



Evaluation of the Building a Respectful Community Strategy and Partnership

2017 to 2021



Acknowledgements

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- Banksia Gardens
- Banyule Community Health
- cohealth
- HealthAbility
- DPV
- Hume City Council
- Inner West PCP
- Merri Health
- Neighbourhood Justice Centre
- Nillumbik Shire Council
- Sunbury Community Health
- Your Community Health
- Banyule City Council
- City of Whittlesea
- City of Darebin
- North East Healthy Communities
- Hume Whittlesea PCP
- City of Yarra
- Moreland City Council.

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The University acknowledges the Aboriginal and Torres Strait Islander Traditional Custodians of the land on which we work and learn. We pay respect to their Elders, past and present, and the place of Indigenous Knowledge in the academy. We acknowledge and respect that Aboriginal and Torres Strait Islander people have always used resources from the land and waters for nourishment, medicine, and healing

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List of abbreviations/acronyms

ANROWS:	Australia's National Research Organisation for Women's Safety Limited
BRC:	Building a Respectful Community
CALD:	Culturally and Linguistically Diverse
CGEPS	The Commission for Gender Equality in the Public Sector
GE:	Gender Equity
GBV	Gender-based violence
HREC:	Human Research and Ethics Committee
INW PCP:	Inner North West Primary Care Partnership
MEL	Monitoring, Evaluation and Learning
PVAW:	Preventing Violence Against Women
UoM:	University of Melbourne
WGEA:	Workplace Gender Equality Agency
WHIN:	Women's Health In the North

EXECUTIVE SUMMARY

The [Building a Respectful Community Strategy 2017–2021](#) (the BRC Strategy) is the regional strategy for preventing violence against women (PVAW) across the North Metropolitan Region (NMR) of Melbourne. The NMR includes the seven (7) municipalities of Banyule, Darebin, Hume, Moreland, Nillumbik, Whittlesea, and Yarra. 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 North Metropolitan Region.

The BRC Strategy was developed by the Building a Respectful Community Partnership (BRC Partnership), an alliance of 24 organisations that are committed to working together to prevent violence against women, led by Women's Health In the North (WHIN). The BRC Partnership began in 2011.

The primary objectives of this evaluation were to assess the degree to which the BRC Partnership has progressed towards and contributed to outcomes related to the priority areas:

1. partnership work and capacity building,
2. organisational development,
3. community capacity building and mobilisation, and
4. evidence building.

A secondary objective was to identify directions for consideration for the next iteration of the BRC Partnership Strategy to continue supporting the work of the partnership in gender equity and the prevention of violence against women, alongside other inputs such as the BRC Strategy workshop 2021, undertaken by Trezona Consulting Group (Trezona, 2021).

Data was collected from active representatives of organisations within the BRC Partnership using an online Qualtrics survey, and online audio-recorded focus group discussions via Zoom (UoM). A total of sixteen (16) individuals from fifteen (15) partnership organisations responded to the survey and six (6) organisations participated in a semi-structured focus group discussion.

The evaluation findings support and reinforce findings from the mid-strategy evaluation that WHIN and the regional approach to the BRC partnership work has contributed to the quality of the collective PVAW and GE work in the region. The BRC partners provided nine examples of ways the partnership improved quality through reinforcing its importance for agenda setting; sharing learning and information updates; networking; skill development and informing strategic directions.

BRC partnership representatives also reported continued adherence to key evidence-based quality criteria and alignment to evidence-based documents to inform their work. The application of intersectional approaches to PVAW and GE work was one example whereby programs were tailored to cultural and linguistically diverse (CALD) communities (including newly arrived migrant women); LGBTIQ+ communities; Aboriginal and Torres Strait Islander leadership training and advisory groups; women with disabilities; along with dedicated intersectionality working groups and alliances. As well as intersectionality, BRC partners reported continued adherence to the BRC principles in their work. These include being evidence-based, human-rights based, informed by local context, and adopting a feminist and gender transformative approach.

The majority of BRC organisations had indicated that support for PVAW and GE has strengthened, within their organisations, with most respondents reporting that leadership of the organisation had advocated for increased resourcing or focused efforts towards PVAW/GE. This advocacy led to a number of reported impacts such as new initiatives, new working groups, increased number of business groups leading actions in PVAW and GE, more dedicated staffing and/or EFT, and increased resourcing for community programs in GE and PVAW.

