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Our Watch, Our Journey Independent summative evaluation of Our Watch

December 2018



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Executive summary

Our Watch engaged PricewaterhouseCoopers (PwC) to evaluate the overall impact of the organisation from its launch to the present. In 2013, Our Watch was established to drive nationwide change in the culture, behaviours and power imbalances that lead to violence against women and their children.

This report presents the results of the summative evaluation and honours a commitment to evaluation made by Our Watch in its *Five Year Strategic Plan*:

Before the end of our first strategic cycle in [mid] 2019, in the interest of public accountability and to inform priorities of the next strategic plan, we will publish an evaluation of the effectiveness of our program and activities measured against our strategic outcomes.¹

This report serves as an accountability measure for Our Watch and provides evidence-based recommendations to inform its future strategic decisions.

Stakeholder perspectives were a key evaluation input



Stakeholders come from many sectors



Key evaluation findings

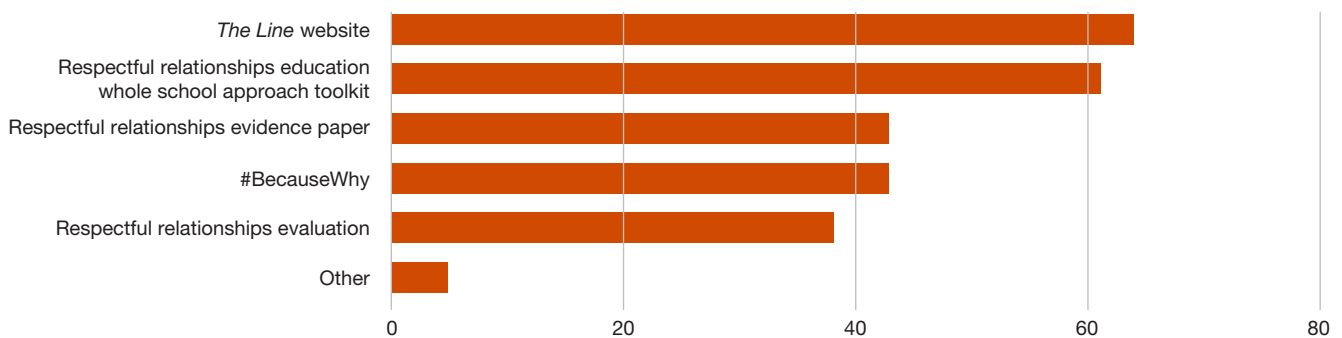
Survey findings

The Line and the respectful relationships education whole school approach toolkit are Our Watch's most well known resources.

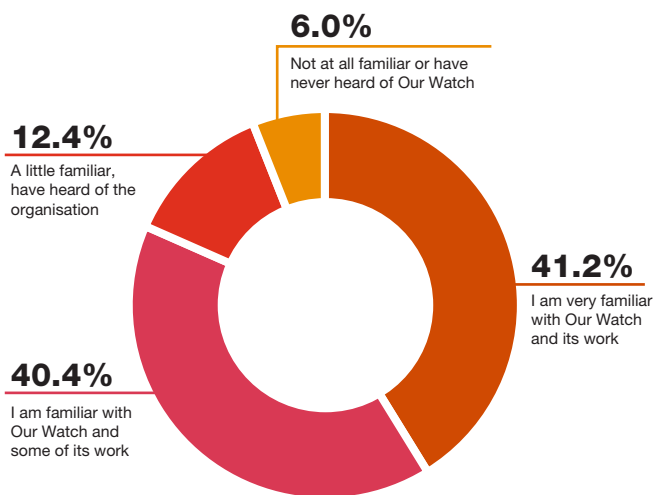
Around 82 per cent of survey respondents said that they were familiar or very familiar with Our Watch's work.

Almost 75 per cent of survey respondents say that *Change the story: A shared framework for the primary prevention of violence against women and their children*² had influenced their approach to primary prevention.

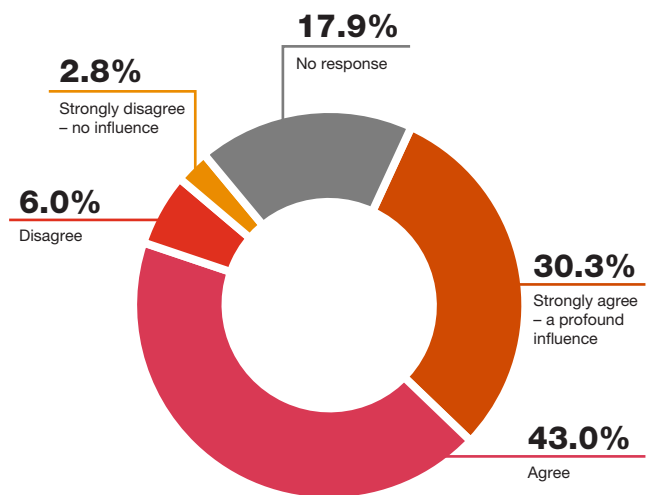
Which of the following Our Watch resources are you aware of?



How familiar are you with the work of Our Watch?



Change the story has influenced how I understand and/or approach the prevention of violence against women



Key evaluation themes

Stakeholder consultation and survey analysis about the overall impact of Our Watch since its inception revealed five key themes. We make every effort to isolate the explicit impact of Our Watch, but also recognise that it is difficult to consider the impact of Our Watch on its own. Thus, we acknowledge the collective impact of the women's sector, governments, individuals such as Rosie Batty, and social movements such as #metoo and #timesup in contributing to awareness and action to prevention violence against women and their children.

“(Without Our Watch) ... we would still be saying violence is not ok and we need to stop it. But with Our Watch, it has enabled us to know what to do and how to stop it.”

Stakeholder focus group

1

Development of an Australian evidence base

Change the story has provided the evidence base in an Australian context for primary prevention and established a common language to discuss and plan how to address the gendered drivers of violence.

