selected in 2 cohorts: 8 in June 2015 and 5 in June 2016
3. 63 villages covered by operational partners
4. 2946 adolescent boys enrolled
5. 2 partner organisations delivered Action for Equality Programme to groups of girls
6. Budget 4.2 crore over three years.



# Findings from evaluation #1

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## ***Finding 1: “All partner organizations believed the objectives were highly relevant to their context”***

1. Partners identified benefits of Action for Equality as:
  - a. Sensitising boys to rights of girls
  - b. Reducing risky behaviors in boys
  - c. Improving boy’s relationships with family
  - d. Building boy’s leadership skills
  - e. Increasing boys engagement in community issues



# Findings from evaluation #2

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***Finding 2: “Poor families’ (and boys’) immediate needs were economic related and engaging boys for gender equality was an unfelt need by the communities. Therefore, special attention had to be given to address this challenge.”***

1. Partners were aware of this and most of them have parallel programmes that aim to address this.
2. Partners expressed how they sensitized communities towards gender so that it was a ‘felt need’ during the evaluation preparation workshop.



# Findings from evaluation #3

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**Finding 3: “Partner organizations were more familiar with sensitization and awareness building programs rather than challenging structural power relationships embedded in patriarchy and masculinity.”**

1. Partners were aware of this and most of them have parallel programmes that aim to address this.
2. Partners expressed how they sensitized communities towards gender so that it was a ‘felt need’ during the evaluation preparation workshop.





# Findings from evaluation #4

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**Finding 4: “Hummingbird Raise is a stand-alone project though most organizations were able to visualize the ‘fit’ with ongoing community services and programs .”**

1. Partners identified opportunities to integrate AFE into existing programmes
  - a. Government: CDS, ASHA, Swachh Bharat Abhiyaan, National Child Labour Program, State-level education - awareness programmes.
  - b. Youth: shelters, vocational training, youth health groups, library, advocacy against child labor, marriage, domestic violence, Childline and “dosti” group, child protection units
  - c. Community groups: Youth groups, mahila mandals (women’s groups), SHG, safe village programme



# Findings from evaluation #5

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## **Finding 5: “*ECF technical support was mostly useful, timely and of high quality*”**

1. Partners rated most elements of ECF’s support above 4.0, with 5.0 as the highest value:
  - a. Capacity building workshops: 4.3 / 5.0
  - b. Field Visits: 4.7 / 5.0
  - c. AEF Curricula: 4.2 / 5.0
  - d. Evaluation toolkit: 4.4. / 5.0
  
2. Partners found that the AFE Graduate Programme guidelines, were well structured and comprehensive, but that they needed more training and support in delivering it. They rated the guidelines lower:
  - a. Graduate Programme Guidelines: 2.8 / 5.0



# Findings from evaluation #6

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## **“ECF responded to emerging needs in technical support and organizational buy-in”**

1. Induction workshop for cohort 2 was redesigned and consequently cohort 2 rated induction workshops higher
2. Some organisations received more technical support in the form of field visits and coaching than others based on the needs.

## ***“Facilitators have benefited from the capacity building”***

1. In terms of confidence, facilitation & technical knowledge

## ***“Building capacities for monitoring and ongoing evaluation of the program was a challenge. “***

1. Partners valued the emphasis on M&E but acknowledged difficulties in administering and entering data.
2. Most are familiar with collecting data for reports limited to calculating outreach.
3. Partners’ ability to analyze the data was slower than anticipated.



# Findings from evaluation

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## Details on areas of improvement on finding 5 and 6:

- Mentor workshops should be introduced right from the beginning of the year.
- More emphasis to be given on strengthening conceptual understanding of the team working on this project
- Modules related to human rights, masculinity, patriarchy, gender norms - need to go more in-depth as they form the base for rest of the curriculum. Perhaps, more sessions are required. ECF comment: Balance of age-appropriate information, imbibing the skills of critical thinking, limitation of attention span needs to be understood and taken into consideration before considering the above recommendation.
- More emphasis should be given on coaching teams to understand the M&E data and not just enter data.
- Gender attitude survey tool is far too easy.
- The length of peer learning workshops should be reduced.
- Game events should not be considered in graduation rate.
- The boys wanted more sessions on gender and masculinity and additional topics on communication with decision makers, managing conflict and leadership



# Findings from evaluation #7

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**Finding 7: “Implementation of the AFE module faced organizational, logistical as well as enrollment problems that were managed.”**

1. Challenges included:
  - a. Securing and retaining access to community centers
  - b. Enrolling and retaining boys in AFE, ensuring high enrolment in subsequent programme cycles
2. Partners with complementary programmes were better able to enrol and retain boys



# Findings from evaluation #7

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## Some areas of improvement:

- Enrolment numbers have gone down. So, additional strategic steps need to be taken on enrolment of boys. Some new techniques and ideas may need to be developed by organisations.