Overall organisational level outcomes of these efforts included:

- increased support for PVAW and GE work from staff and the leadership
- increased number of staff championing GE
- increased number of business units that are working in PVAW/GE (local government)
- PVAW and GE being better integrated and embedded strategically
- strengthened relationships and partnerships
- greater number of women in leadership roles, and
- improved systems and structures in organisations that embed inclusive and gender equitable policies and procedures.

Community level outcomes were reported and related to the efforts of the partner organisations to mobilise their communities to support gender equality and the prevention of violence against women.

While most efforts of partners focused internally within their own organisation's GE and PVAW policies and processes, some partners provided examples of mobilisation efforts leading to actions taken by community members or organisations. This included the support of individual 'champions', students organising activities at their schools, young people running events to promote GE and PVAW, public speaking and leadership opportunities for women in CALD communities, and sporting clubs delivering culturally inclusive sports programs for women and girls

The COVID-19 pandemic and associated lockdown restrictions have impacted PVAW and GE work through creating additional barriers to stakeholder engagement (both in communities and organisations); affecting organisational income; pivoting prevention workers to response activities (in early 2020); increasing stress and pressure on staff and causing ongoing disruption and uncertainty.

Recommendations

This evaluation has identified several “areas for development” or areas for prioritising effort based on the expressed needs of the BRC partners, the evaluation findings, and the context of the pandemic in the last 18 months of the BRC strategy. These areas for development, recommendations, and the rationale for including the recommendation are outlined in the table below.

Area for development	Recommendation	Rationale
Collaboration	Facilitate smaller collaborative action working groups, or ‘buddy groups’ based on specific action areas of the BRC partnership (e.g., Respectful Relationship (RR) curriculum in schools, early childhood and working together with men).	This recommendation is based upon expressed needs of the BRC partners. Several partners mentioned a desire for smaller targeted working groups or buddy systems that are based on a particular setting or a specific approach (for example, bystander training in community settings) or organisation type (for example, community health).
Capacity building	Identify peer mentoring and leadership opportunities.	There is a broad range of expertise in the partnership and some BRC partners have over 10 years of experience working in GE and PVAW. WHIN could play a role in matching mentor and mentees to support strengthening relationships within the BRC partnership and add value to the work of the partnership.
Education/training	Foster a shared understanding of ‘community mobilisation’, how it is achieved, and some measures of success. Undertake a needs assessment for training topics.	There was some confusion in the survey responses on what community ‘mobilisation’ means with some BRC representatives reporting on community facing work of the organisation as the outcome rather than the actions of community members. Suggestions were for more training opportunities as those done in the past were found to be valuable.
Inclusive language	WHIN could consider changing or combining the commonly used ‘Preventing Violence Against Women’ (PVAW) to/with ‘preventing gender-based violence’ (GBV) or including an acknowledgement of binary terminology and LGBTIQ inclusive practices in the next strategy.	The binary nature of language used in the term PVAW was mentioned by several BRC partners. GBV was highlighted as the preferred framing of the BRC partners to strengthen inclusion of all gender identities in the strategy workshop (Trezona, 2021) with PVAW as the second preferred.

Evaluation Assistance	<p>For WHIN and the BRC to consider additional ways in which assistance can be provided to support evaluation of partners work across settings, target groups and action areas. Examples for consideration include:</p> <ul style="list-style-type: none"> • A dedicated monitoring, evaluation, and learning (MEL) coordinator for the partnership to strengthen and support embedding shared monitoring and evaluation mechanisms for the partnership. • Utilise or adapt existing evaluation tools and templates that have already been developed by other BRC partner agencies. • Capacity building opportunities through peer mentoring programs or adapting shared tools. • A partnership with a University (MPH Capstone Research Projects or Professional Practice opportunities for students). • Common measures for the different types of PVAW activities. 	<p>Several partners expressed their desire for assistance in measuring PVAW and GE outcomes specific to their work programs. There was also an expressed desire for a practical, common set of measure across the work of the BRC partners.</p>
Evaluation design and utilisation	<p>To revisit the evaluation design and determine whether it is meeting the needs of the partnership in terms of usability of the findings. It's likely there will need to be a re-engagement on what aspects of monitoring and evaluation are most meaningful for WHIN and the BRC partners and how best the partnership can streamline monitoring, evaluation, and learning (MEL) processes. Different and simplified evaluation methods could be considered to support clarity and transparency in shared measurement and evaluation.</p>	<p>Few respondents had used or understood how the findings from the previous evaluations were used. Partners suggested more opportunities to be provided with details from the findings and a more accessible format.</p>