2

Awareness raising and contribution to public conversation

Our Watch's diverse range of work – including public campaigns, *Change the story*, *The Line*, supporting respectful relationships education in schools and the Walkley Awards and direct media engagement – have helped to raise awareness of violence against women and their children and keep the issue in the spotlight.

3

National coordination of primary prevention effort

Our Watch has played a critical role bringing stakeholders, practitioners and government together to share learnings, connect and coordinate activities nationally.

4

Respectful relationships

Our Watch has worked with the education sector to support the roll-out of respectful relationships education in Victoria and Queensland. Its respectful relationships education whole school approach toolkit has enabled a consistent approach to delivering respectful relationships education within schools.

5

An independent and impartial voice in violence against women and their children

Our Watch provides a much-needed independent, evidence-based, considered and impartial voice to the public conversation on violence against women and their children.

Recommendations for greater impact in future

Following on from the key themes arising from the consultation and survey analysis, we identified three areas of opportunity for Our Watch to consider to increase its future impact.

Area	Recommendation
1. Our Watch's business model	
1.1 Role clarity	Our Watch should continue to clarify and communicate with the sector and other stakeholders its role as a backbone organisation in primary prevention, the benefits of that role for the sector and what it means in practice. Our Watch should embed communication about its role into its products and services and explicit criteria to assess pitching for project funding. There is also further work to be done to clarify primary prevention versus early intervention. Our Watch could consider its physical footprint and distribution of staff to undertake this role.
1.2 Funding	There is an opportunity for Our Watch to review its funding model and consider ways to align its funding with the roles of a backbone organisation. Our Watch could seek longer-term funding agreements, where possible, as well as consider alternative funding sources, such as corporate contributions, fee-for-service prices, and philanthropic donations.
2. How Our Watch undertakes its work	
2.1 Coordination, consultation and collaboration	Our Watch could aim to improve the planning and coordination of its activities to avoid duplication with other sector organisations. This may include focusing on consultation and collaboration with the sector to leverage existing knowledge, resources and practice.
2.2 External collaboration and partnerships	Our Watch should continue to develop its stakeholder engagement strategy, assessing key stakeholders and partnership opportunities across a range of sectors to amplify the impact of its work.
2.3 Promotion and dissemination	Our Watch could explore its promotion and dissemination strategy to improve reach and targeting including how technology can facilitate this.
2.4 Advocacy	Our Watch could consider reviewing its advocacy strategy and approach, including with government stakeholders and stakeholders in other sectors such as corporate, sport, the arts and media and public advocacy.
3. Focus of Our Watch's work going forward	
3.1 Accessibility and translation of resources	Our Watch can improve the accessibility and translation of its existing resources such as <i>Change the story</i> and the respectful relationships education toolkit, into practice resources tailored for specific communities or sectors.
3.2 Additional resources	Our Watch could explore developing additional resources focusing on different victim survivor cohorts such as older women or women with disabilities and different types of violence such as sexual assault.
3.3 Workforce	Our Watch should continue to build on its backbone role to build the capacity of the primary prevention sector workforce such as building communities of practice, conferences, events and training. Our Watch should consider playing a quality assurance role as the workforce develops.

Report overview

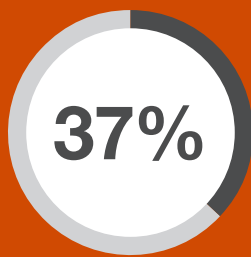
Our Watch engaged PricewaterhouseCoopers (PwC) to evaluate the overall impact of the organisation from its launch to the present. This report presents the results of the summative evaluation and honours a commitment to evaluation made by Our Watch in its *Five Year Strategic Plan*:

Before the end of our first strategic cycle in [mid] 2019, in the interest of public accountability and to inform priorities of the next strategic plan, we will publish an evaluation of the effectiveness of our program and activities measured against our strategic outcomes.³

This report, therefore, serves as an accountability measure for Our Watch, as well as provides insights to inform its future strategic decisions.

Our Watch was created out of need

Violence is a problem experienced by many women in Australia



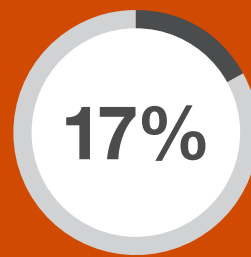
Percentage of women who have experienced physical and/or sexual violence, since the age of 15.



1 in 2

1 in 2 women in Australia have experienced sexual harassment during their lifetime.

Violence against women is more likely to be perpetrated by a known man



Percentage of women who have experienced physical and/or sexual violence, by a partner since the age of 15.



1 in 4

1 in 4 women in Australia have experienced violence by an intimate partner, compared to 1 in 11 women who have experienced violence by a stranger.

Traditionally, the services who have worked to stop violence against women have focused on responding to crisis. The evidence is now clear that to reinforce the efforts of these services — and to reduce social costs — primary prevention work must be done in many settings across our communities. Government recognition of this important need was one of the driving forces behind the creation of Our Watch.

In 2014, Our Watch was launched as a not-for-profit organisation to provide national leadership in the primary prevention of violence against women and their children. *The National Plan to Reduce Violence against Women and their Children (2010-2022)* established Our Watch to drive nationwide change in the culture, behaviours and attitudes that underpin and create violence against women and their children. Our Watch conducts a wide range of complementary activities to support this objective including media engagement, development of primary prevention practice tools and resources, training, policy advice and national coordination of a consistent approach to preventing violence against women and their children.

