



BUILDING A  
**Respectful  
Community**

# **EVALUATION REPORT**

2017–19

# ACKNOWLEDGEMENTS

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*The Building a Respectful Community Evaluation Report 2017–19* has been a collective effort that draws on contributions from organisations across the Building a Respectful Community (BRC) Partnership. First and foremost, we recognise and thank the evaluator, Melissa Collins, Project Coordinator at Inner North West Primary Care Partnership (INW PCP), for her tireless work building the online data collection platform, collecting and analysing the data, and writing this report. We also thank Monique Bouma and Sandra Morris at Women's Health In the North (WHIN) for leading the evaluation project over 2018–19, WLK Consulting, for facilitating the development of the *BRC Evaluation Plan 2017–19*, Trezona Consulting Group for final revisions and edits, and Gemma Wilson for graphic design.

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Women's Health In the North acknowledges the support of the Victorian Government.



Women's Health In the North and the Building a Respectful Community Partnership acknowledges Victorian Aboriginal people as the Traditional Owners of the land on which we provide our services. We pay our respects to their Elders past and present and recognise the ongoing living culture of all Aboriginal people. We express commitment to Aboriginal self-determination and our hope for reconciliation and justice.

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## ACRONYMS

<b>BRC</b>	Building a Respectful Community
<b>CoP</b>	Community of Practice
<b>CPPP</b>	Community Partnerships for Primary Prevention
<b>GE</b>	Gender Equity
<b>INW PCP</b>	Inner North West Primary Care Partnership
<b>INCEPT</b>	Name given to an evaluation project lead by INW PCP
<b>NMR</b>	Northern metropolitan region of Melbourne
<b>OPWE</b>	Office for Prevention and Women's Equality
<b>PVAW</b>	Prevention of violence against women
<b>WGEA</b>	Workplace Gender Equality Agency
<b>WHIN</b>	Women's Health In the North

# EXECUTIVE SUMMARY

## THE BUILDING A RESPECTFUL COMMUNITY REGIONAL PARTNERSHIP

*Building a Respectful Community Strategy 2017–2021* (the BRC Strategy) is the regional strategy for preventing violence against women across the northern metropolitan region (NMR) of Melbourne. The NMR includes the municipalities of Banyule, Darebin, Hume, Moreland, Nillumbik, Whittlesea and Yarra (seven local government areas).

The BRC Strategy works towards a gender equitable and non-violent community where women and girls are valued, respected and safe. It draws on current national and Victorian frameworks and strategies to apply an evidence-based, intersectional and regional approach to the primary prevention of violence against women for the NMR of Melbourne.

The BRC Strategy was developed by the Building a Respectful Community (BRC) Partnership, a voluntary alliance of 26 organisations that are committed to working together to prevent violence against women. Women's Health In the North (WHIN) leads and coordinates the BRC Partnership and the implementation and evaluation of the *Building a Respectful Community Strategy 2017–2021*. All partner organisations have made a commitment to taking action across all five goal-areas of the BRC Strategy, and to evaluating this action.

### About this Evaluation

This mid-strategy evaluation reports on the first two years of implementation of the BRC Strategy and will inform future directions and actions for the next two years. This evaluation was informed by the BRC Evaluation Plan 2017–19, which was developed by the BRC Evaluation Working Group, in consultation with all BRC partners. Inner North West Primary Care Partnership (INW PCP) conducted the data collection and analysis. A participatory evaluation

approach was used to co-develop and define indicators for measuring the mutually-reinforcing activities of the BRC Partnership and their impact.

The BRC Evaluation Plan 2017–19 consists of 31 process indicators of success (20 overarching targets and 11 sub-targets) and 13 impact indicators of success (11 overarching targets and 2 sub-targets) across the following domains:

1. Advocacy (policy arena)
2. BRC Partnership Work
3. BRC Capacity Building Work
4. Organisational Development Work (BRC partners)
5. Community Capacity Building Work (BRC partners)
6. Social Marketing for Awareness Raising
7. Evidence Building.

As stated in the BRC Evaluation Plan 2017–19, the purpose of this evaluation is to:

- Determine the achievements of the first two annual action plans of the *Building a Respectful Community Strategy 2017–2021* (processes and impacts);
- Capture the lessons learned from implementing the action plans to inform practice improvement and strengthen evidence building; and
- Draw conclusions about the value of the prevention of violence against women work being undertaken across the region.

### Key Findings

There was a high level of engagement by partners in the evaluation, with 23 partner organisations plus WHIN (100% of active partners) responding to the online survey, 11 participants in the organisational development focus group, seven participants in the community capacity building focus group and four participants in the BRC partnership work focus group.





**“The most important thing is caring for and respect one another.”** *By Chris.*

SOURCE: Northern Centre Against Sexual Assault, Austin Health



Across the seven domains of the evaluation, the key findings were:

- The BRC partners collectively met or exceeded 71 per cent of the process targets and 53 per cent of the impact targets. Targets that were not met tended to be those set at a high achievement level (e.g. 100%), and those for which insufficient data was available.
- The large majority (70%) of active partners are highly engaged in the partnership (regularly attended partnership meetings, engaged in both capacity building and leadership activities, and participated in the evaluation).
- WHIN delivered two leadership events and 24 workforce capacity building activities for BRC over two years, including 15 training sessions/ workshops, two forums and seven community of practice sessions.
- Across all capacity building activities delivered by WHIN, 93 per cent of participants reported an increased capacity to take action on gender equity and the prevention of violence against women.
- WHIN's advocacy work at a regional and organisational senior management level has been a central mechanism for keeping gender equity work on the agenda of partner organisations, and the *BRC Strategy* has supported whole-of-organisation approaches to gender equity and prevention of violence against women planning.
- Partners implementing an organisational gender equity strategy (13) all reported examples of meaningful changes to their organisational procedures and/or policies. The involvement of senior leaders and managers and their endorsement of the *BRC Strategy* were considered key mechanisms for embedding gender equity and preventing violence against women work into operational structures.

- A large and diverse amount of community-based work is being implemented across the region, with partners reporting on 14 community strengthening or mobilisation projects and 10 women's leadership or capacity building projects.

*All community-based prevention work aligned to Change the Story national framework.*

- Ten partners reported examples of how community projects had improved the awareness and knowledge of community members about the gendered drivers of violence, and increased the number of community activists for gender equity and the prevention of violence against women.
- Eight partners had funded community grants to a total of 141 community projects working on prevention of violence against women or women's leadership across the region.
- Eleven partners supported schools to implement a whole-of-school approach to respectful relationships education.

## Discussion

This mid-strategy evaluation has highlighted that the BRC Partnership has undertaken a broad and diverse range of mutually reinforcing activities between 2017–2019, having set ambitious targets for their activity across the northern region.

The findings demonstrate that WHIN is recognised as an important advocacy organisation at a regional level, and has a key role in amplifying local level prevention work as well as keeping conversations about gender equity and the prevention of violence against women alive across the northern region.

WHIN's work as a feminist organisation is highly valued and recognised by both the BRC Partnership and by the Victorian Government, as a central platform for driving prevention of violence work.

BRC partners highly value being part of a collaborative approach. They reported that the BRC Partnership enables them to understand the collective effort across the northern region, and to take part in collective advocacy. Partners reported that working in partnership with WHIN provided a 'value add' and extended the reach of their work. They also noted the value of the support provided by WHIN to undertake collective evaluation, and appreciated the opportunity to contribute to regional evaluation activities.

The evaluation identified opportunities to strengthen the BRC Partnership to better support those partners working more broadly on family violence prevention across diverse workplaces, settings, population groups and community contexts. For example, some BRC partners noted that a focus on gendered violence does not take account of the complexities of working with diverse communities across the spectrum of family violence, and in particular that heteronormative language regarding gendered violence creates challenges for working effectively with sexually diverse, gender diverse and non-binary people. As such, they suggested that WHIN's role could be expanded to include a focus on family violence more broadly, drawing on the evidence base to lead new, innovative streams of prevention work for the BRC partnership, potentially leading to greater benefits for women most in need. WHIN has acknowledged the importance of this work.

This evaluation has demonstrated the sustained and ongoing commitment from WHIN and BRC partners, and also highlighted the many ways in which BRC partners are making a positive impact with their prevention of violence and gender equity work in both organisational and community

contexts. It has reaffirmed that across the BRC Partnership, organisations have started to embed gender equity into their organisational development work, which has led to tangible structural, policy and employment conditions changes within those organisations. Importantly, the evaluation has also highlighted a range of inspirational community stories at a local level that really bring to life the significance of the prevention work of the BRC Partnership.

In conclusion, this evaluation has emphasised the value of the BRC Partnership and WHIN's role, and the importance of continued investment in collective action for the prevention of family violence and all forms of violence against women.

**“This is critical work – the kind that will foster the real change we need to see in our communities. It is work that will make a real and tangible difference to the lives of women in Melbourne’s North.”**

*Minister for Women and Minister for the Prevention of Family Violence, Gabrielle Williams MP*

## Recommendations

A total of 43 recommendations are proposed for strengthening the implementation of the *Building a Respectful Community Strategy 2017–2021* over the next two years. These recommendations were developed by the evaluator in consultation with Women's Health In the North and the BRC Partnership. The recommendations are categorised according to the seven domains of the evaluation, and divided into those to be implemented by WHIN, and those to be implemented by BRC partners. These recommendations will be incorporated into WHIN's work plans and future BRC Action Plans and will inform decision-making about the future directions of the work.



“The findings demonstrate that WHIN is recognised as an important advocacy organisation at a regional level, and has a key role in amplifying local level prevention work as well as keeping conversations about gender equity and the prevention of violence against women alive across the northern region.”

# I. BACKGROUND AND CONTEXT

## I.1 THE BRC PARTNERSHIP

*Building a Respectful Community Strategy 2017–2021* is the regional strategy for preventing violence against women across the NMR of Melbourne. The NMR includes the municipalities of Banyule, Darebin, Hume, Moreland, Nillumbik, Whittlesea and Yarra.

The *Building a Respectful Community Strategy 2017–2021* works towards a gender equitable and non-violent community where women and girls are valued, respected and safe. It draws on current national and Victorian frameworks and strategies to apply an evidence-based, intersectional and regional approach to the primary prevention of violence against women for the NMR of Melbourne.

The *BRC Strategy* was developed by the BRC Partnership, an alliance of 26 organisations that are committed to working together to prevent violence against women. WHIN leads and coordinates the BRC Partnership and the implementation and evaluation of the *Building a Respectful Community Strategy 2017–2021*. All partner organisations have made a commitment to taking action across all five goal-areas of the BRC Strategy, and to evaluating this action.

The BRC Partnership is a voluntary partnership in which partner organisations contribute to the northern region's collective impact through projects and actions that are funded under their own programs of work. WHIN provides the backbone support, including leadership, governance and coordination through its integrated health promotion-funded role.

Annual BRC Action Plans are developed to guide the implementation of the *Building a Respectful Community Strategy 2017–2021*, and specify the actions that each partner organisation has chosen to focus on for that financial year. The *BRC Evaluation Plan 2017–19* was developed based on the content of the 2017–18 and 2018–19 BRC Action Plans.

Further information on the BRC Partnership, the *Building a Respectful Community Strategy 2017–2021*, and the annual action plans can be found at [www.whin.org.au/brc](http://www.whin.org.au/brc).

## BRC Partners

- Women's Health In the North (lead)
- Banyule City Council
- Darebin City Council
- Hume City Council
- Moreland City Council
- Nillumbik Shire Council
- City of Whittlesea
- City of Yarra
- Banyule Community Health
- cohealth
- Your Community Health
- healthAbility
- Merri Health
- DPV Health (formerly Dianella Health and Plenty Valley Community Health)
- North Richmond Community Health
- Sunbury Community Health
- Whittlesea Community Connections
- Banksia Gardens Community Services
- Good Samaritan Inn (inactive)
- Northern Centre Against Sexual Assault (Austin Health)
- Hume Whittlesea Primary Care Partnership
- Inner North West Primary Care Partnership (evaluation partner)
- North East Healthy Communities
- Eastern Melbourne PHN (inactive)
- La Trobe University
- Neighbourhood Justice Centre

*Note: At June 2019 there were 26 BRC Partners, however two partners are considered 'inactive' as they have not participated in BRC activities since the BRC Strategy launch but have not formally withdrawn from the partnership. For the purposes of assessing targets in this report, percentages were calculated based on 24 'active' partners.*



## Women's Health in the North

WHIN is the regional women's health service for the NMR of Melbourne. WHIN's mission is to eliminate inequities and improve outcomes in women's health, safety and wellbeing. In each region across Victoria, women's health services provide a leadership and coordination role for a regional approach to the primary prevention of violence against women. WHIN has worked to address violence against women since its formation in 1991, and has had a strategic focus on primary prevention since 2007, launching the first regional preventing violence against women strategy for the NMR in 2011.

WHIN provides the backbone support for the BRC Partnership. This role includes: leading the development of the *Building a Respectful Community Strategy 2017–2021*; convening and resourcing the NMR Preventing Violence Against Women Committee and the BRC Steering Group; leading the development of the *BRC Evaluation Plan 2017-19* and *BRC Program Logic*; collating the annual action plans; providing advice, expertise and support to partners; delivering capacity building activities and leadership events; advocating to the Victorian Government on behalf of the partnership; and maintaining links with the response sector.

## The Inner North West Primary Care Partnership

The Inner North West Primary Care Partnership (INW PCP) brings together 45 organisations operating in the Inner North West region of metropolitan Melbourne with the aim of building a stronger, more integrated service system through a collective impact approach. INW PCP has been a partner in the regional preventing violence against women work since the launch of the first regional strategy for the NMR in 2011,



and has developed expertise in the evaluation of primary prevention work through its lead role on the Inner North West Collaborative Evaluation Project (INCEPT).

INW PCP has provided considerable support for the BRC Evaluation over the last two years, including by participating in the BRC Evaluation Working Group, BRC Steering Group and NMR PVAW Committee meetings; providing evaluation capacity building activities for the BRC Partnership; identifying a flexible and secure online platform for shared data collection; designing a bespoke online platform for the BRC Partnership using Qualtrics; developing conceptual designs for a shared measurement system; and conducting BRC evaluation activities, including focus groups, data analysis and preparing this report.



**“International and national research concludes that to prevent violence against women before it occurs we must take action to address gender inequality.”** SOURCE: (Our Watch, VicHealth and ANROWS, 2015; UN Women, 2015)

## 1.2 PRIMARY PREVENTION OF VIOLENCE AGAINST WOMEN

Violence against women is a prevalent and serious human rights abuse that causes significant harm to individuals, families, communities and society. It is defined as ‘any act of gender based violence that causes or could cause physical, sexual or psychological harm or suffering to women, including threats of harm or coercion, in public or private life’ (Council of Australian Governments, 2011; United Nations General Assembly, 1993). Intimate partner violence causes more illness, disability and death than any other risk factor for women aged 25 to 44 years of age (AIHW, 2018).

Primary prevention refers to changing environmental and social conditions to prevent a health issue before it occurs. International and national research concludes that to prevent violence against women before it occurs we must take action to address gender inequality (Our Watch, VicHealth and ANROWS, 2015; UN Women, 2015). *Change the Story: A framework for the primary prevention of violence against women in Australia* identifies four particular expressions of gender inequality that cause violence against women, known as the ‘gendered drivers’. It also identifies essential actions, settings and approaches. In addition to this evidence base, a number of papers have highlighted significant gaps in data that limit a nuanced understanding of the effect of family violence on specific at risk groups, including LGBTIQ+ communities and Aboriginal and Torres Strait Islander communities (Our Watch, 2017b; Our Watch 2018; AIHW 2018).