MAIN EVALUATION REPORT

Background

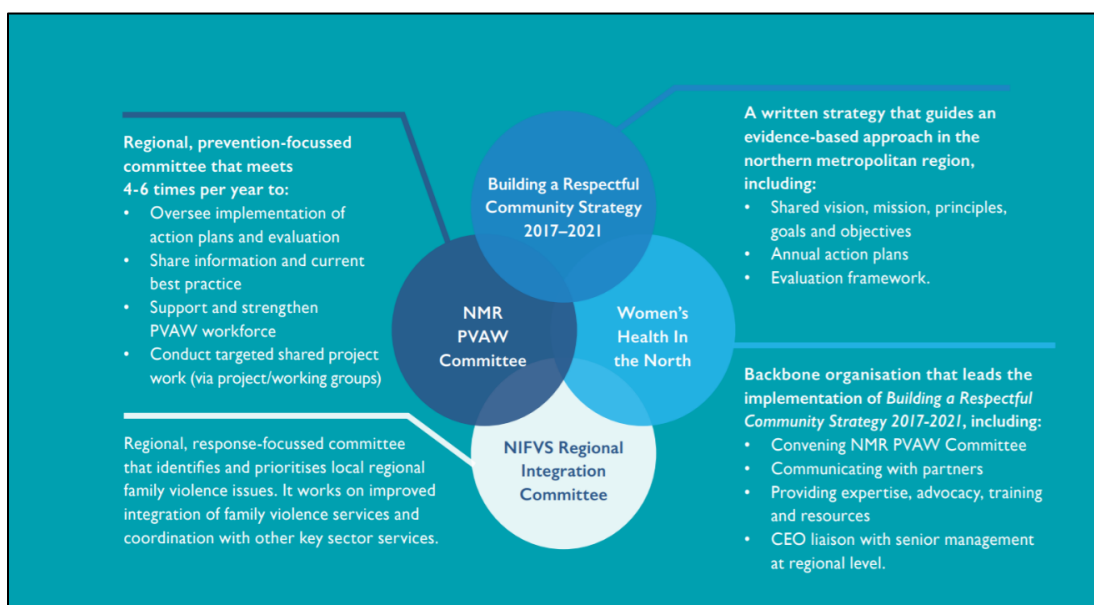
1. The Building a Respectful Community Strategy 2017 - 2021

The [Building a Respectful Community Strategy 2017–2021](#) (the BRC Strategy) is the regional strategy for preventing violence against women (PVAW) across the North Metropolitan Region (NMR) of Melbourne. The NMR includes the seven (7) municipalities of Banyule, Darebin, Hume, Moreland, Nillumbik, Whittlesea, and Yarra.

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. Additionally, the Strategy aims to guide, inspire, and support organisations to take action in preventing violence against women and promote gender equity across workplaces, community groups and neighbourhoods, services and facilities, and communications. It also aims to engage new sectors and organisations in this work.

The BRC Strategy has been strengthened by a regional approach to Preventing Violence Against Women (PVAW) which draws on systems thinking and collective impact theory (WHIN & INW PCP, 2017). The importance of developing a shared approach across different settings and sectors has been emphasised in the Victorian Royal Commission into Family Violence, Ending Family Violence Victoria's Plan for Change and Change the Story (Our Watch, ANROWS & VicHealth 2015). Figure 1 outlines the regional approach of the Strategy and where the Building a Respectful Community Strategy and related functions (such as the PVAW Committee) sit and articulates WHIN's role in this approach.

Figure 1: The Building a Respectful Community Regional Approach



(WHIN, 2017, pg. 17)

This evaluation focuses on the regional prevention work and the leadership of WHIN as the backbone organisation for the implementation of the BRC Strategy.

The BRC Strategy and the regional approach are underpinned by the BRC principles which guide the collective efforts for the Northern Region. See Box 1 for the principles.

Box 1: The BRC Principles

PRINCIPLES

Our work is...

Human rights-based: We recognise violence against women as a human rights abuse and we apply an approach that places women's human rights, including their rights to physical integrity, agency and autonomy, at the centre of prevention efforts.

Feminist: We use a women-centred and women-led approach to advocacy and action, underpinned by a feminist understanding which identifies violence against women as a gendered issue grounded in structural gender inequality.