Our Watch’s emerging theory of change

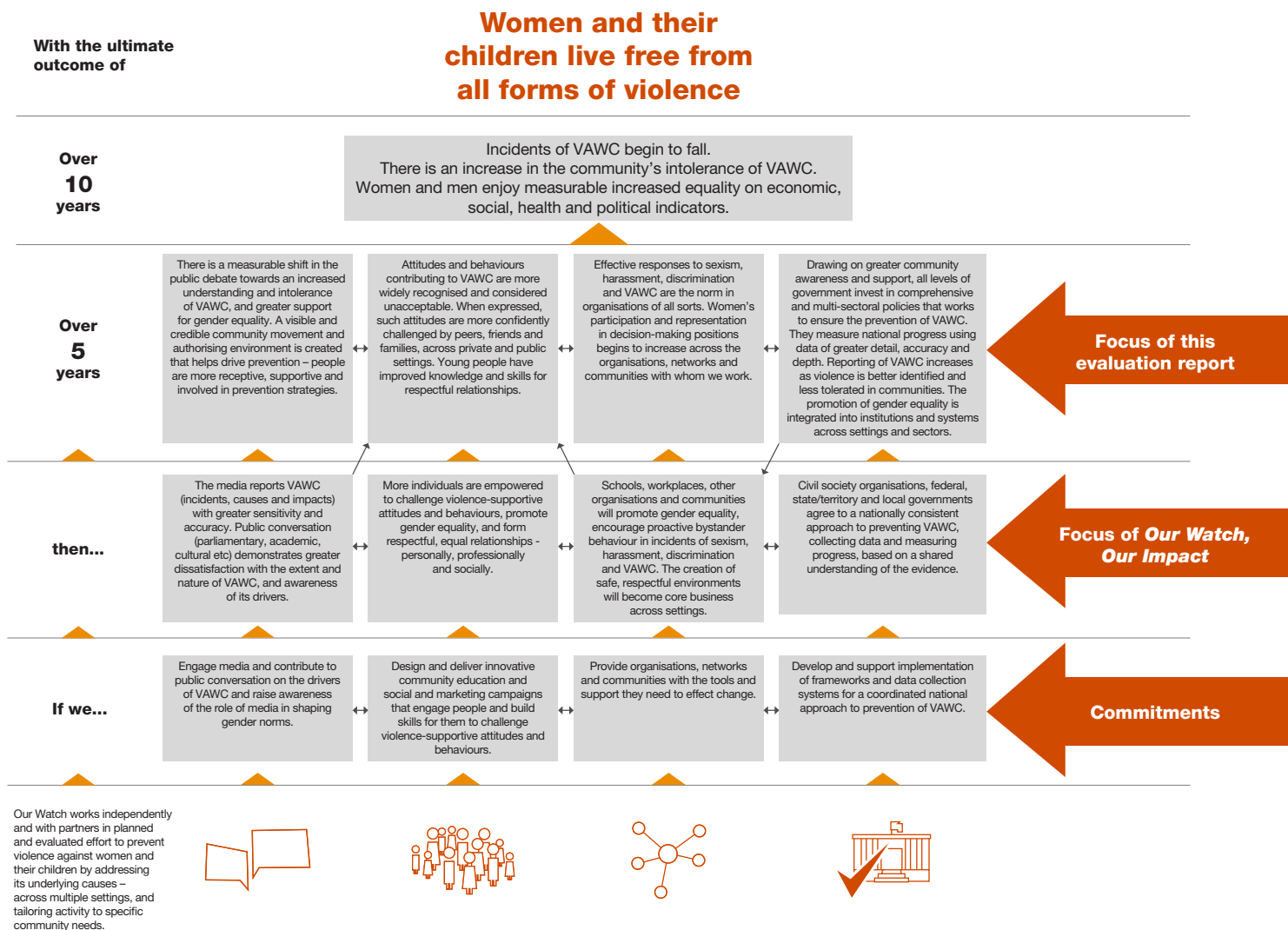
In 2014, Our Watch produced their second policy brief, which outlined an ‘emerging’ theory of change to guide its work through a series of evidence-based actions necessary to effect the complex and long-term social transformation of reducing violence against women and their children.

Policy Brief 2: An emerging theory of change outlines commitments in four mutually reinforcing streams of activity:

- Stream 1: Lead a constructive and public conversation
- Stream 2: Design and delivery of innovative programs that educate and engage
- Stream 3: Enable organisations, networks and communities to effect change
- Stream 4: Influence public policy, systems and institutions.

The evaluation considered the activities of Our Watch across these four streams in terms of meeting the five year objectives shown below

Our Watch’s theory of change



A commitment to evaluation

A layered evaluation approach

Our Watch has taken a layered approach to evaluation, including three whole-of-organisation evaluations (of which this is the third), discrete project level evaluations, and monitoring of national progress in prevention. Its commitment to evaluation illustrates Our Watch's commitment to building the evidence base around 'what works' in the primary prevention space, and in particular understanding the effectiveness of its work in driving the conversation about violence against women and their children. This report summarises the findings from the third evaluation, a summative evaluation that builds upon the previous two evaluations and considers the overall impact of Our Watch and the value of the organisation at the end of its first strategic plan.



Evaluating Our Watch's journey

Evaluation questions

The aim of this evaluation is to answer the following five questions:

- To what extent has Our Watch delivered on its commitments?
- What have we learned along the way, as an organisation?
- What difference have we made, in what circumstances, and for whom?
- What has been the overall impact of Our Watch?
- What next steps are recommended to improve and increase the organisation's impact?

This report summarises the evaluation findings on the last two questions, drawing from the analysis we undertook to answer the first three questions.

While the aim of the evaluation was to identify the impact of Our Watch alone, we acknowledge that Our Watch does not work in isolation. The complex social change required to end violence against women and their children cannot be achieved by a single organisation and a key feature of Our Watch's work is its ongoing collaboration with other organisations, governments and individuals to contribute to this change. Given this, it is difficult to attribute societal change to a single entity.

We make every effort in this report to isolate the explicit impact of Our Watch, but also recognise that in some sense, the report provides an overview of the collective impacts achieved by Our Watch alongside its stakeholders, partners and funders. This implicit feature of the evaluation aligns closely to the nature of Our Watch as a backbone organisation, enabling others to do quality primary prevention work across all areas of society.