This violence is often associated with larger societal discriminatory norms, practices and attitudes including racism, ableism, ageism, sexism, and gender inequality (Our Watch, 2017b). The interconnected nature of these overlapping social and political systems of discrimination and disadvantage are referred to as *intersectionality*, or *intersectional feminism*.

In addition to *Change the Story*, the regional approach to the primary prevention of violence against women is guided by two key Victorian Government strategies: *Free From Violence: Victoria’s strategy to prevent family violence and all forms of violence against women* (2017), and *Safe and Strong: A Victorian gender equality strategy* (2016).

This report uses the terms ‘prevention of violence against women practitioners’ and ‘prevention of violence against women contributors’ throughout this report, as the preferred terms of the Victorian Government in the *Preventing Family Violence & Violence Against Women Capability Framework* (State of Victoria, 2017b). ‘Practitioner’ refers to professionals who specialise in designing, implementing and monitoring actions to prevent violence against women. ‘Contributor’ refers to those who are located within specific sectors or disciplines where participation in prevention of violence against women practice may be a part of their role, but is not their primary focus.

## 2. EVALUATION APPROACH

This evaluation report should be read in conjunction with the *Building a Respectful Community Strategy 2017–21*, the *BRC Evaluation Plan 2017–19*, the current *BRC Action Plan 2018–19* and the *BRC Program Logic 2017–19* (See Appendix I), which outline the planned activities, expected outputs and desired changes as a result of implementing the *BRC Strategy* over time.

The *BRC Evaluation Plan 2017–19* was developed by the BRC Evaluation Working Group, in consultation with all BRC partners, to operationalise the *BRC Program Logic* and identify process and impact indicators. A participatory evaluation approach was utilised to co-develop and define indicators of success for measuring the mutually reinforcing activities of the BRC Partnership and their impact.

The BRC Evaluation Working Group made a strategic decision to focus the *impact* evaluation on three components of the action plan: i) the BRC capacity building work; ii) the organisational development work of partners; and iii) the community capacity building work of partners.

The *BRC Evaluation Plan 2017–19* was developed within a broader context of an increased focus by the Victorian Government on improving measurement of prevention of violence against women work and building the evidence base. The *BRC Program Logic* has a clear line of sight to the *Free From Violence Outcomes Framework* (State of Victoria, 2017a) and *Ending Family Violence: Victoria's Plan for Change Outcomes Framework* (State of Victoria, 2016).

### 2.1 EVALUATION PURPOSE

This mid-strategy evaluation reports on the first two years of implementation of the *BRC Strategy* and will inform future directions and actions for the next two years.

As stated in the *BRC Evaluation Plan 2017–19*, the evaluation's purpose is to:

- Determine the achievements of the first two action plans of the *Building a Respectful Community Strategy 2017–2021* (processes and impacts);
- Capture the lessons learned from implementing the action plans to inform practice improvements and strengthen evidence building; and
- Draw conclusions about the value of the prevention of violence against women work being undertaken across the region.

## 2.2 EVALUATION FRAMEWORKS AND THEORIES

Three key evaluation frameworks and theories underpin the approach to this evaluation: collective impact, feminist evaluation, and participatory evaluation.

### Collective Impact Framework

Collective Impact is a collaboration framework that engages stakeholders across sectors and groups that share an interest in addressing complex social issues (Kania & Kramer, 2011). The concept of collective impact hinges on the notion that in order for organisations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around a clearly defined goal. There are five conditions for collective impact success, which are outlined in Table 1, below.

**Table 1: Five Conditions of Collective Impact**

THE FIVE CONDITIONS OF COLLECTIVE IMPACT	
<b>COMMON AGENDA</b>	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
<b>SHARED MEASUREMENT</b>	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
<b>MUTUALLY REINFORCING ACTIVITIES</b>	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
<b>CONTINUOUS COMMUNICATION</b>	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
<b>BACKBONE SUPPORT</b>	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

(Source: Kania & Kramer, 2013)

The collective impact framework is still evolving to address limitations in practice and definitions. Early adopters of the model have proposed ways to improve or define the collective impact framework (Cabaj & Weaver, 2016) to better suit a community based movement building approach. These improvements focus on community engagement and creating 'containers for change' rather than reliance on a single backbone organisation.



**Figure 1:**  
**Overlap with other  
evaluation approaches**

(Source: Podems & Negroustoueva, 2016)

## Feminist Evaluation

Feminist evaluation is based on feminist research and grounded in feminist theory. Feminist evaluation acknowledges that evaluation is political, and is particularly well suited to understanding inequalities and utilising findings to advocate for social change (Podems & Negroustouva, 2016).

Feminist evaluation theorists often list six basic tenets as the fundamental elements of feminist evaluation:

1. Feminist evaluation has a central focus on the gender inequities that lead to social injustice.
2. Discrimination or inequality based on gender is systemic and structural.
3. Evaluation is a political activity – the contexts in which evaluation operates are politicised, and the personal experiences, perspectives and characteristics evaluators bring to evaluations lead to a particular political stance.

4. Knowledge is a powerful resource that serves an explicit or implicit purpose.
5. Knowledge should be a resource of, and for the people who create, hold and share it. Consequently, the evaluation or research process can lead to negative or positive effects for the people involved. Knowledge and values are culturally, socially and temporally contingent. Knowledge is also filtered through the 'knower'.
6. There are multiple ways of knowing; some ways are privileged over others (Brisolara, Seigart & SenGupta, 2014).

Feminist evaluation draws upon, and overlaps with, other evaluation and research approaches (see Figure 1, above).

WHIN is a feminist organisation, committed to feminist practice which includes inclusive, participatory and reflective processes, including evaluation processes.



## Participatory Evaluation

Participatory evaluation is an approach that involves stakeholders of a programme in its evaluation, which can occur at various stages of the evaluation process. The process of participatory evaluation involves stakeholders deciding together how progress should be measured and how results should be acted upon, which facilitates shared learning and focuses on utilisation of the insights gained through the process (Rabinowitz, 2018). Participatory evaluation also empowers and engages stakeholders by giving them the chance to be equal partners in determining the direction of the evaluation focus.

In 2017, WHIN engaged an independent consultant to facilitate a co-design process with the BRC partners to determine the measurement domains for the BRC Partnership work. The evaluation criteria and data collection methods were mapped in a participatory way, which enabled the identification of monitoring indicators relevant for the broad range of BRC Partners. The BRC partners have collectively supported the development and implementation of this evaluation, contributed data through their participation in consultation and data collection activities.

## 2.3 EVALUATION METHODS

This is a mixed methods evaluation that has focused on implemented activities of WHIN and the BRC partners over a two year time frame. Process and impact indicators were shaped to align with the annual BRC action plans and were self-reported by BRC partners annually. Validation techniques were used including member checking and triangulation of data sources to cross check responses. All references to identifying information that might allow

someone to guess individual or organisational identity were removed from quotes and final aggregate data. A force-field analysis was used to provide a framework for looking at factors that are helping or attenuating movement toward a shared goal and has been used in various change management approaches (Burnes & Cooke, 2012).

The *BRC Evaluation Plan 2017–19* consists of 31 process *indicators of success* (20 overarching targets and 11 sub-targets) and 13 impact *indicators of success* (11 overarching targets and 2 sub-targets) across the following seven domains:

1. Advocacy (policy arena)
2. BRC Partnership Work
3. BRC Capacity Building Work
4. Organisational Development Work (BRC partners)
5. Community Capacity Building Work (BRC partners)
6. Social Marketing for Awareness Raising
7. Evidence Building

The evaluation included process indicators under all seven domains, and included impact indicators for three domains: BRC capacity building work, organisational development, and community capacity building.

## Participants

All 26 BRC partners were invited to participate, however two partners have been inactive since 2018. The other 24 partners (including WHIN) all participated in the evaluation via the online survey (n=23) and/or contributed to focus group discussion. For the online survey, each organisation was invited to submit one entry, with prevention of violence against women

There was a high level of engagement  
by partners in the evaluation



## PARTNER ORGANISATIONS

plus WHIN 100% of active partners

practitioners/contributors at each BRC partner organisation contributing the data on behalf of their organisation. Additionally, 11 participants attended an organisational development focus group, seven participants attended a community capacity building focus group, and four participants attended a focus group on the BRC partnership work. Focus group participants included representatives from local government, community health, tertiary sector and community organisations.

### Ethics and consent

While a formal ethics process was not undertaken, an Information Statement outlining participant consent was provided to ensure benefits and risks of the evaluation were clearly articulated. Data was managed in accordance with the Privacy Act 1988 and the data collection platform is compliant with Australian data protection and storage laws.

Additionally, INW PCP followed the Department of Health and Human Services [Project Specific Guidelines](#) and managing dual relationships in a manner that protects the integrity and interests of the evaluation participants.

### Data collection

Each partner reported against the *BRC Action Plan* annually and completed survey questions in relation to the BRC Evaluation Plan and a partnership survey. Focus groups were conducted to collect qualitative data on organisational development, community capacity building and the role of the

steering committee. Participants were prevention of violence against women practitioners/contributors who shared their observations of their organisations' prevention of violence against women work in the organisational development and community capacity building domains. Data collection included:

- Document review of records, notes and minutes
- Training participant feedback sheets with specific ratings statements
- Survey of partners (via Qualtrics online platform)
- 1 x focus group for BRC partners on their own organisational development work
- 1 x focus group for BRC partners on their work on community mobilisation projects
- 1 x focus group with the BRC Steering Group on the regional partnership approach

### Data analysis

Data analysis included statistical and descriptive analysis of Qualtrics data, thematic coding of focus group content and tabulating reported results against the indicators of the co-designed *BRC evaluation plan*. The evaluation integrated qualitative data themes into a force-field analysis to display BRC partner reported driving and restraining forces at a systems, regional and local level.

Results of both the process indicators and impact indicators were tabulated and are appended (see Appendix 2 and Appendix 3).

## 2.4 THE COMPLEXITIES OF COLLECTIVE EVALUATION IN PREVENTION OF VIOLENCE AGAINST WOMEN

The complexities of evaluating and monitoring prevention of violence against women work are well established (Our Watch, 2017a; Elsberg et al, 2015; Batliwala & Pittman, 2010). These challenges are further complicated by the emergent nature of the collective impact movement (Kania & Kramer, 2013), the time it takes to create quantifiable change in prevention work, the variation in definitions and types of data collected, and lack of mechanisms available to support data collection. Nationally, Australia does not yet have a consistent and comprehensive approach to the measurement of population-level change against the broader drivers and reinforcing factors of violence against women (Our Watch, 2017a).

The evaluation of intersectional practices and approaches in primary prevention of violence against women interventions is also challenging due to emerging theory, limited evidence base and the subsequent lack of a sensitive indicators and tools to measure change (Our Watch, 2017a). The challenges involved in operationalising intersecting factors when initiating and developing research projects has been acknowledged by intersectionality (Hankivsky et al, 2010).

This evaluation took these complexities into consideration and the BRC Evaluation Working Group made a considered decision to build a practical evaluation plan that would provide learnings relevant to the BRC Partnership's work. WHIN and the BRC partners were able to draw on their environment of trust and learning to undertake new regional evaluation processes, despite the challenges posed by this project.



**“This evaluation has emphasised the ... importance of continued investment in collective action for the prevention of family violence against all forms of violence against women”**

## 3. EVALUATION FINDINGS

There was a high level of engagement by partners in the evaluation, with 23 partner organisations plus WHIN (100% of active partners) responding to the online survey, 11 participants attending the organisational development focus group and 7 participants attending the community capacity building focus group.

The findings are presented according to the seven domains of the *BRC Evaluation Plan 2017-19* and *BRC Program Logic*. Detailed tables showing results for each indicator can be found in appendices 2 and 3.

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**BELOW: WHIN CEO, Helen Riseborough, with Victorian Equal Opportunity and Human Rights Commissioner, Kristen Hilton, and Merri Health CEO, Nigel Fidgeon, at the BRC Executive Breakfast in 2019.**

### 3.1 ADVOCACY (POLICY ARENA)

A quantitative assessment of the advocacy activities that were implemented between 2017 and 2019 was undertaken to measure the reach of WHIN's role in advocating for gender equity and prevention of violence against women in the northern region on behalf of the BRC Partnership.

WHIN submitted 10 strategic communications specific to the BRC partnership activity, meeting the target for this action. Strategic communications were also enacted within a coordinated and whole-of-organisation approach. In addition to specific BRC advocacy, the Chief Executive Officer (CEO) of WHIN engaged in eight individual meetings with Members of the Victorian Parliament and election candidates to advocate for a continued focus on the prevention of violence against women, as well as to promote the work of the BRC Partnership and WHIN more broadly.



#### Highlights of WHIN's advocacy work included:

1. Minister for Women and Minister for the Prevention of Family Violence, Gabrielle Williams MP, delivered the keynote address at the 'BRC Executives Breakfast' 2019.
2. Parliamentary Secretary for Human Services, Sharon Knight MP, officially launched the BRC Strategy in 2017.
3. Office for Prevention and Women's Equality Interim CEO, Marion Frere, attended a NMR PVAW Committee Meeting in 2017.
4. Ongoing advocacy to the Office for Prevention and Women's Equality to ensure government updates were provided to the NMR PVAW Committee.
5. Respect Victoria Director of Strategy and Operations, Amy Prendergast, attended an NMR PVAW Committee meeting in 2019.
6. WHIN attended three consultations about the Victorian Government Gender Equality Bill and advocated for the work of the BRC Partnership.
7. WHIN wrote a submission to the Victorian Government's Gender Equality Bill consultation, including consultation and coordination of input from the BRC Partnership.
8. WHIN held a 'Northern Metropolitan Candidates Forum' in the lead up to the 2018 Victorian Government election, in which local candidates were invited to speak about their commitments to preventing violence against women
9. WHIN met with Department of Health and Human Services (DHHS) Hume Moreland staff to provide an overview of the BRC Strategy and Partnership.
10. WHIN met with DHHS North East Melbourne Area staff to provide an overview of the BRC Strategy and Partnership.

While the impact of advocacy activities was not assessed as part of this evaluation, the level of engagement by Victorian Government representatives provide an indication that WHIN's advocacy action is likely to have impacted to some extent on an 'Increased recognition by the Victorian Government of the BRC Partnership as the pre-eminent structure for primary prevention in Melbourne's north', one of the BRC Partnership's intended medium term impacts.





“  
At the ‘BRC Executive Breakfast’, Minister for Women and Minister for the Prevention of Family Violence, Gabrielle Williams MP, publicly praised the work of the BRC Partnership, recognising that: ‘This is critical work – the kind that will foster the real change we need to see in our communities. It is work that will make a real and tangible difference to the lives of women in Melbourne’s North.’

Additionally, there has been increased recognition by the Victorian Government of the role of women’s health service’s (WHS) in leading regional prevention partnerships across the state, as demonstrated by the provision of additional funding for WHS’s to deliver workforce capacity building activities for their regional partnerships in 2018-19 and 2019-20.

Discussions at the organisational development focus group revealed that the advocacy work of WHIN at a senior leadership and management level has been instrumental in enabling change for a number of organisations within the BRC partnership, and resulted in a shift in conversations from family violence to gender equity. Participants noted multiple times that WHIN’s advocacy and leadership in the prevention of violence against women and gender equity supported the efforts of prevention of violence against women practitioners to progress work within their organisations, particularly when the CEO of WHIN met with senior management in their organisations.