Gender transformative: Our work examines, challenges and ultimately transforms structures, norms and practices that reinforce gender inequality, and strengthens those that support gender equality.

Intersectional: We recognise that intersecting forms of discrimination can increase the prevalence and/or severity of violence. We use an inclusive lens that complements population-wide approaches with tailored and targeted strategies.

Accountable: We are accountable to, and informed by, women's experiences. We take a 'do no harm' approach which prioritises the safety of participants in any work we do.

Informed by local context: Our strategies are informed by, and tailored to, the community, group or population involved. We are informed by the response sector and their understanding of women's experiences.

Engaging of men: Our work recognises that preventing violence against women is everyone's responsibility and engages men and boys as allies in addressing the gendered drivers of violence against women.

Evidence-based: Our strategies and actions are based on current evidence, research and consultation, and focus on long term change. Evaluation is built in from the start, applied for continuous improvement, and builds the evidence base.

(WHIN, 2017, pg. 5)

2. The Building a Respectful Community (BRC) Partnership

The BRC Strategy was developed by the Building a Respectful Community Partnership, an alliance of 24 organisations that are committed to working together to prevent violence against women, led by Women's Health In the North (WHIN). The Building a Respectful Community Partnership began in 2011.

The BRC partner organisations include:

- 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
- North Richmond Community Health
- Sunbury Community Health
- Whittlesea Community Connections
- Banksia Gardens Community Service
- Northern Centre Against Sexual Assault (Austin Health)
- Neighbourhood Justice Centre
- La Trobe University
- Whittlesea Primary Care Partnership
- Inner North West Primary Care Partnership (INW PCP)
- North East Healthy Communities

All partner organisations committed to taking at least one action under all five goal areas of the Strategy over 2017–2021 (see Figure 2 for goal areas). Action plans were created to identify which actions each partner was undertaking to identify opportunities and gaps, and to track progress. The action plan contains 27 actions in total (WHIN, 2018).

Figure 2: The five goal areas of the BRC Strategy 2017 - 2021



(WHIN, 2017, pg. 4)

The BRC Partnership is a voluntary partnership in which partner organisations contribute to the northern region's collective effort 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. Further information on the BRC Partnership, the Building a Respectful Community Strategy 2017– 2021, and the annual action plans can be found at <https://www.whin.org.au/brc>.

3. Women's Health in the North (WHIN)

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.

4. Monitoring and evaluation work to date

WHIN leads and coordinates the BRC Partnership and the implementation and monitoring of the Building a Respectful Community Strategy 2017-2021.

This evaluation focused on six (6) specific domains for this final evaluation report. These domains were:

1. Improved quality of partners' work for GE and PVAW
2. Increased opportunities for collaborative effort and shared endeavour
3. Increased leadership within BRC partner organisations for GE and PVAW (and any outcomes)
4. Increased number of organisations with systems/ structures for GE (and type of changes)
5. Community activists are mobilised, supported and empowered
6. Improved capacity for evidence-based sound decision making for the partnership

Another domain in the evaluation plan (Appendix 1) "Increased number of settings/sectors where GE/PVAW is occurring" does not form part of this evaluation report as it is monitored regularly by WHIN (WHIN, 2020). Focusing on these six domains for the final evaluation report was a decision in consultation with WHIN and the BRC Steering Committee. This was based on the extensive evaluation activity that has already taken place across the partnership in the last four years. These key documents and work are referenced in the discussion section of this evaluation report. A full list of supporting documents is found below.

This evaluation has also incorporated some key findings from the BRC Strategy consultations that took place in early 2021 with [Trezona Consulting Group](#) (Trezona, 2021).

Key strategy and evaluation documents referred to in this report:

- BRC Evaluation Plan 2017 -2019 (WLK Consulting, 2017)
- BRC Program Logic 2017 – 2019 (WLK Consulting, 2017a)
- BRC Evaluation Report 2017 - 2019 (WHIN & INWPCP, 2019)
- BRC Action Plan 2018 – 19 – (WHIN, 2018)

- BRC Action Plan Monitoring Interim Report (WHIN, 2020)
- Preventing Violence Against Women: Stories of Achievement from Melbourne's North (WHIN, 2020a).

Annual BRC Action Plans are developed for the BRC partnership 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 informed by the 2017–18 and 2018–19 BRC Action Plans.