Methodology

A counterfactual mindset

When we consider Our Watch's impact and value, we are concerned with the value added as a result of the existence of Our Watch, value that would not have arisen, been delayed, or would not be as readily available to Australian society without Our Watch's existence or input. This value can arise from the way that Our Watch influences the capacity and capability of the violence prevention sector and society more broadly.

Many parts of society will experience the impacts of an investment in a backbone organisation such as Our Watch. However, these impacts are not always readily observable. In many cases, the outputs of Our Watch are indirect, cumulative and/or delayed and many are difficult to measure.

One of the critical questions that we sought to address in this evaluation is what Australia would have looked like in the absence of Our Watch's creation and evolution, or the hypothetical 'counterfactual'.

Because the counterfactual case is not observable, nor easily deductible, we explored with stakeholders what this scenario would have looked like. We applied this 'counterfactual mindset' consistently in our data collection and analysis activities.

Stakeholder engagement

Stakeholder engagement was a critical component of the evaluation and we collected feedback from stakeholders through a survey, focus groups and individual interviews.

Stakeholder survey

Since 2016, Our Watch has administered an annual stakeholder survey designed to capture perceptions of Our Watch's work and impacts. Our Watch distributes the survey widely via email, social media and newsletters. We undertook a high-level analysis of the 251 complete responses to the 2018 survey, and compared these to the 2017 survey responses.





Stakeholder consultation

Throughout August 2018, we collected stakeholder views through focus groups and individual interviews. We used semi-structured interview schedules to ensure that we captured the information required to inform the evaluation questions while allowing opportunities for stakeholders to provide additional thoughts. Our Watch helped us to identify a range of stakeholders with varying degrees of connection and engagement to Our Watch. The array of stakeholder backgrounds helped to ensure a balanced sample of participants and views.

We completed seven focus groups and 12 one-on-one interviews, talking to a total of 48 individuals.

Survey responses by location



Stakeholders come from many sectors



“Lead primary prevention work.”

“A driver for national change.”

“Profound influence on evidence-building and coordination.”

“Providing a primary prevention platform.”

“(Without Our Watch)... we would:

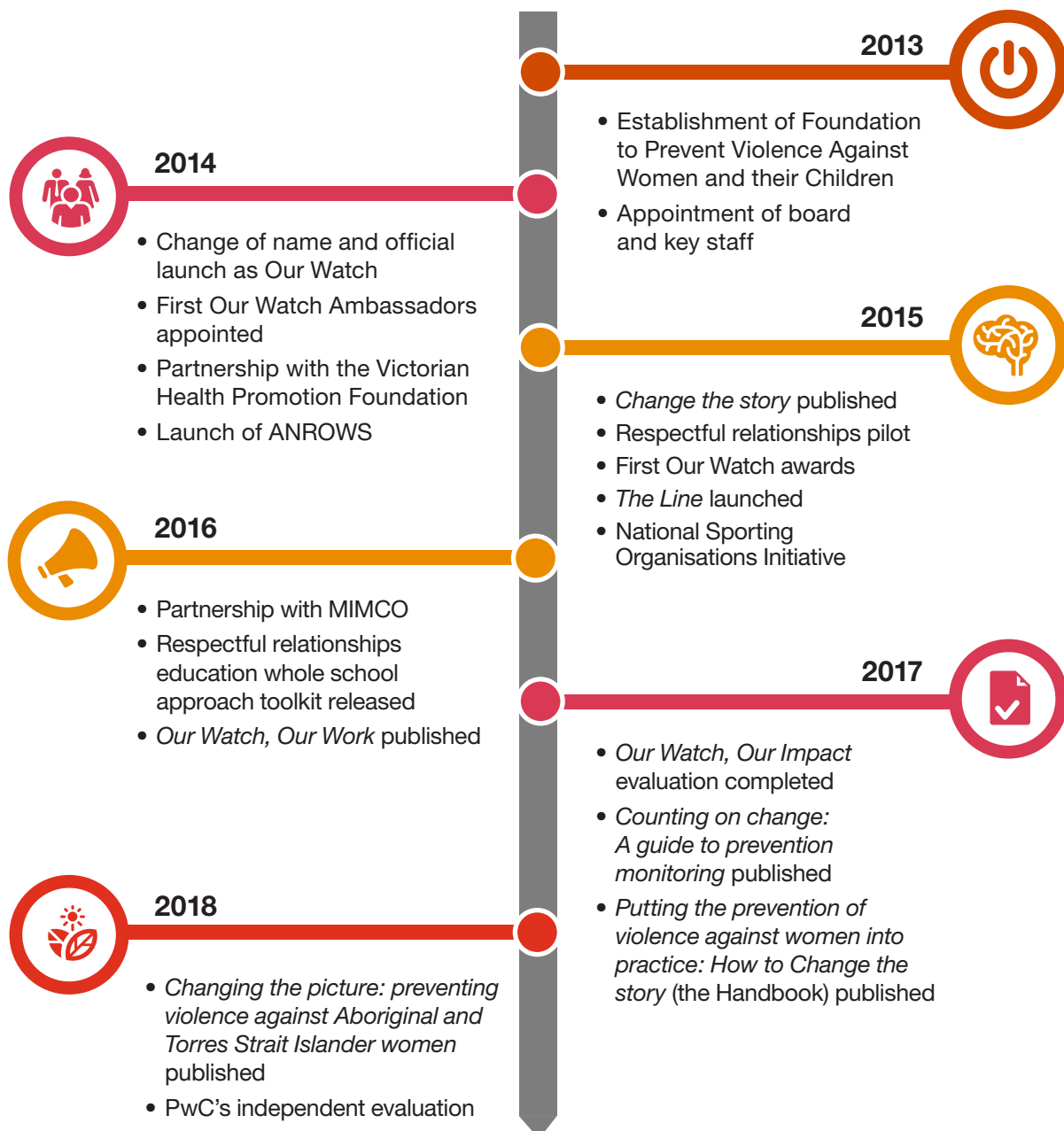
- still be saying violence is not OK and we need to stop it. But Our Watch has enabled us to know what to do and how to stop it
- still be talking about response, not primary prevention.”