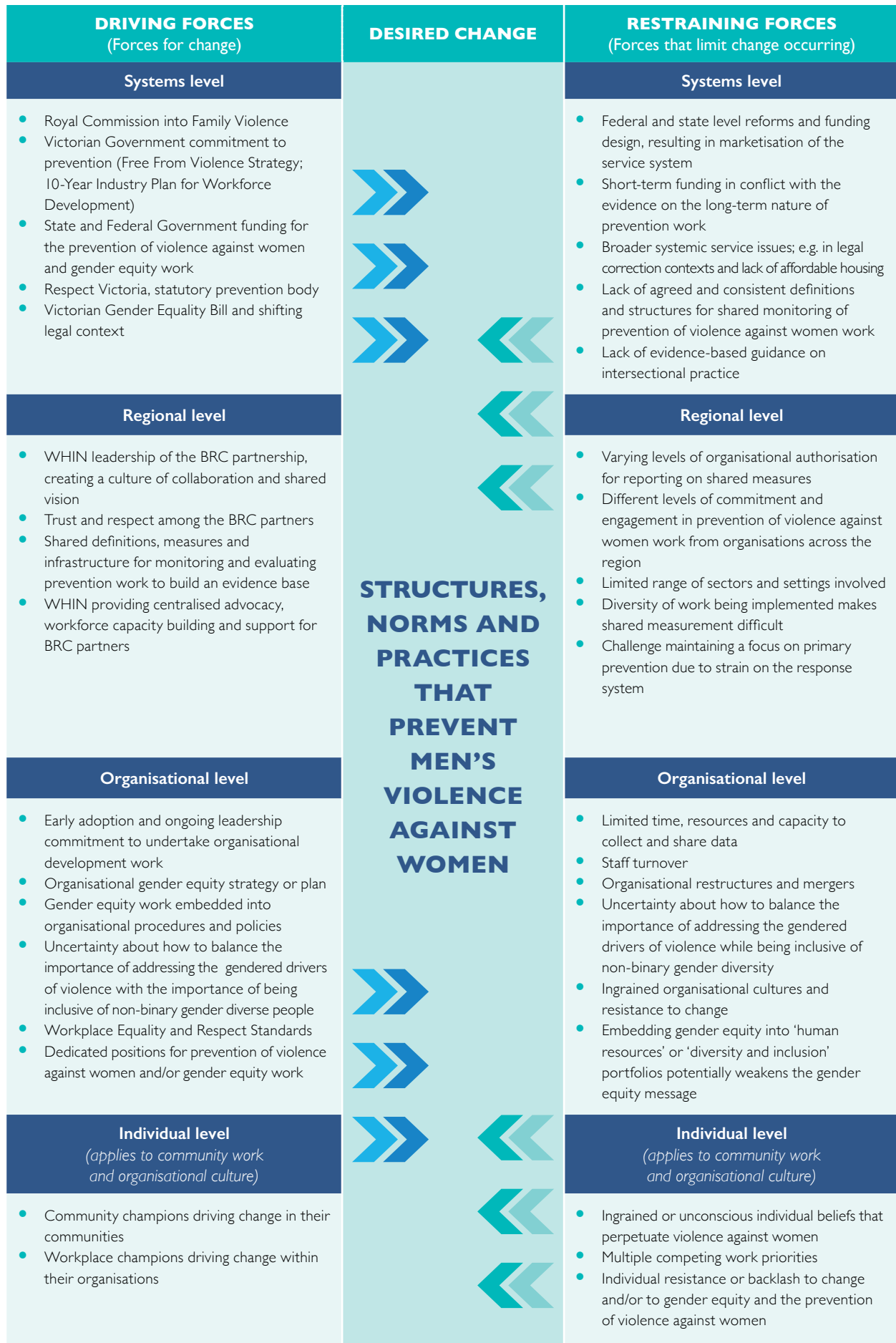
While WHIN’s advocacy has been a central mechanism for driving change in some organisations, it was not consistently reported by all participants, with some BRC partners expressing a need for increased connection and communication between WHIN (or the BRC Partnership) and their senior leaders.

*‘In the last two years the shift for us has been the conversation from just talking about violence against women to now talking about gender equality. That hasn’t happened in the 10 years that I’ve been there. And there has been great support from leadership with this shift, and I think that’s in part because of the work that WHIN does and the conversations that WHIN has with all levels of management in all organisations. So that’s made it really easy for me to shift the focus of our work, I haven’t had to advocate strongly for this it has just been really easy to have those conversations.’*

### 3.2 BRC PARTNERSHIP WORK

Participants in both the online survey and focus group discussions reported a number of common themes regarding the facilitating factors (forces for change) and challenges (restraining factors) to undertaking collective work in the prevention of violence against women. These overarching forces operate at systems, regional, organisational and individual levels, as outlined in the force-field analysis presented in Figure 2, overleaf.

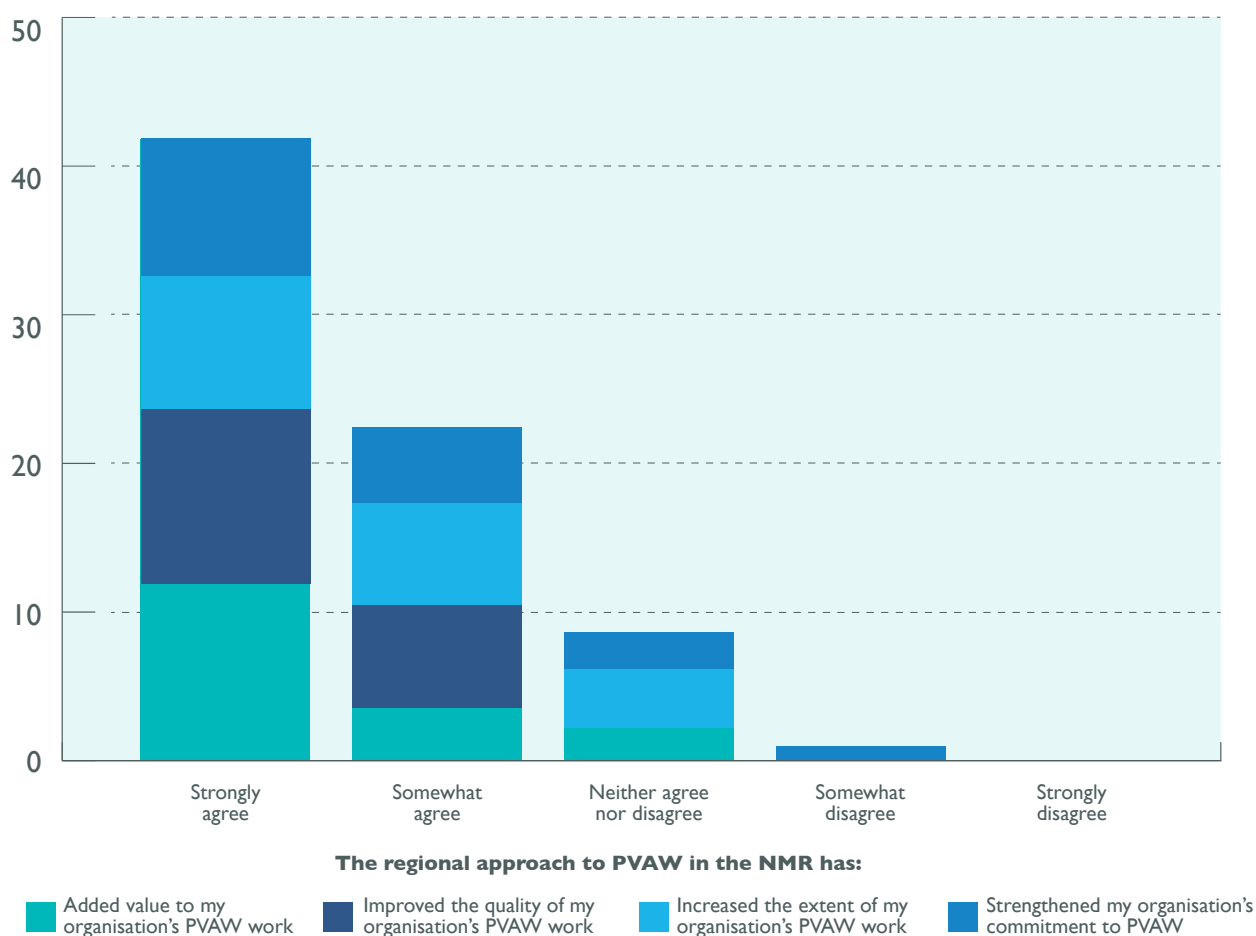
**Figure 2: Force-field analysis of regional prevention of violence against women work**



The BRC regional approach has improved the coordination of, and amplified the collective effort of partners implementing prevention of violence against women and gender equity work across the northern region. There was a high level of agreement by participants that WHIN's leadership and the development of the *BRC Strategy* has been invaluable in improving the quality and extent of their work, and or strengthened their organisation's commitment to prevention of violence against women (see Figure 3, below).

Of the 18 respondents to this question, 100 per cent agreed or strongly agreed that 'the regional approach to PVAW in the NMR has improved the quality of my organisation's PVAW work'. A high proportion of partners also reported the regional approach had 'added value' to (94%) and 'increased the extent' of their organisation's work (78%), while 83 per cent said it had increased their organisation's commitment.

**Figure 3: Extent of agreement that the BRC regional approach has improved the quality, extent and commitment to prevention of violence against women work in their organisations.**



*'And I just wanted to reiterate ... that the way that the commitments to the BRC, the way that we did that commitment has changed and I think that's made a difference to organisational commitments. So in the past it was just our team ticking, 'Yep, we're doing this, this and this ... we didn't do a wide consultation and we've strengthened that. So this year we made sure it got out to all the teams and went up to the director who sat down to the managers to say what are all the teams doing? And tick it off and then what can we commit to? So it's still sort of sits in my portfolio, but it's had much higher content... I guess the key message there is the absolute benefit of having the BRC framework.... it's been very helpful.'*

In addition, the *BRC Strategy and BRC Annual Action Plans* have facilitated whole-of-organisation discussions on prevention of violence against women and gender equity work, as well as created alignment of activities across the northern region by providing a defined suite of options for taking action on gender equity and the prevention of violence against women.

During the course of the evaluation period, changes occurred to the composition of the BRC Partnership. At the time the *BRC Strategy* was launched, there were 26 partners (including WHIN), but since that time two partners merged (Dianella and Plenty Valley Community Health) and a new partner joined (Neighbourhood Justice Centre). However, two organisations that initially committed to the BRC Partnership have not engaged in activities since the *BRC Strategy* launch and therefore considered 'inactive partners'. In addition, seven organisations joined the NMR PVAW Committee as associate members (and attended at least one meeting). These were; Relationships Australia Victoria, Brotherhood of St Laurence, The Salvation Army, Department of Education and Training, Arabic Welfare Inc., Carlton Football Club and Legal Aid Victoria.

## WHIN's Partnership Activity

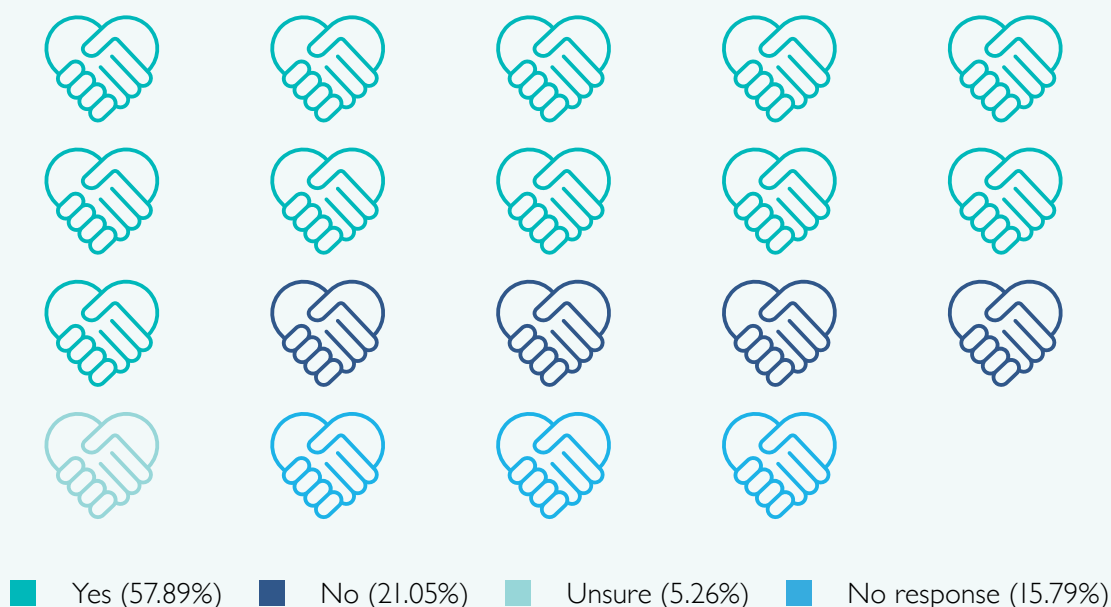
WHIN exceeded or met 88 per cent (7 of 8) of the planned 'BRC partnership work' process indicators over the two-year evaluation period. WHIN convened nine NMR PVAW Committee meetings (eight quarterly meetings and one planning session) with an average attendance rate of 79 per cent (of active members). Over that time, 67 per cent of active partners were represented at a minimum of three meetings in 2017-18 and 58 per cent of active partners were represented at a minimum of three meetings in 2018-19. A total of 164 people attended NMR PVAW Committee meetings during 2017-19 (not including WHIN).

Two working groups were also established to guide and progress the partnership work: the BRC Steering Group and the BRC Evaluation Working Group. These working groups were representative of the overall composition of the BRC Partnership, and met all governance structures and requirements set out in the Terms of Reference of the BRC Partnership.

Over 2017–19, WHIN convened two strategic partnership events for senior leadership of BRC partners, the launch of the *BRC Strategy* in 2017, and the 'BRC Executive Breakfast' in 2019. Both events were extremely well attended (100% of active partners) and were highly valued by partners. These events are discussed further under the next section, 'BRC Capacity Building Work'.

Eleven organisations reported that being part of the BRC Partnership has provided them with opportunities to undertake shared or collaborative work with other partners in the northern region – see figure 4, overleaf.

## Increased opportunities for collaborative work



**Figure 4: Extent to which the BRC platform has provided opportunities for collaborative work**

As part of the online survey, participants were asked to provide suggestions on ways in which WHIN could improve its approach to leading and supporting regional prevention of violence against women work, to which 14 people responded with a wide range of suggestions, including:

- More opportunities to connect with colleagues (n=5)
- More education/training (n=2)
- Resources in plain language/key messages (n=2)
- Partnership engagement via an electronic forum (n=1)
- Re-frame messaging with an intersectional lens (n=1)
- Meaningful engagement with Aboriginal and Torres Strait Islander communities and organisations (n=1)
- Consider social and cultural settings and extend to new partners (n=1)
- 'Board to board' engagement (n=1)

Several partners said they would like more opportunities to connect with colleagues doing similar work. One participant suggested that practitioners could come together to support each other's work via small working groups related to the BRC goals. Another suggested bringing people together for specific topics, such as 'building relationships with senior management'.

One noted that 'as more organisations become engaged with BRC, the activities can become less strategic'. Others commented on the unique support that WHIN offers.

*'We have truly appreciated the support of WHIN. The support provided by WHIN to me personally as a staff member who came into the role without a hand over. There is a willingness to support organisations regardless of where they are on their PVAW 'journey.'*



### 3.3 BRC CAPACITY BUILDING WORK

WHIN's capacity building work includes specific workforce capacity building training and strategic partnership events, as well as broader support on organisational development work. WHIN exceeded or met four out of six process indicators for this domain, and two out of four impact indicators. There was insufficient data available for one indicator, and very high targets set for the other three unmet indicators.