# Findings from evaluation #8

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**Finding 8: *There is “growing demand for expansion of the program and to include girls but limited by scope of work and budget.”***

1. Observable impact from AFE has led to demand from partners to expand programme geographically but also to include girls.
2. Partners saw the value of a *structured* programme for girls for gender equity issues which they feel is missing.
3. Limits to budget, staffing and scope of Project Raise prevents expansion.
4. The current scope of the programme only included AFE FOUndation Programme. Boys graduating from the AFE programme need to continue to be engaged. Therefore the AFE Action Programme stage must be a part of the overall scope going forward.



# Findings from evaluation #9

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## ***Finding 9: “Staff capacities, turnover and mix of female and male facilitators challenged implementation.”***

1. Staff capacities was affected by staff turnover. Not all staff attended capacity building consistently.
2. Not all organisations had male facilitators. Female facilitators faced limited and specific challenges in facilitation, yet found activities with boys and parents in homes easier.
3. Further analysis needs to be completed on mixed gender facilitation.

## ***“Lack of local staff challenged ECF Pune in responding to needs of partner organizations”***

1. Despite prompt and skilled delivery, language and being based in Pune was a problem for working in West Bengal.
2. ECF’s efforts at local recruitment for specific skills failed.
3. Some loss in understanding and translation is inevitable in the programme as result





# Key outcomes of HBR #1

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## ***Project Raise “changed boy’s knowledge, attitude and behavior in terms of gender discrimination and violence against girls”***

1. Changes were articulated by boys, and most changes were validated by field staff
2. Changes relate to: Male privilege, attitudes towards girls, division of domestic chores, relationship with family members
3. Boys have developed a “values compass” to navigate their lives
4. Unintentional outcomes have affected all aspects of their lives, not just related to gender equity and prevention of violence against girls

## ***“Boys approval rating of Action for Equality was high”***

1. All boys had “never thought of or discussed issues such as child marriage, child labor, smoking, alcoholism, gender equity and the like.”
  2. Enrollment & retention data indicates that 78% boys completed the program (as per data till July 2016).
  3. Boys used a participatory technique to rate the program on a five-point scale. The average score was high at 4.5 (out of a score of 5).
  4. Boys wanted more sessions on gender and masculinity and additional topics on communication with decision makers, managing conflict and leadership
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# Key outcomes of HBR #2

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***“Boys have initiated action and communicated their learnings to friends, family and others with varying degrees of success”***

1. Boys found it easy to share their learnings from AFE with friends, siblings and mothers. And to a lesser extent with fathers, uncles, teachers and government workers.
2. Example actions confirmed by field workers include:
  - a. Intervention in early marriage for girls
  - b. Community campaign against child labor and child marriage
  - c. Sharing household work such as fetching water, doing personal chores, share household chores with sisters and mother, do not expect to be served at mealtimes
  - d. Questions to father/mother/elders regarding sister’s marriage, education and mobility’ also question father on alcoholism, violence
  - e. Challenge peers regarding culture of disobedience, discrimination and delinquency of boys
3. Unintended outcomes include increased attendance at school, improved communications with elders; and boys taking initiative on other community issues, not necessarily linked with gender or trafficking.



# Key outcomes of HBR #3

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## ***“Facilitators have expressed personal changes as a result of implementing AFE”***

1. Facilitators expressed change in knowledge and facilitation.
  - a. Increased confidence in facilitation techniques
  - b. Increased confidence in discussing taboo subjects like menstrual hygiene
  - c. Overcome religious barriers to gender, including gender roles at home
  - d. Learning for the first time of the role of boys in solutions to preventing gender based violence and discrimination

## ***Partners identified necessary “changes in the enabling environment”***

1. Partners were able to identify important linkages to other community activities that would strengthen AFE and create more impact, including:
  - a. Engaging parents, particularly mothers
  - b. Village development committees and elected officials (Panchayats)
  - c. Government schemes (ASHA, ICDS)



# Conclusions #1

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## *“Project Raise has been a benchmark for many reasons”*