Story of Our Watch

Our Watch has grown significantly since inception. Beginning with five full time equivalent employees in June 2014, the organisation now has 36.8 full time equivalent employees. Its funding base has grown to include all states and territories except New South Wales. Contributing states and territories supplement the baseline funding provided by the Australian and Victorian governments. This baseline funding accounts for around 38 per cent of revenue and supports almost half of its wage cost. Funding for individual projects — provided by the Australian and state governments, and some philanthropic and corporate partnerships — covers the remainder of salaries.

Timeline of Our Watch 2013-2018



What was Our Watch's remit at inception?

Our Watch defines itself as a backbone organisation, as spelled out in its strategic plan.

[A strength of Our Watch is] a willingness to operate as a backbone and as an intermediary organisation.

We will not work in isolation or in competition with the many agencies already operating in this space. We are committed to acting as a backbone, working collaboratively to build partnerships across the nation. We will inspire change, mobilise effort and help other organisations to connect and share knowledge.⁴

The role of a backbone organisation

Collective impact research suggests that a backbone organisation should undertake the six activities outlined below.

Activity	Short-term Outcomes (illustrative)	Intermediate Outcomes (illustrative)
1. Guide vision and strategy	Partners share a common understanding of the need and desired result	Partners' individual work is increasingly aligned with the initiative's common agenda
2. Support aligned activities	Partners increasingly communicate and coordinate their activities toward common goals	Partners collaboratively develop new approaches to advance the initiative
3. Establish shared measurement practices	Partners understand the value of sharing data	Partners increasingly use data to adapt and refine their strategies
4. Build public will	Community members are increasingly aware of the issue(s)	More community members feel empowered to take action on the issues(s)
5. Advance policy	Policymakers are more aware and supportive of the initiative's policy agenda	Policy changes increasingly occur in line with initiative goals
6. Mobilize funding	Funding is secured to support initiative activities	Philanthropic and public funds are increasingly aligned with initiative goals

Understanding the backbone role

Some stakeholders expressed confusion about what a backbone organisation is, and when asked to describe the value or impact of Our Watch, few explicitly used the term 'backbone'. Nonetheless, a large number of survey respondents identified elements of a backbone organisation in describing the work and value of Our Watch. These included terms like 'peak body', as well as statements such as 'providing common language', 'creates a shared understanding', 'leads the public conversation' or 'pulls together all the research'.

Funding opportunities do not always support backbone operations

Funding challenges are a key issue for backbone organisations. Collective impact theory suggests that there must be adequate financial resources to last several years, ideally in the form of at least one anchor funder who supports the activity from the beginning and can mobilise other resources to pay for the needed infrastructure and planning processes.⁵

Funding a backbone organisation requires a fundamental shift in the approach of many funders who are used to supporting well-defined short-term interventions with observable results. Funders willing to embrace a different approach, will benefit from the following strengths of backbone funding:

- Traditional funding schemes in individual programs have so far proved unsuccessful in solving large scale complex problems
- Compared to the pool of resources effectively leveraged by the backbone, the cost of setting up the backbone organisation is minimal
- The cost savings resulting from streamlining the actions of multiple partners towards a common goal can offset the investment in a backbone organisation.⁶

Our Watch as a backbone in action

Comparing the role of a backbone (see previous page) with Our Watch's activities shows that the organisation is successfully undertaking many backbone activities.

- Our Watch has published a number of reports that have established a shared strategy, the most prominent being *Change the story*
- It conducted one of the first evaluations of the respectful relationships education in schools pilot which was central to informing the first Victoria-wide roll out of the program
- It published the Handbook and *Counting on change* to build the capacity of the sector
- It introduced the Our Watch and Walkey Foundation Awards to build the capacity of the media on effective reporting of violence against women and their children.

There is room for Our Watch to grow in terms of how it mobilises and coordinates funding, and engages with the broader sector. Greater certainty of funding would largely assist with this opportunity.



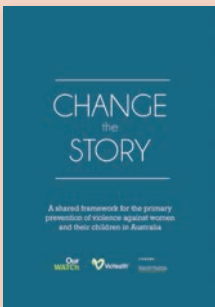
Effectiveness of Our Watch

Our Watch has built the evidence base

Our Watch has delivered an array of programs, publications, events and resources over the past five years specifically to meet the organisation's three key priorities, as identified by the Our Watch Chief Executive Officer 1) build the evidence base, 2) raise awareness, and 3) expand the capacity of primary practitioners.

The first priority relates to Our Watch's role in building an evidence base around the drivers of violence against women and their children. Our Watch has made significant progress to this end through establishing a common focus and framework to guide primary prevention programs informed by evidence of what works.

Key achievements



Change the story: A shared framework for the primary prevention of violence against women and their children (2015) was developed in collaboration with the Victorian Healthcare Foundation and ANROWS to provide Australia's first primary prevention framework. The framework provides foundational evidence about what works in primary prevention, and has established a common language for which to discuss the primary prevention of violence against women and their children.

The framework has had significant impact across governments, particularly demonstrated by endorsement in Council of Australian Government's 12 year *National Plan to Reduce Violence against Women and their Children (2010-2022)*.



Our Watch has more recently published ***Counting on change: A guide to prevention monitoring (2017)*** which provides advice on how to consistently measure population-level change against the drivers of violence against women. ***Counting on change*** has a very niche target audience of researchers and policy makers focused on population level monitoring. As a result, the uptake among survey respondents was low (4 per cent).