WHIN delivered a total of 26 workforce capacity building and strategic partnership activities for BRC over 2017-19, including 12 training sessions/workshops, seven community of practice sessions and two practice forums.

#### BRC Capacity Building Activities and Events 2017–2019

1. BRC Strategy Launch Event
2. MATE Bystander Training
3. Bystander Community of Practice (three meetings)
4. Preventing Violence Against Women Community of Practice (four meetings)
5. Introduction to Preventing Violence Against Women Training (three sessions)
6. Evaluation Capacity Building Workshops (two sessions)
7. Active Bystander Training (three sessions)
8. Gender Equity in the Early Years Training
9. Community-based Preventing Violence Against Women Training (five sessions)
10. Supporting Schools Practice Forum
11. Intersectionality and Preventing Violence Against Women Forum
12. BRC Executives Breakfast

A total of 483 people attended these BRC events, activities and training sessions, the vast majority of which were staff from BRC partner organisations. There were also 33 attendees/participants from organisations not part of the BRC Partnership. Overall, 92 per cent (22) of active partners were engaged in the training, workshops and/or Community of Practice meetings.

#### Attendance data showed that the partnership events and activities with the highest levels of engagement were:

1. BRC Strategy Launch Event
2. BRC Executives Breakfast
3. MATE Bystander Training

Additional to the BRC workforce capacity building activities, WHIN regularly delivers workplace training for individual organisations in the NMR. This was outside of the scope of the BRC Evaluation.

Table 2, overleaf, shows the level of influence capacity building and partnership events had on the quality or extent of BRC partnership work, as determined by the frequency with which partners selected the activities (respondents were asked to select up to three events). These findings may be impacted by recall bias, as respondents tended to select the most recent events more frequently.

**95%** OF TRAINING PARTICIPANTS reported an INCREASE IN CAPACITY to take action to prevent violence against women and/or promote gender equity.

**Table 2: Activities with the most significant impact on the quality or extent of organisational prevention of violence against women work**

Event Name	Count
BRC Executives Breakfast	12
BRC Strategy Launch Event	8
Intersectionality and Preventing Violence Against Women Forum	6
Introduction to Preventing Violence Against Women Training	5
Community-based Preventing Violence Against Women Training	5
MATE Bystander Training	4
Preventing Violence Against Women Community of Practice	4
Evaluation Capacity Building Workshops	4
Active Bystander Training	3
Gender Equity in the Early Years Training	1
Supporting Schools Practice Forum	1
Bystander Community of Practice	0

The BRC Executives Breakfast and the BRC Strategy Launch Event were selected more frequently based on the following:

- Re-ignited passion for prevention of violence against women work, reinforced commitment and expanded buy-in from organisational senior leaders
- Improved understanding of the BRC Partnership and its work at a senior leadership level
- Reinforced the importance of organisations actively participating in the regional strategy
- Expanded buy-in from across all areas of partner organisations.

***‘The BRC launch event created organisational awareness and motivation to undertake PVAW work at a senior level in the broader... organisation... The BRC Executives Breakfast reinforced the importance of [org name] actively participating in the regional PVAW plan’***

Feedback provided by participants shows that most events had a positive impact on their prevention of violence against women work, particularly the training sessions and the communities of practice. Of those who participated in BRC workforce capacity building activities, 96 per cent reported that attending the trainings and workshops was time well spent.

Overall, the workforce capacity building activities have increased the capacity and confidence of participants to undertake prevention of violence against women work in organisations and the community, and to evaluate this work. Ninety-five per cent of participants in the training and workshops and 87 per cent of participants in the community of practice sessions reported an increase in their capacity to take action on the prevention of violence against women and/or promote gender equity in their work as a direct result of participating in the activities. Participants also reported an intention to take action at a rate of 97 per cent. Elements of the prevention of violence against women training have been embedded into mandatory workplace training and community capacity building approaches.

The community of practice sessions were highly valued with 100 per cent of respondents reporting that it created an environment in which it was safe to share practice experiences, raise common challenges and learn from one another. In addition to this, community of practice sessions were seen by participants as a fundamental place for developing links with other projects and practitioners and seek support to improve the extent and quality of their work. Some participants reported that these events helped to 'break the isolation' and provided an opportunity for practice reflection and quality improvement.

*'[The BRC PVAW Community of Practice] has enabled great networking opportunities and also a sense of having a supportive network of likeminded practitioners who are often coming across similar challenges in their work. This has been a very supportive space for practitioners to discuss challenges and work together on potential solutions or ideas... we have found out about other projects and been able to link other practitioners into our networks, groups and community leaders.'*

The Intersectionality and Preventing Violence Against Women Forum expanded participants' understanding of intersectionality and how to build and apply more intersectional practices. The forum engaged a broad audience and resulted in some organisations refining their recruitment and training processes.

*'The Intersectionality forum provided an excellent overview of this important component of our work and has contributed to the refining of our project recruitment strategies and training content.'*

The BRC Partnership exceeded the target to deliver two evaluation capacity building workshops. INW PCP contributed funding for WLK Consulting to deliver two evaluation workshops, as well as provided intensive support to the BRC Evaluation Working Group and BRC Evaluation Online Platform Reference Group. Of the participants who attended the evaluation workshops 100 per cent reported that the training was worthwhile.

In 2017–18 there was a specific focus on community-based work, and WHIN implemented 'Community-based Preventing Violence Against Women' training sessions with 90 per cent of participants reporting an increased capacity to take action on the prevention of violence against women, and 86 per cent indicating an increased capacity to work with the community to take action.

This has led to indirect ripple effects for BRC partners that have been involved in the BRC capacity building and training sessions, including opportunities to co-facilitate community training sessions and to translate learnings from the training (e.g. bystander training) into community work.

*'I think one of the greatest assets has been doing some of the shared training stuff... because what that means is that it enables partnerships more easily. So the partnership with [organisation name] was really premised on the fact that both myself and the other worker had attended the bystander training... and so we had that shared knowledge and shared understanding, and it made co-delivery of stuff far easier... so that has been one of the big gains for us, I think, in terms of association with the BRC.'*

### 3.4 ORGANISATIONAL DEVELOPMENT WORK (BRC PARTNERS)

The BRC Partnership exceeded or met five out of nine process *indicators of success* and 5 out of 8 impact *indicators of success* for their organisational development work. Results were not recorded for two process and three impact indicators related to workplace training as insufficient data was available.

During the 2017–2019 evaluation period, the following organisational development work was undertaken:

- 13 BRC partners completed, embedded or partially completed an organisational gender equity strategy or action plan.
- 15 BRC partners completed or partially completed a gender equity audit of human resources policies (n=6) or an assessment of facilities, services or programs (n=9)
- 17 BRC partners reported implementing or partially implementing workplace training to support their gender equity organisational development activities.

Partners undertaking organisational development work reported that the organisational development processes were largely consultative and inclusive, however there were instances where consultative processes were not applied (for example, in human resources policy audits that were fulfilling organisational accountability requirements within tight timeframes).

### Organisations Developing a Gender Equity Strategy

For partners that developed a gender equity strategy, 100 per cent reported having ongoing leadership and governance support, with CEO or executive involvement in working groups, formal endorsement processes and development processes. All partners engaged in developing a gender equity strategy provided tangible examples of ways in which they were embedding it into organisational policies and/or procedures. These included:

- Internal gender equity plans embedding key performance indicators in leadership performance development reviews
- Workplace Gender Equality Agency (WGEA) citation
- Gender equity as a standard agenda item in meetings
- Increasing the number of dedicated gender equity or diversity and inclusion roles
- Gender equity training for all staff
- Applying a gendered lens to the review of policies and procedures.

The involvement of and endorsement from organisational leaders was considered a central mechanism for embedding gender equity and the prevention of violence against women into operational structures and whole-of-organisation change.

*'The [organisation] adopted a Gender Equity Policy Statement last year, so that's really driven a lot of the work. We're doing some project work to embed that policy into service delivery now.'*

All 13 partners that developed gender equity strategies or action plans reported that the process was consultative and inclusive, citing the following examples:

- Consultation with external organisations and/or WHIN
- Governance structures involving community representatives
- Externally led focus group discussions with employees across different levels of an organisation
- Consultation with community members, in particular women
- Consultation with marginalised groups and gender diverse groups, using peer-led community focus groups
- Consultation with staff, including surveys and circulated drafts for input.

## Organisations Performing Audits of Policies, Facilities or Services

Fifteen BRC partners had completed or partially completed a gender equity audit or assessment of facilities, services or programs.

Of the six partners that undertook gender equity audits of human resources policies, 5 out of 6 reported that the audit led to meaningful actions that positively influenced workplace practices. Four organisations are already implementing these practices while one has developed an

implementation plan and sought leadership endorsement. All five organisations provided tangible examples of these actions, which included:

- Updates to existing policies, for example staff leave, remuneration and recruitment policies
- Staff training
- Gender inclusive parental leave and return to work arrangements
- Inclusion of gender equity in enterprise agreements.

## Organisations Implementing Workplace Training

Seventeen partners indicated that they have either completely or partially implemented workplace training to support their gender equity organisational development activities. However, there were discrepancies in the self-reported measures reported between the 2018 reporting and the 2019 reporting with some organisations reporting 'complete' in 2018 and then 'partially complete' in 2019 or 'partially complete' in 2018 and then no activity in 2019.

Six partners submitted training reports, however the data was collected and supplied inconsistently, therefore accurate conclusions about the outputs for this domain could not be made. In addition, there were issues with the interpretation of what qualified as an output for this activity (for example, identifying and responding to family violence training was submitted as training for prevention of violence and gender equity). A further barrier to data collection was that guidance on the parameters for data collection on workplace training was provided to partners relatively late in the evaluation period (July 2018).





**“Organisations reported feeling that their hard work has ‘paid off’ and that organisational departments such as human resources, communications or diversity and inclusion were now taking on the majority of gender equity work.”**

## Other Key Drivers for Organisational Development Work

Within the organisational context, participants identified other key drivers for their gender equity work, including the Workplace Gender Equality Agency (WGEA) citation, and the forthcoming Gender Equality Bill for the Victorian public sector. These accountability mechanisms were seen as a positive enablers that could be leveraged to support the ongoing organisational development work of the BRC Partnership.

## Reported Impact

The organisational development work implemented by BRC partners has led to 15 partners implementing meaningful actions to positively influence workplace practices, policies, facilities, services or programs. While one or two organisations have reported delays in organisational development actions, the work is still progressing, albeit, slowly. Organisational development has resulted in flexible parental leave policies, return to work policies and a general embedding of gender equity into the workplace.

The impacts of this work are reported against the immediate and medium term impacts outlined in the *BRC Program Logic*.

### **Increased leadership within organisations for gender equity and prevention of violence against women work**

Considerable activity has occurred within organisations on gender equity. While members of the BRC Partnership have generally been early adopters of gender equity and prevention of violence against women work, evidence suggests there has been an increase in the number of partners doing this work. For example, in the non-public sector, one BRC

partner received a WGEA Employer of Choice citation in 2019, and there are other BRC partners currently completing WGEA reporting. Partners in the public sector have additionally made important changes towards creating more gender equitable workplaces.

Some partners reported shifts in the gender distribution of their workforce, with an increase in the number of women moving into leadership positions. Additionally, there is evidence that organisations are increasingly supporting dedicated gender equity roles, as well as dedicated diversity and inclusion roles.

*‘It’s part of that restructure now I guess most of our leadership team are women, and that includes management and executive. Our CEO is a woman, majority of the [organisation] is women, so that’s been a huge shift I think over the last few years.’*

*‘Just recently this year my role has shifted from general Community Development Coordinator to now being the Gender Equity Coordinator, which reflects the priorities of the organisation, which is great.’*

### **Increased number of organisations with systems/structures for gender equity**

Organisations reported feeling that their hard work has ‘paid off’ and that organisational departments such as human resources, communications or diversity and inclusion were now taking on the majority of gender equity work. This indicates that gender equity is increasingly being embedded into the work of organisations, resulting in an increased number of organisations with the systems and structures to improve gender equity.

While this was largely seen as positive, and an indication of success of the hard work of individuals within an organisation, there was also some nervousness about the potential for it to result in losing the gender equity messaging, particularly in departments with a large portfolio of work.

*‘There are so many things that Organisational Development needs to be focusing on and I think there’s a risk that the gender equity work can get lost under the ‘diversity and inclusion’ umbrella and then it’s not as in-depth or driven as it could be. I think some increased support from BRC and messaging around how to manage that and keep people aware and accountable; otherwise it just falls off the radar.’*

#### **Improved organisational cultures for the work of gender equity for prevention of violence against women**

There were fewer examples of progress reported for this domain by BRC partners. Organisational culture was considered to be ingrained and challenging, and very much seen across a ‘commitment/compliance divide’. Reported barriers to culture change included: i) Many staff not understanding the link between gender equity and the prevention of violence against women; ii) lack of commitment; and iii) competing for airspace with other social justice priorities. Some of the strategies that have been implemented to address organisational culture have focused on unconscious bias training for leadership teams and other staff, however it is unclear whether all unconscious bias training was specifically related to gender equity or on broader diversity and inclusion.

There was a sense among participants that organisational culture was an ongoing challenge that could not be improved through legislation. Focus group participants described experiencing varying levels of resistance to their work in gender equity and the prevention of violence against women, with some reporting that they had been somewhat ostracised for their dedication to this work. For example, one participant recalled a time a colleague had said ‘oh I can’t say that in front of you’.

#### **Improved confidence and skill of staff and leaders to take action on gender equity/ PVAW in their work**

There was insufficient data supplied to assess this short to medium impact. A total of six (6) organisations provided training sheets, however, some of the training had a focus on identifying and responding to family violence rather than primary prevention.

### **Common Challenges of Organisational Development Work**

#### **Organisational engagement in gender equity and prevention of violence against women work can be sporadic, with an excessive focus on quantifying organisational performance (e.g. metrics)**

While acknowledging that there needs to be quantifiable measures of change within organisations to measure progress, focus group participants reflected on some of the challenges of organisations having an excessive focus on quantitative measures. This was seen to impinge on the collective effort of the BRC Partnership to support meaningful gender equity changes within organisations as well as at a systems level.

Participants also noted that the metrics used by organisations were often binary and sometimes not representative of the total workforce of an organisation. For example, while an organisation may report a high level of female senior leadership, other relevant factors such as the extent of contract-based or part-time work, was not being monitored.

Additionally, there was concern expressed that while most organisations now support gender equity work, there is a risk of losing sight of the deeper reasons for the work, including violence against women being a manifestation of the historically unequal gendered power relations. It was suggested by some BRC partners that more work needs to be done to remind the broader workforce of this well established link.

### **Communication channels are a challenge both internally and externally**

Focus group participants reflected on the importance of ongoing communication and engagement with senior leaders, from both internal and external entry points. There was also discussion about how the BRC Partnership could strengthen its communication about the value of its work to stakeholders outside the partnership.

*‘Having a good [communications] channel, not just internally but within the network as well. It’s about talking about the small wins and the big ones, like if someone has done a program that’s been successful sharing it with each other, raising awareness in this way gets people thinking about what they can do.’*

One of the challenges identified in maintaining effective communication was the sporadic nature of engagement with gender equity in organisations, particularly with staff being well engaged when they needed to report on their BRC commitments, but losing focus at other times.

### **Moving into new frontiers in gender equity and prevention of violence against women work with a lack of evidence to support innovations**

Participants reflected on the developmental nature of gender equity and prevention of violence against women work, and the difficulty of moving forward into new frontiers with little expertise or evidence to support the work. This points to the need for a systems focus and more coordinated approach to this work.