1. **ECF’s** programme Action for Equality can be implemented by other organisations; ECF has the know-how to build partner’s capacities in different contexts; M&E rigor can be introduced; language barriers can be managed; they can work with a donor on different issues (e.g.trafficking, child marriage).
2. **Hummingbird Foundation** was able to experiment and learn from embedding male empowerment programming in trafficking programming; they could realise their vision of empowering boys; were able to build a coalition of field partners sensitised and capable of such work.
3. **Partner organisations** were able to work with boys for the first time, to build staff skills and knowledge, and to be part of a process of adapting resources.
4. **Boys** were able to learn for the “very first time” issues relating to masculinity and equity, and to be given a space and opportunity to work constructively on issues of importance to them, - “to be given a voice”



# Conclusions #2

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***“Issues of masculinity, male empowerment and challenging gender norms (by men) is so new a concept that no one involved – boys, families, communities and to some extent partner organizations felt the need for such a program.”***

Yet...

***“The achievements of the program are substantial”***

1. 2946 children reached across 38 villages (till December 2016)
2. 70 organisations inducted into search and selection
3. 12 organisations selected as partners and provided with technical support
4. 9 organisations provided financial support
5. 2 induction workshops and 4 Peer learning workshops
6. 68 field visits and coaching meetings
7. 63 partner organisation’s staff trained
8. Programme manual and capacity building materials written for Project Raise
9. Basic online portal for materials developed
10. AFE curricula and material translated into Bengali



# Conclusions #3

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*“The fact that so many boys did participate and organizations were willing to learn and practice a new model is itself remarkable”*

1. **Instrumental outcomes** are clearly evident in terms of capacity building, embedding and adapting the model
2. **Conceptual outcomes** in terms of better understanding of masculinity and its relation to trafficking as well as the larger enabling environment needed for boys and young men to take a responsible step forward to prevent trafficking are clear too.



# Recommendations #1

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## 1. Capacity Building

- a. Capacity building needs to be more responsive to evolving needs over time. More comprehensive technical support in year 1, more focus on quality, sustainability, further innovation and integration in years 2 and 3.
- b. **Recommendation:** instigate a capacity needs assessment and tailor training to this, adapting it over three years.

## 2. Monitoring & Evaluation

- a. High baselines in evaluation tool, lack of M&E capacity in partners, lack of continuous development in partners M&E, and a lack of boys voices in M&E were weaknesses.
- b. **Recommendation:** review evaluation framework to support decision making and advocacy at programme, regional and national. Include additional participatory, adolescent friendly tools.

## 3. Gender Perspective

- a. Current programme design is binary and fails to assess or accommodate other genders.
- b. **Recommendation:** use a gender lens to cross-cut any evaluation approach, with special emphasis on who is benefiting and who is not, who is left out or drops out; to study intersectionalities of age, ethnicity, geography, economic status and caste as determinants of enrolment and achievement; to have a nuanced tool to assess engendered changes.



# Recommendations #2

## 4. Replicability and Scale

- a. Replication and scale is possible, however emerging needs from West Bengal, for example providing programming to empower girls to claim their rights and understand male privilege, and to include training on social power systems and constructs needs to be considered in any future replication.
- b. **Recommendation:** Review the AFE manual for the inclusion of girls, the inclusion of training materials on power systems and constructs.

## 5. Programme Outcomes

- a. AFE has important outcomes that are not currently formally measured, and are considered unintended outcomes. These include better school attendance, better relationships, less risky behaviour, more active in community issues.
- b. **Recommendation:** To catalogue systematically the various outcomes in boys and others' behavior as a result of the program so that changes can be tracked;

## 6. Partnership arrangement

- a. Roles and responsibilities in an adaptive programme need to be better defined and structures for communication institutionalised.
- b. **Recommendation:** have regular meetings with decision makers to update, review changes and plan for the future; training of trainers can institutionalize and contextualize capacity building; another approach is using peer learning to make the learning system more inclusive.





# Recommendations #3

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## 7. Flexibility and uncertainty

- a. Project Raise has accepted flexibility and uncertainty in piloting an innovative program in very different contexts. It is important that such adaptability is viewed as strength. This means that partner organizations should also contribute to the model once the initial capacities and implementation are achieved.
- b. **Recommendation:** To develop a partner coalition that contributes to resources, develops new ones so that the model is a shared product, strengthened by experience.



# Recommendations #4

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## 8. Strengthening collaboration and sustainability aspect of the programme

- a. HBF and ECF need to work more together and not develop parts of the prevention of trafficking programme and male empowerment programme in silos.
- b. A strong theory of change needs to be developed that articulates the connection between male empowerment and prevention of trafficking.
- c. Partners' involvement in programme design should increase.
- d. Attention needs to be given to make the programme more sustainable



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