Following *Change the story*, Our Watch has continued to develop practice frameworks which consider diverse groups and intersectional approaches to understanding violence against women and their children, such as ***Changing the picture: Preventing violence against Aboriginal and Torres Strait Islander women (2018)***.

Changing the picture was released just one month prior to the survey and it is not surprising that just 3 per cent of survey respondents had begun to integrate it into their work.

Our Watch has raised awareness

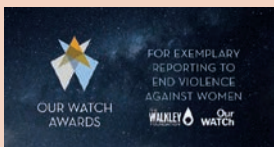
The second priority refers to Our Watch's engagement with the media to shape the way that violence against women and their children is reported, and to contribute to public conversation about this issue. While Our Watch has undertaken a range of complementary activities that have successfully engaged the media, there is debate about to the extent to which Our Watch has driven the public conversation about violence against women and their children more broadly, specifically whether the organisation's reach has been stronger in certain cohorts and sectors than others.

Key achievements

Our Watch developed **The National Media Engagement project (NME)** to engage media to increase quality reporting of violence against women and their children, and build awareness of the impacts of gender stereotyping and inequality. This has included:

- Development of resources and guidelines for media professionals
- Development of a curriculum on reporting on violence against women
- Media skills training for advocates
- An Our Watch National Media Awards scheme (see below).

Our Watch conducted extensive research to inform the project and developed a range of resources to engage and build capacity of the media. Stakeholders advised that guidelines have been useful, but could be distributed more widely, and further training and support for implementation of the Our watch curriculum resources is required.



Our Watch Awards – The Walkley Foundation commenced in 2015 to recognise exemplary reporting on violence against women. The scheme is open to all journalists and media organisations, with over 1300 entries received each year. Feedback from media stakeholders suggests that the awards have contributed to changes in reporting, although other external factors have also led to more sensitive media coverage. Notwithstanding, the awards have provided the opportunity for journalists to meet and discuss domestic violence issues with other journalists and newsroom executives.⁷



The Line campaign is a primary prevention behaviour change campaign for young people aged 12 to 20 years, encouraging them to develop healthy and equal relationships. The campaign comprises:

- *The Line* website, social media platforms and advertising
- Recruitment of Brand Ambassadors and formation of partnerships
- Delivery of a number of campaigns including 'You Can't Undo Violence', 'Don't Blow It' and 'What's ok, what's not' to drive young people to engage with *The Line*.

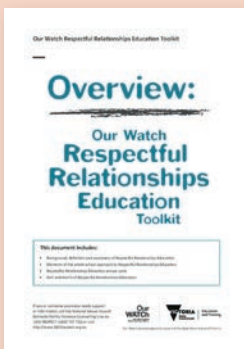
Whilst opportunities exist to raise awareness beyond this cohort, there is a strong rationale for targeting young people who are in the formative stages of their knowledge and attitudes. Engagement with *The Line* has been strong, with 31 per cent of survey respondents identifying awareness of the campaign, and male engagement increasing from 25 per cent in June 2017 to 80 per cent in 2018.⁸

Our Watch has expanded primary practitioner capacity

The third priority refers to Our Watch's role in building the capacity of primary practitioners so that organisations, networks and communities can effect change. Our Watch has helped to create a common understanding of primary practitioner, a person who is engaged in activities that aim to prevent violence against women as part or all of their work.

Over the past five years, there has been significant demand for new tools and support to implement primary prevention initiatives. Our Watch has responded through producing a range of resources including handbooks, guides, toolkits, training tools and capacity building sessions nationally.

Key achievements



Education is a key setting for primary prevention to both build knowledge and challenge attitudes. Our Watch has worked consistently in education and specifically supported respectful relationships education through a number of ways including:

- Delivering an evaluation of the pilot which involved 19 Victorian high schools
- Developing respectful relationships education in 20 primary schools across Queensland and Victoria
- Supporting implementation through development of the **respectful relationships education toolkit**, which provides resources, templates and guidance to assist schools deliver respectful relationships education. The Department of Education and many of the schools participating in the initial expansion of respectful relationships used the toolkit.



Our Watch developed **Putting the prevention of violence against women into practice: How to Change the story** (2017) to complement findings in *Change the story* and provide step-by-step guidance, tips, case studies, tools, and resources to support prevention practitioners. The Handbook is used by a broad range of practitioners, with over half (52 per cent) of survey respondents indicating that they were either very familiar with the Handbook or had read the Handbook. This marks an increase from 34 per cent of survey respondents in 2017.⁹



Our Watch established the **Sports Engagement Program** in 2015 to build the capacity of sporting organisations to prevent violence against women and their children. This includes initiatives such as:

- Supporting four national sporting organisations to increase their awareness of violence against women, including by providing standardised policies, procedures, tools and resources to help them implement primary prevention activity
- Developing publications that outline promising practice and challenges in sport settings
- Developing online training for people who work in sports settings.

Did Our Watch achieve its intended outcomes?

Our Watch has clearly made a difference since its launch, proving itself as a well-respected, trusted organisation that is driving change in the prevention of violence against women and their children. Through its strategic plan, Our Watch set three five-year organisation-level outcomes. Based on our analysis of Our Watch progress towards meeting these outcomes, we made the following assessments.

Five-year outcome	Achieved?
 Secure sufficient resources from all jurisdictions and corporate and philanthropic partners to support its programs	Partially
 Evaluate and publicly report on all initiatives and continually refine the approach to prevention of violence against women and their children	Yes
 Be recognised by international organisations as a catalyst for change and thought leader with regard to primary prevention of violence against women and their children	Partially



Securing sufficient resources

Funding is an ongoing challenge for Our Watch. Much of Our Watch's funding is project-based and often limited to one to two years. Thus, financial insecurity is an issue that can detract the organisation's efforts from core backbone activities and may limit its reach.