*‘What I’m finding now is that the organisation is generally, a lot of people are really on board with gender equity but we’re now wanting to get a bit more specific... it’s looking at how we innovate more and more. It’s moving beyond just gender equity’s important. Now what do we do? How do we actually apply it?’*

### 3.5 COMMUNITY CAPACITY BUILDING WORK (BRC PARTNERS)

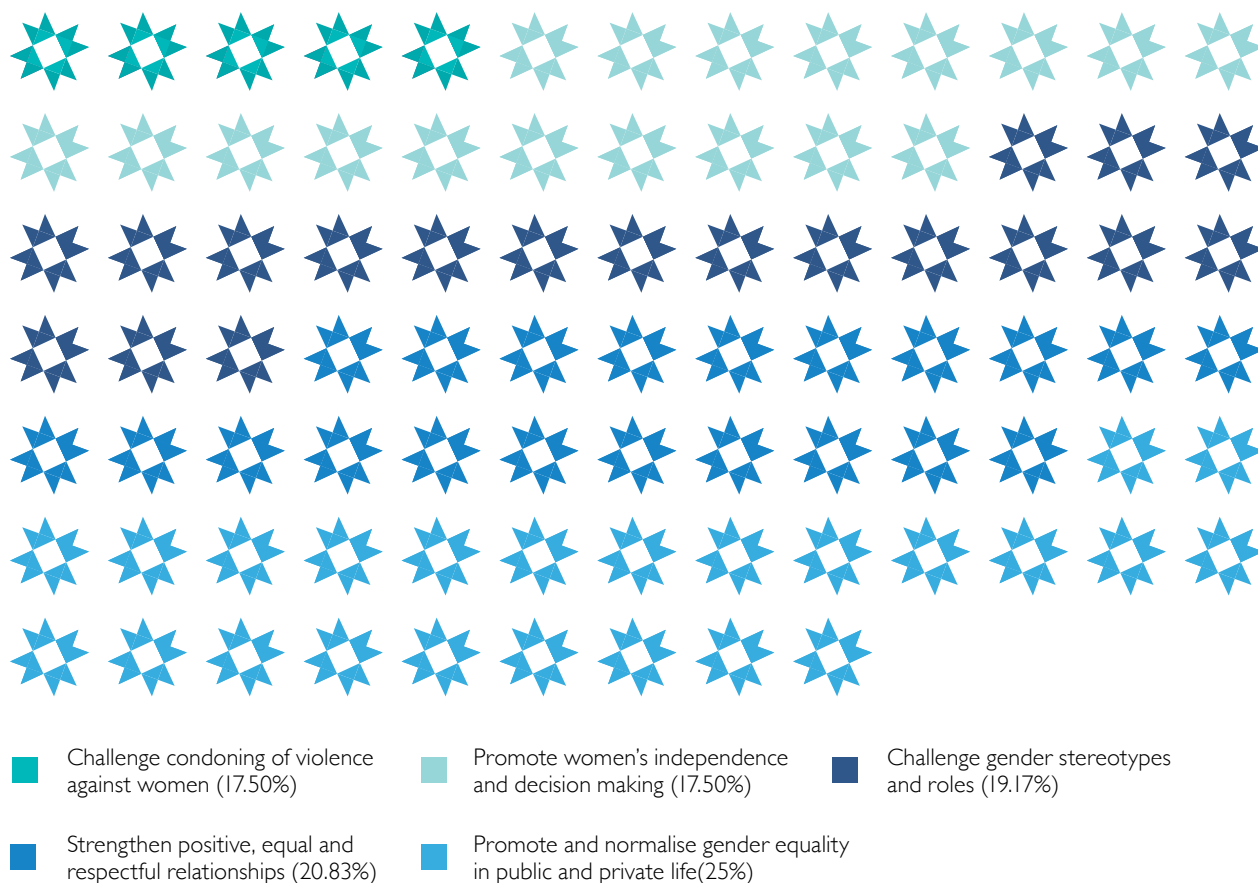
The BRC Partnership exceeded or met 83 per cent (5 of 6) process *indicators of success* and met the one impact *indicator of success* in the community capacity building domain. A wide range of community-based activities were implemented across the northern region during the evaluation period, including:

- Fourteen partners implemented a community mobilisation project

- Ten partners (including WHIN) implemented a women's leadership or capacity building project (with a priority focus on marginalised groups)
- Ten partners delivered community grants for women's leadership and/or prevention of violence against women
- Eleven partners supported schools with respectful relationship education.

A significant finding was that partners reported that all of the community capacity building projects aligned with the *Change the Story* (Our Watch, 2015) essential actions, as shown in Figure 5, below.

**Figure 5: Collective *Change the Story* essential across all community projects**



Of the partners undertaking women's leadership, community capacity building, or work with schools, 76 per cent reported having access to appropriate tools and resources to support their work. Three partners reported not having adequate resources and four were unsure. The issues identified by those who reported having inadequate resources available included:

- Diverse communities rejecting Change the Story as 'white' and 'binary'
- A lack of evidence-based resources to facilitate conversations with community members and service providers who are challenged by the prevention of violence against Aboriginal women in the community.

#### The resources most commonly used (in order of frequency) included:

- *Change the Story*
- Campaign resources (e.g. 16 days, Week without Violence)
- Respectful Relationship Curriculum (Department of Education)
- 'The Line' Website
- DVRCV resources for young people
- VicHealth's *Concise Guide to Evaluating Primary Prevention of Violence against Women Projects*
- Documents and training resources from women's organisation, including WHIN, Women with Disability Victoria, Multicultural Centre for Women's Health, Victorian Women's Trust, Women's Health Victoria
- Regional/State/National policy documents
- Australian Bureau of Statistics
- Academic research, research and documents from expert organisations, including Our Watch, ANROWS, Multicultural Centre for Women's Health, Women with Disabilities Victoria, VicHealth, the United Nations.
- MATE Bystander Training Materials
- Darebin City Council's Respect - A Guide for Muslim Faith Leaders and Communities

*'At a practitioner level I think frameworks like Change the Story have been a really, really important tool. I think it provided consistency of language for the sector. There are assumptions made, particularly in a community health setting, are that health promotion practitioners are all familiar with gender equity and prevention of violence against women, and the determinants that drive that ... I mean we're in the process and it's what we are doing, developing an evidence-base for primary prevention. So I think those sorts of tools have been really important'*

## Community Mobilisation Projects

Fourteen BRC partners implemented a community strengthening or mobilisation project for the prevention of violence against women. Of these projects, the five most common *Change the Story* settings were:

1. Health, family and community services
2. Sports, recreation, social and leisure spaces
3. Education and care settings for children and young people
4. Workplaces, corporations and employee organisations
5. The arts

The five most commonly targeted population groups were:

1. Culturally and Linguistically Diverse (CALD)
2. Women only
3. Children/youth
4. Staff
5. General population

There were numerous examples given of the range of ways in which these projects improved participants' understanding, skills and/or confidence to take action on the gendered drivers, including:

- A community member keynote address at an International Women's Day event
- Collective community art-based gender equity statements
- Mobilisation of community groups during the 16 Days of Activism Against Gender-Based Violence
- Staff communications and pledges during 16 Days of Activism Against Gender-Based Violence
- Increased awareness of staff of unconscious gendered comments in early childhood settings

## Women's Leadership Training, Awards or Capacity Building Projects

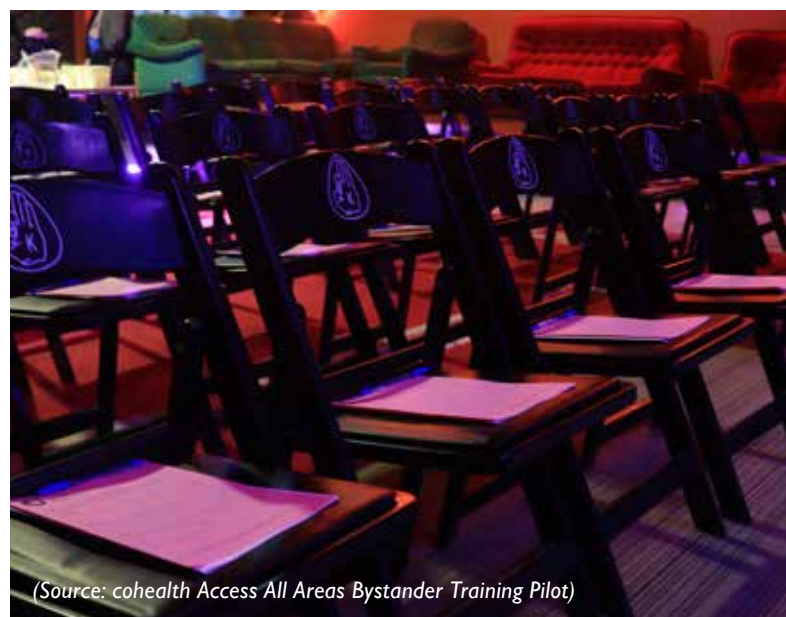
Ten BRC partners implemented a women's leadership or capacity building project (with a priority focus on marginalised groups). Of these projects, the two most common *Change the Story* settings were:

1. Community groups
2. Health, family and community services
3. Early childhood, university, and sports settings (listed with equal frequency)

The five most common target population groups were:

1. Women only
2. Culturally and Linguistically Diverse (CALD)
3. Refugees/newly arrived migrants
4. Staff
5. Socioeconomic disadvantaged communities

The distribution of population group participation in women's leadership awards is shown in Figure 6, right.



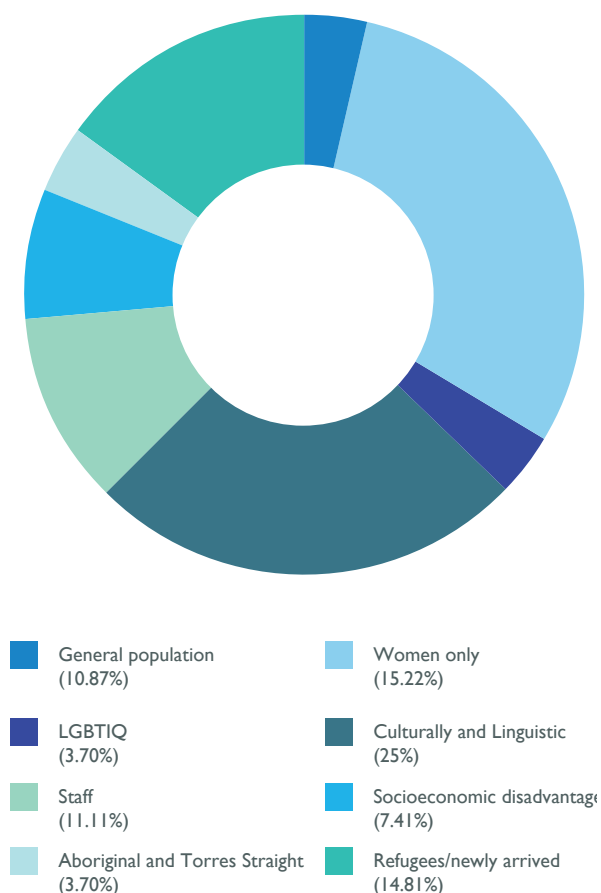




**‘I’ve never been in a situation where I’ve been able to speak about things like this [gender equity].’ – community member**

(SOURCE: Your Community Health, Strength and Resilience video)

**Figure 6: Population group participation in women’s leadership training, awards, or capacity building projects**



There were numerous examples given of the ways in which these projects improved participants’ understanding, skills and/or confidence to take action on the gendered drivers, including:

- Increased confidence of marginalised women resulting in employment
- Economic empowerment for women
- Leadership awards for women and their work in the community
- Celebrations of the strength and resilience of women

## Community Grants for Women’s Leadership and Prevention of Violence Against Women

Eight BRC partners reported on the provision of community grants or funding for 141 community projects, with a total investment of approximately \$336,743. The average amount of funding provided was \$48,106, which a range from \$7,000 to \$93,546. There were a number of factors that impacted accurate and consistent reporting about funding for community grants, including lack of clarity around what qualified as a women’s leadership project and whether or not staffing costs of employed community members could be included in the final figures. Parameters for this area of work will need to be clearly defined in future to ensure consistency.

Of the organisations providing funding to community groups or projects the 5 most common *Change the Story* settings were:

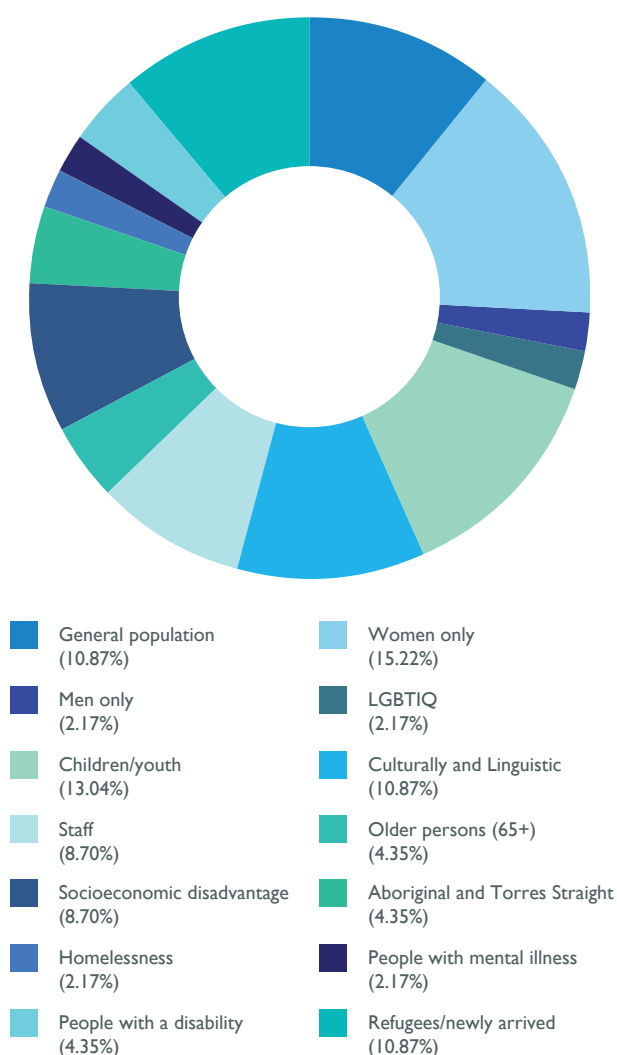
1. Sports, recreation, social and leisure spaces
2. Education and care settings for children and young people
3. Health, family and community services
4. The arts
5. Other (broad community-based)

The five most common target population groups were:

1. Women only
2. Children/youth
3. General population
4. Culturally and Linguistically Diverse (CALD)
5. Refugees/newly arrived migrants

General population, CALD and refugee/newly arrived migrants were of equal number, followed by other groups such as Aboriginal and Torres Strait Islander, people with a disability or men only. (See Figure 7, overleaf).

**Figure 7: Population focus of community funding for women's groups or prevention of violence against women work**



## Supporting Schools with Respectful Relationships Programs

Eleven BRC partners supported schools to apply a whole-of-school approach to implementing respectful relationships programs. Of these partners, five reported on the number of schools they had supported during the evaluation period.

As only five partners reported on the number of schools and the potential for their work in schools to overlap, the actual number of schools reached was difficult to determine. Additionally, some work in this area was still in an early development stage or had not progressed.

There were a few examples given of the range of ways BRC partners supported schools to apply a whole-of-school approach in developing and implementing respectful relationships programs and curriculum, including:

- Providing backbone support to a community of practice for school personnel with responsibilities for implementing respectful relationships work
- Feeding back community comments to respectful relationships project leads
- Supporting students in school communities to take bystander action or present to school council
- Case examples of students becoming aware of victim blaming and adjusting their beliefs
- Engaging with previously disengaged students.