Purpose of the evaluation

In addition to the extensive monitoring and evaluation work that has already taken place to date, this final evaluation report aims to evaluate targeted aspects the Building a Respectful Community Partnership and Strategy 2017-2021 and seven (7) priority short to medium term impacts. A detailed outline of the evaluation domains is outlined in Appendix 1: BRC Final Evaluation Plan 2017 – 2021: Evaluation Plan Draft.

The primary objectives of this evaluation are as follows:

To assess the degree to which the BRC Partnership has progressed towards and contributed to outcomes related to the priority areas:

1. partnership work and capacity building,
2. organisational development,
3. community capacity building and mobilisation, and
4. evidence building.

A secondary objective was to identify directions for consideration for the next iteration of the BRC Partnership Strategy to continue supporting the work of the partnership in gender equity and the prevention of violence against women, alongside other inputs such as the BRC Strategy workshop 2021, undertaken by Trezona Consulting Group (Trezona, 2021).

Key evaluation questions

The specific evaluation questions to address the primary and secondary objectives above are:

1. How has the BRC partnership and the BRC Strategy led to improved quality of organisational partner's work for gender equity and the prevention of violence against women (PVAW)? How could the next partnership strategy facilitate this further?
2. What new collaborative efforts and shared endeavours among BRC partners arose and have been maintained during the term of the Strategy?
 - a. What was achieved through these collaborative efforts?
 - b. How could the BRC partnership through the partnership strategy facilitate and strengthen these collaborations further?

3. What examples of leadership towards the promotion of GE and PVAW have been displayed by partner organisations and what has been the result of these efforts?
 - a. How can the next BRC Partnership through the partnership strategy facilitate and strengthen leadership towards GE and PVAW among the partner organisations?
4. What examples of partner organisational activities occurred, if any, to build the capacity of the community to promote GE and PVAW?
 - a. How can the next partnership strategy build capacity of partner organisations to further mobilise and empower their communities to advocate for GE and PVAW?
5. What are the perspectives of partners in the usefulness and application of previous evaluations and resources on their current work towards GE and PVAW?
 - a. How can the next partnership strategy strengthen member's use of evidence and existing resources to facilitate their current work towards GE and PVAW?

Evaluation methods

This evaluation utilises a mixed methods approach, incorporating both quantitative and qualitative data. The evaluation approach was informed by key evaluation methodologies, theories, and frameworks, including:

- participatory evaluation
- elements of the collective impact framework; and
- principles focused 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 to facilitate shared learning and focuses on utilisation of the insights gained through the process (Rabinowitz, 2018).

Collective impact is a collaborative framework that engages stakeholders across sectors and groups that share an interest in addressing complex social issues (Kania and Kramer, 2011). The concept of collective impact hinges on the notion that in order for organisations to create lasting solutions to local problems on a large scale, they need to coordinate their efforts and work together around a clearly defined goal. The BRC Strategy and Partnership is not a full collective impact approach, rather the BRC partners undertake individual PVAW and GE work within their organisations and communities (collective effort) and undertake shared measurement across these individual programs or initiatives.

Principles focused evaluation is a specific approach developed by Michael Quinn Patton that examines the extent to which principles are meaningful, the extent of adherence to principles and the outcomes of adhering or not adhering to the principles (Patton, 2018).

This evaluation adopted a strengths-based approach, one that highlights positive directions collectively, and areas for improvement. The evaluation questions are phrased in a way that aim to reduce potential barriers to positive action.

The researchers drew from the BRC Evaluation Plan 2017 – 2019 (WLK Consulting, 2017) in collaboration with WHIN and the BRC Steering Group. Two workshops were held with WHIN and the

BRC Steering Group to guide the focus of the final evaluation. The BRC Steering Group reviewed the BRC Program Logic, selected seven of the ‘short to medium term impacts’ to be evaluated, and provided input and guidance on potential indicators and data collection methods.

The ethics approval was sought through University of Melbourne Human Research and Ethics Committee (HREC) and ethics approval was granted in December 2020 [Ethics ID: 2021-20852-14721-3].

Participants

Participants include BRC Partnership members who together represent 23 organisational members (not including the lead organisation Women's Health In the North). The participants include gender equity, health promotion, and diversity and inclusion officers of the organisations represented within the partnership. All participants and their organisations are intended users of this evaluation.

All BRC partners were approached to participate in the online survey by an initial email (survey) which contained an approach letter, a plain language statement (PLS) outlining the risks and benefits of the evaluation, and a consent form. Copies of these are appended (Appendix 2).