Continual evaluation

Our Watch has fulfilled its commitment to evaluation, with this report and the previous two organisation-level evaluations being only three examples. It has evaluated all projects either internally or through a contractor. Our Watch's culture embeds a learning mindset, which reflects a genuine desire to build upon the evaluation findings and implement lessons learned.



International recognition

Discussions raised questions about whether this was an appropriate outcome for Our Watch, notably because the national plan created the organisation to drive change in Australia. Nevertheless, the uniqueness of a country having a national framework to prevent violence against women and their children and the lack of international evidence in the sector appears to have given Our Watch some international presence.

This summary targets the fidelity of Our Watch to its initial plans by asking whether it has achieved its original outcomes. The best answer to this question is only a definitive 'yes' if there is confidence that those original outcomes were optimal and comprehensive. Our evaluation finds that the scorecard above does not reflect a negative story for the organisation. Rather, it tells the story of an influential group of people who quickly established the organisation, which has adapted to the evidence base it largely created and operated in an uncertain world of funding. Further, it finds that Our Watch has delivered a range of invaluable unintended outcomes that extend beyond its original intended scope.

Impact and future directions

What has been the overall impact of Our Watch?

Our approach

We have made an assessment about the overall impact of Our Watch as an organisation to achieve its strategic objective, considering the impact that is over and above each individual work stream and can be attributed to the 'sum of the parts' of Our Watch. We assessed impact in terms of:

- Reach of the work (How many people and organisations were impacted?)
- Scale of change (How big or transformative was the change?)
- Unique contribution to change (Would this have been achieved without Our Watch?)



Development of an Australian evidence base

There has been overwhelming consensus from the consultation process that one of the key primary contributions of Our Watch to changing attitudes, behaviours and norms is the development of an Australian evidence base.

In particular, the development of *Change the story* in partnership with ANROWS and the Victorian Health Promotion Foundation has made an enormous impact.

Without development of an Australian evidence base, stakeholders speculated that there would have been dispersed focus of primary prevention programs and many more that were found to not be effective. Developing *Change the story* and conducting evaluations to understand what works and what does not work in primary prevention has helped to focus the efforts of the sector on the gendered drivers of violence.

Awareness of primary prevention

Our Watch has made significant contribution to raising awareness of violence against women and their children and the primary prevention sector more broadly.

Feedback from some stakeholders was that without these initiatives, the issue of violence against women would not be as much of a focus and it would not have stayed a focus for so many years. Further, the issue and focus on primary prevention would not be on the agenda, and governments and stakeholders would have continued to focus on the response to violence.

“Our Watch has driven prevention awareness, without it we would be five years behind in understanding.”

Stakeholder consultation



“The conversation on the death of Eurydice Dixon I believe was able to be changed from condoning violence to holding the perpetrator accountable because Our Watch had contributed to giving the media, activists and workers the language to identify what was going on and then the language to challenge it.”

Stakeholder survey

National coordination

Our Watch has played a critical role in the national coordination of primary prevention efforts. Examples such as the National Relationships Education Expert Group and the Sports Engagement Advisory Committee have brought together key state and territory stakeholders to learn from each other and coordinate efforts.

Respectful relationships

Our Watch developed the resources and toolkit for schools and delivered the pilot to 19 schools in 2015, reaching 1,700 school staff and 4,000 school students. The Royal Commission into Family Violence’s report recommended that Respectful relationships is introduced across all Victorian Government schools from prep to year 12.

Respectful relationships is being rolled out to over 1,000 leading and partner schools in Victoria across government, Catholic and independent schools. Our Watch is running a pilot of the whole school approach to respectful relationships education with eight primary schools in Victoria and 10 primary schools in Queensland. Through these pilots alone at least 5,000 children and young people and 600 school staff across Australia are engaging in discussions about violence and gender equality.

An independent, impartial voice in primary prevention

Our Watch provides an independent, evidence-based, impartial voice to the public conversation on violence against women and their children. There is a perception that it sits somewhat above sector politics and individual organisational self-interest.

The rigour of the evidence base and substance underlying its messages means that it provides a ‘safe’ organisation with which to associate and brings gravitas to the public conversation. Our Watch’s social media posts and responses to issues have been respectful and measured, which helps to forward the public conversation about violence against women and their children.

Evaluation question: What next steps are recommended to improve and increase the organisation's impact?

There are three main opportunities for Our Watch to consider to increase its future impact on the prevention of violence against women and their children.

1. Business model considerations

1.1 Role clarity

There is a lack of shared understanding of Our Watch's role in primary prevention including its role with respect to other organisations such as ANROWS and White Ribbon. Further, there is a lack of understanding about what a backbone role means in practice and how this conflicts with efforts to build the organisation's public image.

Recommendation 1.1

Our Watch should continue to clarify and communicate with the sector and other stakeholders its role as a backbone organisation in primary prevention, the benefits of that role for the sector and what it means in practice.

Our Watch should embed communication about its role into its products and services and explicit criteria to assess pitching for project funding.

There is also further work to be done to clarify primary prevention versus early intervention. Our Watch could consider its physical footprint and distribution of staff to undertake this role.

1.2 Funding stability

The current funding model of short-term government funding poses challenges for the long-term work that is required of Our Watch. The proportion and level of ongoing base funding is around 38 per cent of Our Watch's overall revenue in 2017-18, with the remainder made up of project funding.

Recommendation 1.2

There is an opportunity for Our Watch to review its funding model and consider ways to align its funding with the roles of a backbone organisation. Our Watch could seek longer-term funding agreements, where possible, as well as consider alternative funding sources, such as:

- Corporate contributions
- Fee-for-service prices
- Philanthropic donations.

2. How Our Watch undertakes its work

2.1 Coordination, consultation and collaboration

There is some duplication and inefficiency in Our Watch's work. Significant resources and practice expertise have been developed over many years, including prior to Our Watch's establishment, that Our Watch could use more effectively.