## Reported Impact

The collective community capacity building activities of the BRC Partnership has resulted in better-equipped and skilled community members, who are passionate about gender equity work and excited to take action. There have been many examples provided of the reflective processes that lead to awareness, confidence, attitudinal or behaviour change for the community in a diverse range of settings and target populations.

The impact of collective community capacity building work is reported against the immediate and medium term impacts of the *BRC Program Logic Model*.



**“This evaluation has demonstrated that BRC partners are working in a diverse range of settings and with diverse target groups across the northern region.”**

*‘What ended up happening, I couldn’t have planned this, but they engaged a local social psychologist who has done work in men’s prisons ... So he came and did some work with [them] around anger and shame. So these are men who... [did] two sessions during those 16 Days [of Activism]. Now they have fortnightly men’s talking group and he said it’s been transformational... so it was amazing, it turned into looking at masculinity and ... he was surprised how it’s become so rich and engaging ... and they’re rolling it out to four other [organisations] in the municipality. He wants to get all the [organisation name] in Australia involved in the 16 Days of Activism that we’re starting locally... so really engaged and interested. And they want to be trained up so they can...so when they’re doing a bike session or something and someone says, why’re you following this campaign, they’ll feel like they could speak to that a bit more confidently... 16 Days of Activism has been great as a conversation starter in the community for us’*

### **Increased number of settings/sectors where gender equity and prevention of violence against women work is occurring**

This evaluation has demonstrated that BRC partners are working in a diverse range of settings and with diverse target groups across the northern region.

Based on the data available, the most common settings for action were health, family and community services, sporting settings and education settings for children and young people. There was a low level of activity in the justice, legal and corrections setting, faith based communities, popular culture and public infrastructure and facilities.

The most common population groups engaged by BRC partners were women, culturally and linguistically diverse communities, staff and children and youth. There was a much lower level of engagement with Aboriginal and Torres Strait Islander, persons over 65, men only, the LGBTIQ+ community, people with a disability or mental illness, and people experiencing homelessness.

### **Increased number of community activists**

There were a least ten examples of BRC partner activities that have resulted in an increased number of community activists and an increased number of community members increasing their understanding of prevention of violence against women and the drivers of violence.

These included:

- Working with a faith-based community group that is primarily making decisions about the direction of prevention work and implementing these actions within their community
- Youth groups driving attitudinal change among their peers and advocating to key school bodies, such as school council
- Women from CALD backgrounds leading community activism in response to hate crimes and religious and racial vilification
- Engagement of, and awareness among early years staff about improving language and unconscious gender stereotyping of children, leading by example and sharing knowledge and skills with other colleagues and parent communities
- A larger reach and engagement in community led 16 Days of Activism Campaigns and 16 Days as an important conversation starter in community settings

- Bystander training pilot in the music industry setting mobilising community activists to challenge gender stereotypes, sexism and unhealthy masculinity
- Young people gathering their community for gender equity specific events
- The formation of community working groups or steering groups.

A number of comments by focus group participants highlighted the passion and activism of community members across a range of age groups, cultural groups and geographical areas in the northern region.

#### **Improved confidence, knowledge and skills among community partners/members**

Partners reported a number of tangible outcomes from community bystander training events and

pilots, including an increase in the confidence and knowledge youth about the gendered drivers of violence, opportunities to share knowledge and reflect, and increased skills to take action on gendered violence.

The improved confidence, knowledge and skills among the participants in community-based projects has had multiple ripple effects as community members have stated their intention and confidence to continue having conversations among their peers.

Women in the community have gained employment as a result of their improved skills and understanding, improved their financial literacy and improved engagement in sports across the northern region.

This is illustrated by the following quotes:

*'The [community] capacity building component was premised on the [WHIN] bystander training, so that kind of informed a lot of that capacity building.... we've delivered it twice now... the first delivery was delivered to 14 young women, 19 to 14 years of age, in a youth centre environment. The outcomes were increased capacity, not only for the young people involved but also for some of the staff involved ...and then the young people, premised on their learnings and the capacity that they've kind of built, decided that they wanted to have a disco promoting gender equity. So that included selecting music that demonstrated gender equity... and the disco attracted 50 young people, and a newly arrived migrant family that just kind of turned up out of the blue. A couple of those young people have been recognised for their efforts and actually received an award, and are now active members of [group name] too.'*

*'The women's leadership group that we have... come from range of migrant, refugee and asylum seeker backgrounds... they actually help us plan and lead the work in our local area. We have a couple of community grants programs, and they actually go through the applications, they decide what other women's groups and community groups should get some funding. And they're actually going into some of those community groups to talk to them from their own perspective around what it actually means to be accessible and welcoming to women, particularly from migrant and refugee backgrounds. It's been really exciting to see their growth, but also the value that they add ... we recognise they have a skill and they have expert opinion and experience that we draw from. So yes, it's been really exciting.'*





### 3.7 EVIDENCE BUILDING

Building evidence on prevention of violence against women and gender equity practice is imperative for informing an understanding of what works, in which contexts, and why. While experimental and quasi-experimental designs are considered to be the best form of evidence, within practice settings these designs need to be adequately resourced and planned, including shared resourcing for participatory processes. The BRC Partnership is contributing to the evidence-base through a voluntary commitment, and is not adequately resourced to undertake collective experimental evaluations.

Collective impact approaches acknowledge that there are multifaceted approaches to shared monitoring and evaluation throughout different stages of collective work (Preskill et al, 2019). The BRC Partnership has completed this mid-strategy evaluation as part of a participatory process to build sound, evidence-based decision making for the partnership, to highlight the diversity of gender equity and prevention of violence against women work across the partnership, and to inform the next two years of BRC Partnership activity. This evaluation has been a key milestone for the BRC Partnership, and partners have commended its processes and level of detail. BRC partners have been highly engaged and supportive of the evaluation process, with a 96 per cent response rate in the most recent data collection activities.

*‘The evaluation is well thought-out and prepared, very impressive to see come through, especially given we have actions sitting across 4 plans, WHIN and BRC partnership’s process are a standout.’*

The BRC partners operate and base their activities, on best practice, evidence-based models in health promotion and prevention of violence against women. It was noted several times that the *Change the Story* national framework has been instrumental for aligning prevention of violence against women work over the last few years (Our Watch, 2015).


There are still many opportunities for the BRC Partnership to expand the evidence-base as outlined in the Australian Institute of Health and Welfare review (AIHW, 2018), by standardising definitions, enhancing data collection and sharing data more effectively.

Partners expressed a desire for opportunities to embed and sustain shared measurement and evaluation over the long term, and to continue building the evidence base in the area of prevention. Contribution to the collective evaluation has allowed some organisations to feed into a larger piece of work, which will serve as a broader advocacy tool for organisations committing to this work.

*‘Something that I’ve found quite helpful is actually the evaluation as well. The fact that it’s being evaluated because leadership’s obviously interested in how we’re going to evaluate... we made a strong point of saying that a big part of your evaluation will happen with the BRC... Which kind of helped because we were going to do a little bit of our own evaluation, but we do not have the capacity to do focus groups... saying that we can actually evaluate it as well through this and then contribute to the collective impact is really helpful.’*

BRC partners also expressed a need for the collective evaluation work to be sustained in an ongoing way.





*'Everyone's been talking about the evidence base for primary prevention, and it's fantastic that we've been able to squeeze a few dollars out of the current funding round, and WHIN have been able to support that... to help support this work moving forward and be able to utilise the INCEPT framework as a supporting tool for this evaluation. The reality is, that resource is not infinite; you know we haven't really had a conversation as a partnership about how we're going to resource evaluation moving forward... Its [evaluation is] imperative, as an advocacy piece, ... if I think about the financial benefit that comes of, not resourcing staff members to do the level of depth of evaluation that we were talking about before, but being able to rely on providing data that can be analysed in a collective manner, and tell us a bigger story about the impact.'*

## 4. DISCUSSION

The BRC partnership has undertaken a diverse range of mutually reinforcing activities across the northern region over this two-year evaluation period. The partnership set ambitious targets, or *indicators of success*, and this evaluation has reported on 31 process and 13 impact indicators set out in the *BRC Evaluation Plan*, as well as reported the impact of partnership activities against the intended short and medium-term impacts outlined in the *BRC Program Logic*.

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The prevention of violence against women practitioners and contributors who participated in the evaluation demonstrated a high degree of individual passion and dedication to gender equity and prevention of violence against women work. They are an actively engaged in the partnership and dedicated to social justice more broadly. The work of BRC partners has been enriched, supported and amplified through their participation in the BRC Partnership, as demonstrated by mutually reinforcing activities and aligned values. Connection with the BRC Partnership has also provided partners with many intangible benefits such as ongoing opportunities to network, build relationships and trust, build their capacity, and provided them with insights into broader contextual changes occurring in relation to gender equity and the prevention of violence against women.

The findings of this evaluation demonstrate that WHIN is recognised as a key advocacy organisation at a regional level, and has a key role in amplifying local level prevention work as well as keeping conversations about gender equity and the prevention of violence against women

alive across the northern region. WHIN's work as a feminist organisation is highly valued and recognised by both the BRC Partnership and by the Victorian Government, as a central platform for driving prevention of violence work. BRC partners highly value the collective evaluation role WHIN plays, and the opportunity to contribute to a larger evaluation and align their advocacy work.

The evaluation has also highlighted opportunities to strengthen the BRC Partnership. Firstly, BRC partners indicated that WHIN could take on a greater role as a conduit between regional work and the prevention activities of the Victorian Government, if resources allow for this.

Secondly, participants expressed the need for additional support for those partners working more broadly on family violence prevention across diverse workplaces, settings, population groups and community contexts, noting that a focus on gendered violence does not take account of the complexities of working with diverse communities across the spectrum of family violence. The examples they identified included working with parents who have children

that use violence in the home, young women in the context of migrant and refugee communities, and people experiencing homelessness or financial hardship. Participants also reported that the use of heteronormative language regarding gendered violence makes it challenging to work effectively and inclusively with sexually diverse, gender diverse and non-binary people. Research on men's violence against women has been informed by a heteronormative framework, and data on the family violence experienced by LGBTIQ+ people is currently limited. Prevention of family violence against LGBTIQ+ people requires prevention approaches that challenge and transform binary categorisations of sex and gender (Our Watch 2017b). WHIN has recognised the importance of intersectional approaches to violence prevention, and has taken steps towards strengthening their work in this area, which included the delivery of an 'Intersectionality and Preventing Violence Against Women Forum' in 2018 to support partners to apply intersectional practices.

While partners acknowledged that WHIN's primary focus should remain on the overwhelming evidence that violence against women is a significant human rights violation locally, nationally and internationally, they also suggested that engaging with the broader family violence evidence-base may strengthen and target prevention of violence against women work for the BRC Partnership. Working together on this could lead to new, innovative streams of prevention work for WHIN and the BRC partners. Research is continuously updating and evolving in the family violence prevention, early intervention and response area. Ongoing review and translation of this evidence base could be utilised to support targeted and nuanced primary prevention work with specific cohorts. There is potential opportunity for WHIN to play a role in knowledge

translation in collaboration with the BRC partners.

This evaluation has demonstrated the sustained and ongoing commitment from WHIN and BRC partners, and also highlighted the many ways in which BRC partners are making a positive impact with their prevention of violence and gender equity work in both organisational and community contexts. It has reaffirmed that across the BRC Partnership, organisations have started to embed gender equity into their organisational development work, which has led to tangible structural, policy and employment conditions changes within those organisations.

Importantly, the evaluation has highlighted a range of illustrative and inspirational community stories at a local level that really bring to life the importance of the prevention work of the BRC Partnership. Given the breadth of this evaluation and the large number of indicators discussed in this evaluation report, the qualitative findings on these community stories have been described only briefly.

In conclusion, this evaluation has emphasised the value of the BRC Partnership and WHIN's role, and the importance of continued investment in collective action for the prevention of family violence and all forms of violence against women.

As Minister for Women and Minister for the Prevention of Family Violence, Gabrielle Williams MP, said at the BRC Executive Breakfast in 2019, 'This is critical work – the kind that will foster the real change we need to see in our communities. It is work that will make a real and tangible difference to the lives of women in Melbourne's North.'





## 4.1 LIMITATIONS

The findings in this evaluation are based on self-reported measures, which may have resulted in an under or over estimation of the results. In addition, self-reported methods are also prone to bias such as cognitive or recall bias. This was compounded by a lack of clarity around some reporting parameters, such as what constitutes prevention of violence against women work (e.g. as distinct from family violence response work). Where possible validation techniques were used to minimise the effect of potential bias on findings, such as cross-checking data, member checking and triangulation of existing data, and the limitations of the data have been disclosed with transparency.

There was a degree of variation in the way data was collected and supplied, which is a common challenge of shared measurement (Cabaj & Weaver, 2016). Heterogeneity of data and/or various levels of progress with the implementation of prevention of violence against women work have made it difficult to conclude some short to medium term impacts with certainty. These limitations may need to be addressed in the next iteration of the *BRC Evaluation Plan*, and distinction made between monitoring and evaluation activities when embedding shared measurement activities into organisational practice for both WHIN and the BRC partners.

## 5. RECOMMENDATIONS

The following recommendations were developed by INW PCP in consultation with WHIN, and were reviewed by 29 representatives of the BRC Partnership at the BRC Annual Planning Session 2019.

The recommendations are categorised according to the seven domains of the evaluation, and divided into those to be implemented by WHIN, and those to be implemented by the BRC Partnership. These recommendations will be incorporated into WHIN work plans and BRC Action Plans and will inform decision-making and priorities for the work going forward.

### **DOMAIN 1: ADVOCACY (POLICY ARENA)**

#### **Recommendations for WHIN:**

- 1.1** Seek dissemination and engagement opportunities to present this report. Use it as an advocacy tool across government, funding bodies and the prevention of violence against women sector.
- 1.2** Create a clear advocacy plan, outlining key priorities to which BRC partners can align their own advocacy activities.
- 1.3** Continue to strengthen and promote the role of WHIN as a conduit between the BRC Partnership and all levels of government and statutory authorities, including Respect Victoria.

#### **Recommendations for the BRC Partnership:**

- 1.4** Engage with and contribute to WHIN/BRC advocacy and communications work.
- 1.5** Promote and celebrate membership of the BRC Partnership and its collective approach.
- 1.6** Initiate strategic communications or meetings with WHIN/government as opportunities arise.

### **DOMAIN 2: BRC PARTNERSHIP WORK AND CAPACITY BUILDING**

#### **Recommendations for WHIN:**

- 2.1** Expand and target engagement of organisational leaders using a decision making tool and monitoring of partner activity. Use evaluation findings to inform an engagement plan that incorporates structured engagement and communication activities.
- 2.2** Use this report as a key engagement tool with organisational leaders of BRC partners.
- 2.3** Continue to build capacity in the region, and tailor capacity building activities to different settings (e.g. marginalised groups). Incorporate non-training approaches and pilot new approaches across the partnership.

- 2.4** Develop key messages that are inclusive of non-binary gender identities by applying an intersectional lens, while remaining focused on the gendered drivers and violence against women. Tailor and test key messages with BRC partners' target audiences.
- 2.5** Set up an online Slack or Basecamp portal to enable more effectively linking across the partnership.
- 2.6** Continue to provide opportunities for prevention of violence against women practitioners/contributors to connect and learn from each other and collaborate, as well as welcoming people from new sectors and settings (including community-level).
- 2.7** Incorporate more presentations from partners at NMR PVAW Committee meetings.
- 2.8** Create a list of BRC partner contacts and their areas of expertise, so partners can connect with each other.