The researchers took steps to reduce risks of identification by reviewing all data presented for any potential identifiable information and summarising information collectively where possible. As well, the researchers also gave each participant of the focus groups the opportunity to review their own verbatim data as a component of the written transcript prior to inclusion in the report.

Data collection methods

Data was collected from active representatives of organisations within the BRC Partnership using an online Qualtrics survey, and online audio-recorded focus group discussions via Zoom (UoM). “Active representatives” of the BRC Partnership are partner organisations that have actively participated in BRC activities since the launch of the Strategy,

The online survey collected data on the way in which the partnership and strategic BRC Strategy has strengthened and supported the program of work in the area of gender equity and prevention of violence against women in the organisational and community facing work being done by the partner organisations. The survey also asked questions on the degree to which the use of evidence and resources have been used to inform the work of the partners. The focus groups explored ways in which the work of the partnership and the strategic plan can facilitate improved and effective action.

Data was in the form of open-ended narrative and closed responses (e.g., Likert Scales).

The survey and focus group findings will inform the BRC Partnership of the overall collective achievements of the partners and ways in which the next Strategy (2022-26) can continue to support and build the capacity of the partner organisations to promote gender equity and the prevention of violence against women among its organisations and the broader community.

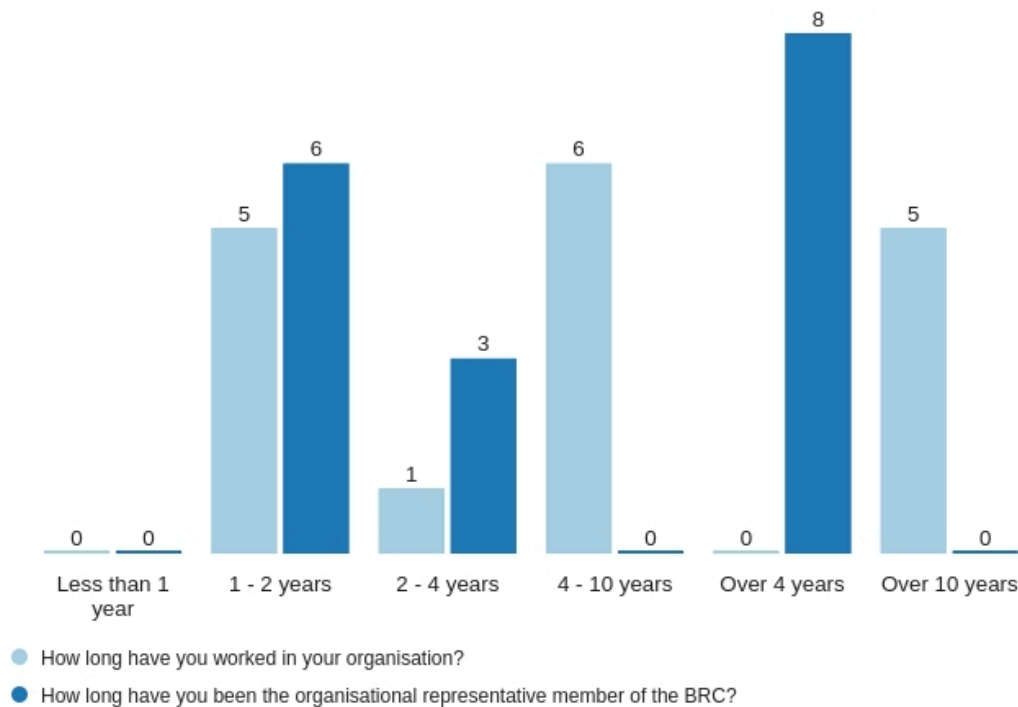
Evaluation findings

Participant characteristics

A total of 16 individuals from 15 organisations responded to the survey. There were two respondents from one organisation, and these were merged into one response in quantitative results as all quantitative responses were the same. Free text or qualitative responses were added together for an overall organisational response. Participants were asked “Are you filling out this survey as an individual, as part of one department in an organisation or as a whole organisation?”. The majority (n=10; 59%) filled out responses as a whole of organisation, while five (n=5; 29%) responded on behalf of a specific department within their organisation and two (n=2; 12%) were responding as an individual.