Recommendation 2.1

Our Watch could aim to improve the coordination, consultation and collaboration with the sector by working with them to clarify roles, identify areas of unique knowledge and expertise, forward plan coordination of activities including consultation and communicate this to the sector and stakeholders.

Our Watch should continue to collaborate with men's services recognising the complexity of working with men and areas of emerging practice.

2.2 External collaboration and partnerships

There is opportunity for Our Watch to further collaborate and partner with external organisations or individuals from a range of sectors to increase its impact.

- **Influencers.** Influencers, such as prominent sports people or people in the arts, already have a platform and audience with whom to connect, influence and inspire change.
- **Corporate sector.** Corporate networks and platforms are a potential way to deliver primary prevention programs and initiatives.
- **Public health sector.** Our Watch could improve linkages between other public health campaigns.
- **Non-news media.** People who develop media content, such as television dramas or educational shows, could help raise awareness.
- **Diverse communities.** Organisations working with and representing diverse communities are potential partners to better tailor existing resources.
- **Other prevention sectors.** The victim survivors/prevention sectors and other social policy sectors are candidates with whom to learn and connect.
- **Government.** Our Watch could strengthen relationships with governments, particularly outside of Victoria and at all levels.
- **Local organisations.** Often local organisations have greater influence to change attitudes, behaviours and norms because they are closer to the community.

Recommendation 2.2

Our Watch should continue to develop its stakeholder engagement strategy, assessing key stakeholders and partnership opportunities across a range of sectors to amplify the impact of its work.

2.3 Promotion and dissemination

- Our Watch can improve the promotion and dissemination of evidence and resources to reach a wider network or more targeted network of communities, practitioners, sectors and partnerships. Technology can be better leveraged to improve promotion, dissemination and searchability of information.

Recommendation 2.3

Our Watch could explore its promotion and dissemination strategy to improve reach and targeting including how technology can facilitate this.

2.4 Advocacy

There was mixed feedback about Our Watch's advocacy, with some stakeholders keen for Our Watch to take a more radical stance on issues. Conversely, other stakeholders were keen for Our Watch to target its advocacy to improve its engagement with more conservative stakeholders.

Recommendation 2.4

Our Watch could consider reviewing its advocacy strategy and approach including with government, stakeholders in other sectors such as corporate, sport, the arts and media and public advocacy.

3. Focus of Our Watch's work going forward

3.1 Accessibility and translation of resources

Our Watch's current evidence and resources, such as *Change the story* and the respectful relationships education toolkit, have been appropriately targeted to the mainstream audience. There is scope now that these resources have been developed to tailor them for different communities or sectors such as:

- Culturally and linguistically diverse communities, including children and young people in these communities
- Media sector
- Early childhood sector
- Diverse faiths.

There is also scope to improve the translation of more theoretical resources into accessible, practice-based resources.

Recommendation 3.1

Our Watch could improve accessibility and tailoring of existing resources targeting different communities and sectors with greatest impact.

3.2 Additional resources

Separate to tailoring existing resources, stakeholders expressed the desire for additional resources that focus on understanding violence in different cohorts or different types of violence. Requests included additional resources on:

- Children's experience of violence as victims in their own right if they are present or aware of violence against their mother/female carer
- Older women recognising that older women are the fastest growing cohort of people experiencing homelessness, often due to violence
- Women with disabilities and intersectional issues of vulnerability, barriers and stereotypes

- Sexual assault outside of intimate partner violence
- Intersectionality.

Recommendation 3.2

Our Watch could consider developing additional resources focusing on different victim survivor cohorts such as older women or women with disabilities and different types of violence such as sexual assault.

3.3 Workforce

While stakeholders recognise that Our Watch cannot individually train the primary prevention workforce, there are other activities that it could undertake to continue to support the workforce's growth and maturity. These include:

- Building communities of practice through regular events and conferences or online platforms
- Building a national pool of training, resources and support
- Building the capacity of the workforce delivering respectful relationships education
- Working with education institutions, including universities to embed quality training on primary prevention in relevant qualifications
- Taking a quality assurance role over primary prevention training.

Recommendation 3.3

Our Watch should take opportunities to build on its backbone role to build the capacity of the primary prevention sector workforce such as building communities of practice, conferences, events and training. Our Watch should consider playing a quality assurance role as the workforce develops.

Endnotes

- ¹ Our Watch (2014). *Five Year Strategic Plan*. Retrieved from https://www.ourwatch.org.au/MediaLibraries/OurWatch/Images/ourwatch_5yrstrategic-plan.pdf.
- ² Our Watch (2015). *Change the story: A shared framework for the primary prevention of violence against women and their children*. Retrieved from <https://www.ourwatch.org.au/what-we-do/national-primary-prevention-framework>.
- ³ Our Watch (2014).
- ⁴ Our Watch (2014).
- ⁵ Hanleybrown, F., Kania, J. & Kramer, M. (2012). *Channeling Change: Making Collective Impact Work*. Stanford Social Innovation Review. Retrieved from https://ssir.org/articles/entry/channeling_change_making_collective_impact_work.
- ⁶ Collaboration for Impact (no date). *Build the backbone infrastructure*. Retrieved from <http://www.collaborationforimpact.com/the-how-to-guide/phase-3-organise-for-impact/build-the-backbone-infrastructure/>.
- ⁷ Sutherland, G., Simons, M., and Blatchford, A. (2017). *Emerging Evidence, Insights and Lessons: News media and the primary prevention of violence against women and their children*. Report prepared for Our Watch. Melbourne: University of Melbourne. Retrieved from www.ourwatch.org.au/getmedia/0c1126a1-4a75-4271-8fc4-81862ed20a86/Emerging-evidence-guide-media.pdf.aspx.
- ⁸ Kearney, S. (2017). *Our Watch, Our Impact Appendix 1: Preventing Violence Against Women- Stakeholder Survey 2017*.

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