### Recommendations for the BRC Partnership:

- 2.9** Test key messages (rec. 2.4) with different target audiences and provide feedback to WHIN so key message can be tailored for use across the partnership.
- 2.10** Establish and encourage mentoring arrangements between advanced BRC partners (or individual practitioners) and newer members.

## DOMAIN 3: ORGANISATIONAL DEVELOPMENT

### Recommendations for WHIN:

- 3.1** Leverage the current accountability mechanisms of the Workplace Gender Equality Agency, the Gender Equality Bill and the Workplace Equality and Respect Standards, with a focus on organisational culture.
- 3.2** Position WHIN to offer whole-of-organisation training and consultancy packages (such as the Workplace Equality and Respect Standards), that includes accountability measures.
- 3.3** Increase engagement with, and expertise working with, human resources/organisational development departments to create workplace cultural change and embed and progress prevention of violence against women work internally.
- 3.4** Collate case studies of organisations embedding gender equity and prevention of violence against women into organisational policy and practice.

### Recommendations for the BRC Partnership:

- 3.5** Leverage WHIN's role as an external expert by requesting specific strategic opportunities to engage with organisational leaders as opportunities arise (e.g. meetings, presentations).
- 3.6** Develop and share case studies on the ways gender equity and prevention of violence against women has been embedded in organisational policy and practice to support



learning and advocacy of other partners (see rec. 3.4).

- 3.7** Prioritise involvement of organisational leaders in gender equity and prevention of violence against women work to embed whole-of-organisation approaches.

## **DOMAIN 4: COMMUNITY CAPACITY BUILDING**

### **Recommendations for WHIN:**

- 4.1** Continue to support Community of Practice meetings and opportunities for reflective practice. Consider developing groups with a focus on specific topics (e.g. organisational development and community capacity building).
- 4.2** Share information and resources on how to apply an intersectional approach to community-based work.
- 4.3** Collate an overview of all community-based projects to facilitate greater collaboration and learning between projects. Overviews should include the goal, objectives and contact person.
- 4.4** Collate case studies on community capacity building projects for shared learning.
- 4.5** Convene a network for organisations working with schools in the NMR (meetings/online), for the purpose of ensuring an equitable, strategic and coordinated approach.
- 4.6** Continue to advocate to the Department of Education and Training (DET) to connect more effectively with community partners working with schools

### **Recommendations for the BRC Partnership:**

- 4.7** Develop and share case studies on projects that aim to increase the capacity of communities to act on gender equity and prevention of violence against women (see rec. 4.4).
- 4.8** Consider new settings and population groups for implementing community work on prevention of violence against women and gender equity (e.g. increase the number of projects working with young men).

## **DOMAIN 5: SOCIAL MARKETING**

### **Recommendations for WHIN:**

- 5.1** Plan ahead for 16 Days Against Gender-Based Violence activities. Consider forming a 16 Days Working Group for collective social marketing.
- 5.2** Provide leadership, support and consistent messaging for other key awareness days/campaigns (e.g. International Women's Day, International Day Against Homophobia, Transphobia and Biphobia).
- 5.3** Promote and celebrate the breadth of the partnership, such as by including all BRC partner logos on 16 Days materials.
- 5.4** Deliver capacity building activities on social marketing, including how to measure their reach and impact.

### **Recommendations for the BRC Partnership:**

n/a

## DOMAIN 6: EVIDENCE BUILDING

### Recommendations for WHIN:

- 6.1** Strengthen monitoring and evaluation mechanisms in WHIN's organisational practices to enable internal and external monitoring of partnership activity. Utilise monitoring findings to inform planning and decision-making on a regular basis.
- 6.2** Distinguish monitoring from evaluation activities in the next evaluation plan to enable the use of more flexible approaches and methodologies for the four-year evaluation.
- 6.3** Determine the feasibility of a staged approach to data collection for the next BRC evaluation (rather than at the end of two years).
- 6.4** Incorporate monitoring of the implementation of these recommendations into the next BRC evaluation.
- 6.5** Undertake a needs assessment to identify the professional development support and resourcing needs of the partnership in relation to evaluation and shared measurement.

### Recommendations for the BRC Partnership:

- 6.6** Work with WHIN to develop a stronger focus on, and capacity to contribute to a shared monitoring, evaluation and learning system
- 6.7** Identify options for collectively resourcing the ongoing collective evaluation of the BRC Partnership and Strategy.
- 6.8** Embed these recommendations in organisational work plans.



**RIGHT:** Banyule Community Health's Reclaim the Night event 2019, 'The North Says No'.



La Trobe University Vice-Chancellor, Professor John Dewar (4th from right) with senior La Trobe staff at 'Celebrating Gender Equality at La Trobe' event, 2019.

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Importantly, the evaluation has highlighted a range of illustrative and inspirational community stories at a local level that really bring to life the importance of the prevention work of the BRC Partnership.







# APPENDIX

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# Building a Respectful Community

The BRC Partnership works to prevent violence against women across Melbourne's north, guided by

INPUTS	ACTIVITIES	OUTPUTS
<p><b>BRC Partnership, Strategy and Action Plans</b></p> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>Funding</li> <li>Backbone function from WHIN</li> </ul> <p><b>Authorising Policy Environment</b></p> <p><b>Engaged Public Conversation &amp; Dialogue</b></p> <p><b>Shared Frameworks/ Approaches</b></p> <ul style="list-style-type: none"> <li>Change the Story</li> <li>BRC Strategy</li> </ul> <p><b>Evidence-based Practice</b></p>	<p><b>Advocacy (policy arena)</b></p> <p>→</p>	<ul style="list-style-type: none"> <li>10 strategic communications with Government (OPWE / Respect as a partnership)</li> </ul>
	<p><b>BRC Partnership Work &amp; Capacity Building</b></p> <ul style="list-style-type: none"> <li>Governance &amp; decision-making</li> <li>Training, mentoring, support &amp; consultancy by WHIN</li> </ul> <p>→</p>	<ul style="list-style-type: none"> <li>4 meetings of BRC Partnership (Committee); 2 working groups &amp;</li> <li>3 new organisations represented in partnership</li> <li>1 x BRC Partnership Project</li> <li>1 x INCEPT Project</li> </ul>
	<p><b>Organisational Development</b></p> <ul style="list-style-type: none"> <li>Audits &amp; assessments</li> <li>Policy development &amp; implementation</li> <li>Systems changes</li> <li>Training</li> </ul> <p>→</p>	<ul style="list-style-type: none"> <li>5 partners undertake a GE audit</li> <li>7 partners undertake a GE audit of facilities or services</li> <li>11 partners develop a Gender Equity Action Plan</li> <li>4 partners initiate internal (staff) strategy on GE</li> <li>13 partners implement workplace PVAW either via organisational or community capacity building</li> </ul>
	<p><b>Community Capacity Building for Community Mobilisation</b></p> <ul style="list-style-type: none"> <li>Setting or place-based initiatives</li> <li>Direct participation programs</li> </ul> <p>→</p>	<ul style="list-style-type: none"> <li>12 partners implement a community project for PVAW</li> <li>6 partners provide community groups</li> <li>9 partners initiate activities for women's leadership, inclusion &amp; participation</li> <li>10 organisations support schools</li> </ul>
	<p><b>Social Marketing for Awareness Raising</b></p> <ul style="list-style-type: none"> <li>Social &amp; traditional media</li> <li>Campaigns</li> </ul> <p>→</p>	<ul style="list-style-type: none"> <li>24 partners undertake social marketing campaigns for GE/PVAW via social and traditional media</li> </ul>
	<p><b>Evidence Building</b></p> <ul style="list-style-type: none"> <li>Evaluation for learning &amp; improvement</li> </ul> <p>→</p>	<ul style="list-style-type: none"> <li>BRC Evaluation Plan 2017-19</li> <li>BRC Evaluation Report</li> <li>Key learnings communicated to relevant stakeholders</li> </ul>

## KEY

**BRC:** Building a Respectful Community, **PVAW:** Preventing violence against women, **GE:** Gender Equity, **RR:** Respectful relationships, **OPWE:** Office for Prevention and Women's Equality, **CoP:** Communities of Practice, **NMR:** Northern Metropolitan Region



BUILDING A  
**Respectful  
Community**

# Community Program Logic 2017–2019

by the BRC Strategy 2017-21. This program logic applies to the first two annual action plans (2017-19).

	IMMEDIATE - AND MEDIUM-TERM IMPACTS (ACHIEVABLE IN THE 24 MONTHS)	LONG TERM OUTCOMES
with Victorian (Victoria)	<ul style="list-style-type: none"> <li>Increased recognition by the Victorian Government of the BRC Partnership as the pre-eminent structure for primary prevention in Melbourne's north</li> </ul>	<ul style="list-style-type: none"> <li>Sustained and enduring partnership for PVAW in Melbourne's north</li> </ul>
NMR PVAW & 3 CoPs on BRC	<ul style="list-style-type: none"> <li>Strengthened sustained BRC Partnership</li> <li>Improved quality of BRC partners' work for GE and PVAW</li> <li>Increased opportunities for collaborative effort &amp; shared endeavour</li> <li>Increased confidence among BRC partner staff to undertake PVAW work with community</li> </ul>	<ul style="list-style-type: none"> <li>Gender equitable communities &amp; organisations in Melbourne's north</li> <li>All women's full inclusion in civic, economic &amp; social life in Melbourne's north</li> </ul>
of HR policies /assessment of equity Strategy & communications	<ul style="list-style-type: none"> <li>Increased leadership within organisations for GE and PVAW</li> <li>Increased number of organisations with systems/structures for GE</li> <li>Improved organisational cultures for the work of GE and PVAW</li> <li>Improved confidence and skill of staff &amp; leaders to take action on GE/PVAW in their work</li> </ul>	<ul style="list-style-type: none"> <li>Non tolerance of gender inequality &amp; violence supportive attitudes &amp; behaviours in Melbourne's north</li> </ul>
ce training rganisations on development		<ul style="list-style-type: none"> <li>Elimination of violence against women</li> </ul>
community mobilisation grants for PVAW women's ion s in RR education	<ul style="list-style-type: none"> <li>Increased number of settings/sectors where GE/PVAW work is occurring</li> <li>Increased number of community activists</li> <li>Improved confidence, knowledge &amp; skills among community partners/members for GE/PVAW</li> </ul>	
marketing cial and	<ul style="list-style-type: none"> <li>Strengthened consistent messaging from BRC partners on GE/PVAW to communities in Melbourne's north</li> </ul>	
BRC partners	<ul style="list-style-type: none"> <li>Improved capacity for evidence based sound decision making for the partnership</li> </ul>	

## CONTACT

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IN THE NORTH**  
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# APPENDIX 2: BRC EVALUATION RESULTS

## TABLE FOR PROCESS INDICATORS

The *BRC Evaluation Plan 2017–19* consists of 31 process indicators of success (20 overarching targets and 11 sub-targets) and 13 impact indicators of success (11 overarching targets and 2 sub-targets) to measure the BRC partnership activity and the impacts of the activities. For further details please refer to the *Building a Respectful Community Evaluation Plan 2017–2019*.

DOMAIN	TARGETS	ACTUAL OUTPUT	TARGET MET?
ADVOCACY	<ul style="list-style-type: none"> <li>At least 10 strategic communications are made by WHIN on behalf of the BRC partnership to the Victorian Government (e.g. OPWE, Primary Prevention Agency)</li> </ul>	10 strategic communications specific to the BRC partnership activity by WHIN on behalf of the BRC partnership to the Victorian Government (e.g. OPWE, Respect Victoria), plus many additional strategic communications by WHIN CEO that included advocacy for BRC.	Exceeded
BRC PARTNERSHIP WORK	<ul style="list-style-type: none"> <li>5 meetings of the BRC partnership (i.e. NMR PVAW Committee)</li> </ul>	Nine (9) NMR PVAW Committee meetings were held from July 2017 – June 2019 (8 quarterly meetings & 1 planning day).	Met
	<ul style="list-style-type: none"> <li>at least 90% of partners attending at least 3 meetings per year.</li> </ul>	16 BRC partners provided representation at at least 3 meetings in 2017-18 (67% of active partners). 14 BRC partners provided representation at at least 3 meetings in 2018-19 (58% of active partners). Average over 2 years 62.5%  Two partners are not considered active (Good Samaritan Inn and Eastern Melb PHN). Three other partners did not attend any meetings but participated in other ways (Banyule Council, HWPCP, NEHC). Four partners had representation at every meeting (Merri, Your Community Health and INWPCP, and WHIN)	Not met High target set
	<ul style="list-style-type: none"> <li>2 working groups of the BRC partnership;</li> <li>memberships representative of the BRC partnership</li> </ul>	Evaluation working group  BRC Steering group  Rep of the different sectors involved Local gov community health and PCP community orgs and also geographically	Met (2)
	<ul style="list-style-type: none"> <li>3 new organisations engaged/ attending the NMR PVAW Committee as associate members</li> </ul>	Yes, 7: Relationships Australia Victoria, Brotherhood of St Laurence, Salvation Army Crossroads, Department for Education and Training, Arabic Welfare Inc., Carlton Football Club, Legal Aid Victoria.	Exceeded
	<ul style="list-style-type: none"> <li>Terms of Reference met for all structures of the BRC partnership, including the working groups</li> </ul>	Yes to all four groups <ul style="list-style-type: none"> <li>NMR PVAW Committee</li> <li>BRC Steering Group</li> <li>BRC Evaluation Working Group</li> <li>BRC Evaluation Online Platform Reference Group</li> </ul>	Met

BRC PARTNERSHIP WORK	<ul style="list-style-type: none"> <li>Two events for BRC Partner CEOs/executives are held with</li> </ul>	2 leadership events held	Met
	<ul style="list-style-type: none"> <li>at least 80% of partner organisations represented at each BRC capacity building work for partners</li> </ul>	Strategy Launch in 2017: 26 partners (100%). BRC Executive Breakfast in 2019: 24 partners (100% of current active partners)	Exceeded
BRC CAPACITY BUILDING WORK FOR PARTNERS	<ul style="list-style-type: none"> <li>BRC Workforce Development Program (inc. CPPP project) with</li> <li>at least 80% BRC partners involved in the activities i.e. training and/or CoPs</li> </ul>	12 training sessions/workshops 7 CoP sessions 2 practice forums 3 training programs/workshops were provided by external providers, convened by WHIN for the BRC partnership 22 partners involved (92% of active partners)	Exceeded
	<ul style="list-style-type: none"> <li>For both projects, 100% of participants in the workforce development activities report that attending was time well spent</li> </ul>	96% average across activities	Not met Very close/ high target set
	<ul style="list-style-type: none"> <li>Of those participating in the training:  90% report the content was relevant to their work</li> </ul>	Not measured  Only asked this at 1 training session (100%). Lack of consistency in training session evaluations.	Insufficient data
	<ul style="list-style-type: none"> <li>Of those participating in the CoP:  75% report the environment created was a safe one to share practice experiences, raise common challenges, and learn from one another</li> </ul>	100% report the environment created was a safe one to share practice experiences, raise common challenges, and learn from one another	Exceeded
	<ul style="list-style-type: none"> <li>At least 2 evaluation capacity building activities for BRC partners as part of the INWPCP led INCEPT Project.</li> </ul>	<ul style="list-style-type: none"> <li>INW PCP funded 2 evaluation workshops with WLK Consulting.</li> <li>BRC evaluation online platform reference group (participation)</li> <li>INCEPT also provided capacity building opportunities through other process such as INCEPT 2.0 testing (5 BRC partners). Testers experienced increased confidence in evaluation (pre &amp; post comparison)</li> </ul>	Exceeded
	Of those participating in the (INCEPT) activities  <ul style="list-style-type: none"> <li>100% report the topics were applicable to evaluating their PVAW actions</li> </ul>	100% report the topics were applicable to evaluating their PVAW actions	Met

ORGANISATIONAL DEVELOPMENT WORK OF PARTNERS	<ul style="list-style-type: none"> <li>at least 5 BRC partners undertake a gender equity audit of HR policies (and if not why not)</li> </ul>	6 BRC partners reported undertaking a gender equity audit of HR policies	Exceeded
	<ul style="list-style-type: none"> <li>Of those undertaking gender equity audits or assessments:  100% report the process is consultative and inclusive  (1.3, 2.2 &amp; 2.4 combined)</li> </ul>	12 out of 15 (80%) partners reported the process is consultative and inclusive (1 responded unsure and 2 responded no). For those that didn't reasons were stated as being related to the HR processes or limited timeframes	Not met High target set
	<ul style="list-style-type: none"> <li>at least 7 BRC partners complete a gender equity audit or assessment of facilities, services or programs (and if not why not)  (2.2 and 2.4 combined)</li> </ul>	4 BRC partners reported GE audits were complete, 6 reported partially complete; 3 selected no activity and 2 no response.	Not met Definition issue re whether 'complete' refers to 1 audit or a program of audits
	<ul style="list-style-type: none"> <li>at least 11 BRC partners develop or implement a Gender Equity Strategy and Action Plan (and if not why not)</li> </ul>	13 BRC have initiated and progressed GE strategy or action plan	Exceeded
	<ul style="list-style-type: none"> <li>Of those developing or implementing a Gender Equity Strategy and Action Plan:  100% report the process is consultative and inclusive</li> </ul>	100% reported the process was consultative and inclusive	Met
	<ul style="list-style-type: none"> <li>100% demonstrate that their strategy and plan are whole-of-organisation (i.e. aligned with best practice)</li> </ul>	100% have demonstrated that their strategy and plan are whole-of-organisation	Met
	<ul style="list-style-type: none"> <li>at least 13 BRC partners implement workplace training to support their gender equity organisational development activity</li> </ul>	17 partners have indicated that they have completely or partially implemented workplace training to support their gender equity organisational development activity.	Exceeded
	<ul style="list-style-type: none"> <li>Of those implementing workplace training:  100% demonstrate that the content is aligned with the evidence-based framework for action on the gendered drivers as per Change the Story</li> </ul>	6 orgs of 17 submitted training reports, of those: 5 aligned with the evidence-based framework for action on the gendered drivers as per Change the Story Some mentioned they were happy to follow this up	Insufficient data
	<ul style="list-style-type: none"> <li>80% of participants report that attending the training was time well spent</li> </ul>	6 orgs of 17 submitted training reports, of those: No response = 5 1 x Measured = 11 Strongly agree; 1 somewhat agree (100%)	Insufficient data



<b>COMMUNITY CAPACITY BUILDING FOR COMMUNITY MOBILISATION ACROSS A RANGE OF SETTINGS, PLACES, SECTORS</b>	<p>The following targets are met (as indicated through the 12-month action plan)</p> <ul style="list-style-type: none"> <li>at least 8 BRC partners implement a women's leadership or capacity building project (with a priority focus on marginalised groups)</li> </ul>	<p>10 partners (incl. WHIN) implement a women's leadership or capacity building project (with a priority focus on marginalised groups)</p>	<p><b>Exceeded</b></p>
	<ul style="list-style-type: none"> <li>at least 12 BRC partners implement a PVAW community mobilisation project</li> </ul>	<p>14 BRC partners implement a PVAW community mobilisation project</p>	<p><b>Exceeded</b></p>
	<ul style="list-style-type: none"> <li>at least 6 BRC partners deliver community grants for PVAW</li> </ul>	<p>8 BRC partners delivered community grants for PVAW</p> <p>Only 8 entered in data as 2 selected no activity for 2018-19. One response was rejected as it was funding for Identifying and Responding to family violence.</p>	<p><b>Exceeded</b></p>
	<ul style="list-style-type: none"> <li>at least 10 BRC partners support schools in respectful relationships education</li> </ul>	<p>11 BRC partners support schools in respectful relationships education</p>	<p><b>Exceeded</b></p>
	<p><b>ACTIONS 3.1, 3.3, 3.4, 5.1</b></p> <p>Of those implementing a women's capacity building project, PVAW community mobilisation project, or work with schools:</p> <ul style="list-style-type: none"> <li>100% demonstrate that their work is aligned with the evidence-based framework for action on the gendered drivers as per Change the Story</li> </ul>	<p>100% demonstrated that their work was aligned with the evidence-based framework for action on the gendered drivers as per Change the Story</p>	<p><b>Met</b></p>
<b>SOCIAL MARKETING FOR AWARENESS RAISING</b>	<ul style="list-style-type: none"> <li>90% report they have access to appropriate tools and resources for the organisational development, capacity building or mobilisation of others</li> </ul>	<p>76% reported having access to appropriate tools and resources for the organisational development, capacity building or mobilisation of others (23 Yes; 3 No; 4 Unsure)</p>	<p><b>Not met</b></p>
	<ul style="list-style-type: none"> <li>At least 24 BRC partners undertake social marketing for awareness raising to external audiences (e.g. the communities they serve) e.g. via annual evidence-based campaigns such as 16 Days of Activism against Gender-based Violence, International Women's Day</li> </ul> <p><b>ACTION 4.3</b></p>	<p>23 BRC partners reported undertaking social marketing for awareness raising to external audiences (e.g. the communities they serve) e.g. via annual evidence-based campaigns such as 16 Days of Activism against Gender-based Violence, International Women's Day. This is to do with response rate to the survey.</p>	<p><b>Not met</b></p> <p>(Expect this has been met but high target set and not 100% response rate)</p>

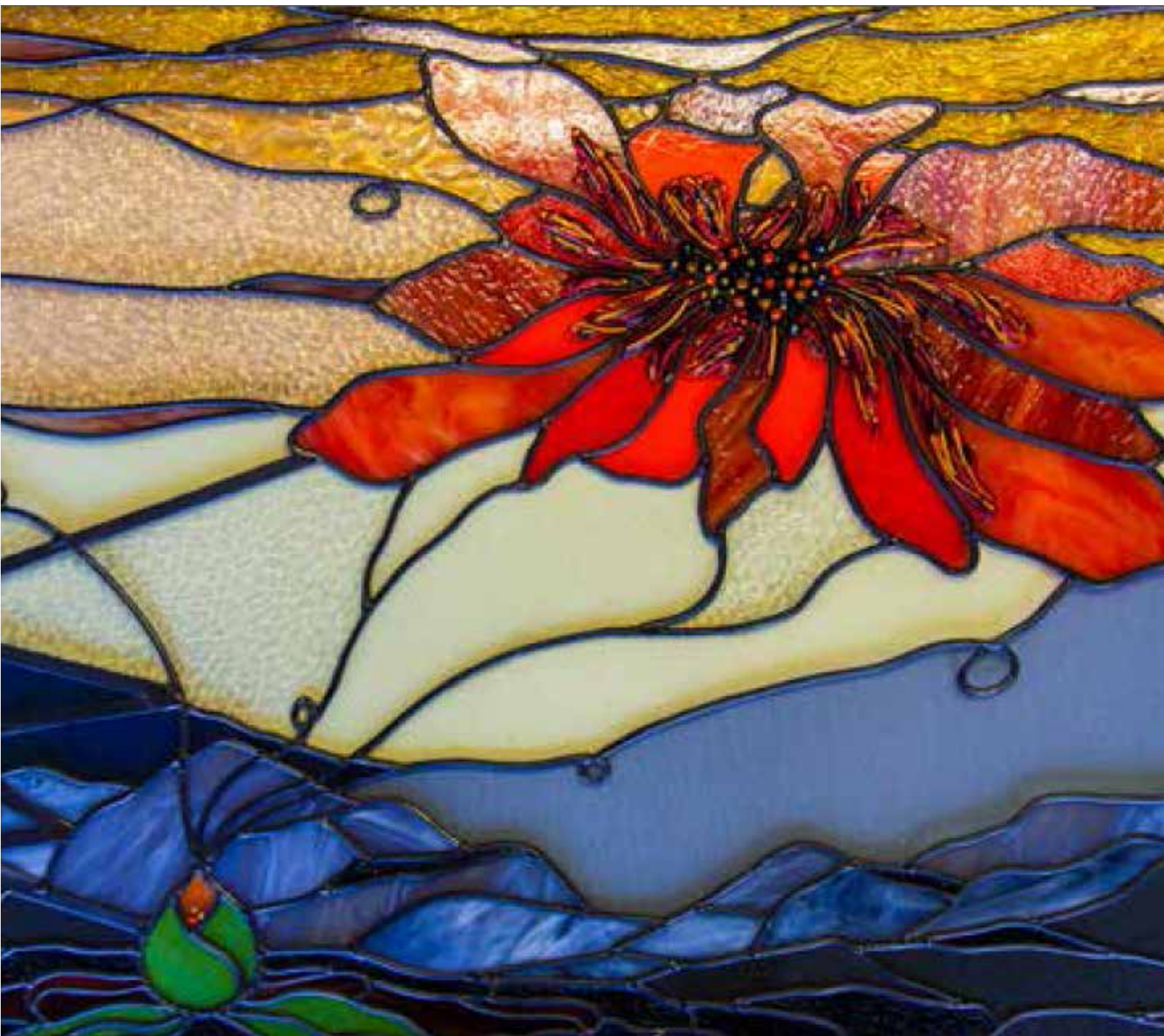
# APPENDIX 3: BRC EVALUATION RESULTS TABLE FOR IMPACT INDICATORS

The *BRC Evaluation Plan 2017–19* consists of 31 *process indicators of success* (20 overarching targets and 11 sub-targets) and 13 *impact indicators of success* (11 overarching targets and 2 sub-targets) to measure the BRC partnership activity and the impacts of the activities. For further details please refer to the *Building a Respectful Community Evaluation Plan 2017–2019*.

DOMAIN	TARGETS	ACTUAL OUTPUT	TARGET MET?
ADVOCACY	N/A	N/A	N/A
BRC PARTNERSHIP WORK	N/A	N/A	N/A
BRC CAPACITY BUILDING WORK OF PARTNERS	<ul style="list-style-type: none"> <li>100% of BRC partners involved in the 'Working with the <i>Community to PVAW</i>' <b>training</b> report an increase in capacity to work with community as direct result (increased capacity = improved confidence or skills).</li> </ul>	<p>90% of participants in the 'Working with the Community to PVAW' training program reported an increased capacity to take action on PVAW, and 86% reported an increased capacity to work with the community on PVAW.</p> <p>(Note: this training program formed a small component of the capacity building activities and may not have been the most useful part to measure. The training was run twice, with low participant numbers.)</p>	Not met Very close/ high target set
	<ul style="list-style-type: none"> <li>Of these, 75% state an intent to progress their work with community within the next 3 months</li> </ul>	89% of participants the 'Working with the Community to PVAW' training program stated an intent to progress their work with community within next 3 months.	Exceeded
	<ul style="list-style-type: none"> <li>100% of BRC partners involved in the other training and CoP report an <b>increase in capacity to take action</b> to PVAW and/or promote gender equity in their work as a direct result.</li> </ul>	<p>95% training and workshops (plus 97% intend to take action)</p> <p>87% practice forums</p> <p>87% CoPs</p> <p>Total for all capacity building activities (forums, CoPs, WHIN training, external training)=<b>93% reported increased capacity to take action for GE/PVAW</b></p>	Not met Very close/ high target set
	<ul style="list-style-type: none"> <li>100% of BRC partners involved in the INCEPT Project's evaluation capacity building activities report an increase in capacity to undertake the aspects of evaluation covered (increased capacity = improved confidence or skills)</li> </ul>	<p>WLK consulting evaluation training</p> <p>100% experienced improved confidence</p>	Met

ORGANISATIONAL DEVELOPMENT WORK OF PARTNERS	<b>Impact</b> Of those undertaking audits or assessments: <ul style="list-style-type: none"> <li>100% develop meaningful actions from the results to positively influence workplace practices, facilities, services or programs</li> </ul>	100% reported developing meaningful actions from the results to positively influence workplace practices, facilities, services or programs	Met
	Of those undertaking audits or assessments: <ul style="list-style-type: none"> <li>80% state an intent to undertake at least 1 action for more inclusive or equitable workplace practices, facilities, services or programs;</li> </ul>	5 out of 6 (83%) have reported an intent to undertake at least 1 action for more inclusive or equitable workplace practices, facilities, services or programs;	Exceeded
	Of those undertaking audits or assessments: <ul style="list-style-type: none"> <li>of these 50% actually implement that action (including gaining leadership endorsement for it)</li> </ul>	4 out of 5 (80%) have resulted in implemented action (e.g. policy, leave or procedural changes)	Exceeded
	Of those developing or implementing a Gender Equity Strategy and Action Plan: <ul style="list-style-type: none"> <li>100% report that the process is supported by leadership at the highest level possible;</li> </ul>	100% reported that the process is supported by leadership at the highest level possible	Met
	Of those developing or implementing a Gender Equity Strategy and Action Plan: <ul style="list-style-type: none"> <li>100% can provide at least 1 example of how their strategy and action plan are embedding gender equity in their organisational structures, systems or processes.</li> </ul>	100% of organisations provided an example of how the process of developing or implementing a GE provided examples of how their strategy and action plan are embedding gender equity in their organisational structures, systems or processes.	Met
	Of those implementing workplace training: <ul style="list-style-type: none"> <li>80% of participants report deepened levels of understandings of the link between gender equity and PVAW</li> </ul>		Insufficient data

ORGANISATIONAL DEVELOPMENT WORK OF PARTNERS	Of those implementing workplace training: <ul style="list-style-type: none"><li>70% of participants report increased awareness of their role in gender equity for PVAW</li></ul>	I measured: As a result of attending this training session, I have an increased understanding of preventing violence against women (st agree – st disagree) = 10 agree & 2 strongly agree (100%)	Insufficient data
	Of those implementing workplace training: <ul style="list-style-type: none"><li>60% of participants report an intent to take at least 1 action for gender equity for PVAW (as appropriate to their role)</li></ul>		Insufficient data
COMMUNITY CAPACITY BUILDING FOR COMMUNITY MOBILISATION ACROSS A RANGE OF SETTINGS, PLACES, SECTORS  ACTIONS 3.1, 3.3, 3.4, 5.1	At least 80% of BRC Partners implementing a women's capacity building project, a community mobilisation project, or working with schools can report at least 1 way in which the project increased the participants' understandings, skills and/or confidence for action on the gendered drivers  (3.1 + 3.3 + 5.1) (3.4 not included in survey)	12 community capacity projects + 6 women's leadership projects + 2 working with schools (total 20)  Provided at least 1 example of how the project increased the participants capacity for action on PVAW.  However, a high number of responses stated 'TBC' or didn't respond.	High number of examples provided, but not sufficient to meet target due to lack of data.
SOCIAL MARKETING FOR AWARENESS RAISING  ACTION 4.3	N/A	N/A	N/A



*Out of the Darkness*, Friday Glass Arts MakerSpace, Leadlight, 2018 #I6DaysNillumbik,  
Living and Learning Nillumbik

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“The BRC Strategy works towards a gender equitable and non-violent community where women and girls are valued, respected and safe. It draws on current national and Victorian frameworks and strategies to apply an evidence-based, intersectional and regional approach to the primary prevention of violence against women for the NMR of Melbourne.”



**WOMEN'S HEALTH  
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