The majority of respondents had worked over 4 years (64%) in their organisation with 29% working more than 10 years. Just under one third had worked in the organisation for 1 to 2 years (29%) and 6% between 2-4 years. Of the respondents, 47% have been a member of the BRC for over 4 years, followed by 35% on the BRC partnership for one (1) to two (2) years followed by 18% for two (2) to four (4) years. No representative had been working in their organisation or on the BRC partnership for less than one year (see Figure 3 below). The BRC partnership commenced in 2011 and the evaluation only covers the four years of the strategy.

Figure 3: Respondents number of years in organisations and as a representative on the BRC Partnership.



A total of six (6) organisations participated in a semi-structured focus group discussion. The focus group explored the short to medium term impacts in scope for this evaluation and took a deeper dive into the barriers and enablers for PVAW and gender equity work reported in the survey.

Focus group reflections

Participants in the focus groups had the opportunity to reflect on the last four (4) years of the strategy and how far their individual organisations had progressed during this time. Key themes that emerged in these focus group discussions along with relevant quotes from BRC partners are included in each of the sections below. Overall, the BRC partners participating in the focus group have observed:

- increased support internally for PVAW and GE work with staff and leadership
- increased number of staff championing GE within organisations
- increased number of business units that are self-sufficient in PVAW/GE
- improvements in integrated and strategic approaches to PVAW and GE work compared to at the start of the four-year strategy leading to changes being embedded into organisations
- strengthened relationships and partnerships
- changes to the number of women in leadership roles in their organisation.

For example, one focus group participant stated: “I think we've definitely shifted to a more strategic approach to the work it's a little bit less siloed and it's a little bit less focused on events and programs and things like that and more about embedding primary prevention throughout the organisation which is definitely a positive step... In the last four years we've had our latest iteration of the gender equity/ preventing violence against women action plan which merged the previous gender equity and preventing violence against women action plans, there used to be two... from an organisational perspective I think there's definitely been a shift in women in leadership I suppose there's definitely been a greater purpose on that so they yeah that would be that kind of key things that have changed.” (R5).

While another respondent stated “I think for [organisation name] the biggest [improvement] is staff supporting PVAW internally. I think in comparison to when I first came along ... and where we are now there's been a big change in attitudes towards PVAW work. I find now staff are really engaged and always supporting the PVAW work that we do internally” (R1).

The Royal Commission into Family Violence and related recommendations were noted as a key lever for aligning to the regional BRC approach and creating an authorising environment. For example, one focus group participant stated “... in the past four years it's the first time that gender equity/ prevention violence against women was included in the health and wellbeing plan which came out of the Royal Commission, and we aligned it very close to the WHIN Building a Respectful Community Strategy... I think that has helped progress the work I think also we got some external funding which built capacity across the organisation ... Also, I think there has been leadership support and that's shown even with the rollout of the Gender Equality Act and supporting me and other colleagues to do this work.... so, we worked together on a lot of things internally and we've got lots of external partners that we're reaching and raising awareness as well into the community ...” (R6).

It is worth noting up front that, in the last 18 months of the strategy, the BRC partners and WHIN have been impacted by the coronavirus pandemic which has caused considerable disruption for the workforce and created additional layers of challenge for community mobilisation in area of PVAW or GE. These impacts, and other contextual factors, are outlined in detail in the discussion. At the time of this report

there has been six instances of lockdown restrictions in Melbourne. The BRC focus group outlined the key impacts of COVID lockdowns were:

- **Creating additional barriers to stakeholder engagement** – the lack of opportunities for incidental engagement with other staff internally and the difficulties in connecting with and supporting communities; amplification of competing priorities for staff due to the emergency nature of the context, and prevention work cited as being relational or relying upon built relationships.
- **Effects on organisational income** – some organisations' income has been impacted due to COVID. For example, some business units within local governments have lost income which means that some local governments are opting to integrate core Gender Equality Act obligations into existing roles rather than additional EFT or resourcing for this work.
- **Pivoting to a family violence response** – in early 2020 during the onset of the lockdown prevention practitioners moved much of their focus to family violence response which meant much of their core prevention work was put on hold. While the effect of this was reported to be temporary and to have somewhat normalised in 2021, some practitioners may still be performing increasing number of duties outside their PVAW/GE remit.
- **Increased staff stress and pressure** – the immediate need to mobilise in response to the pandemic and adapt to an online environment has caused other layers of work for staff and organisations (for example, the need for digital literacy skills or health and safety implications).
- **Ongoing disruption and uncertainty** – the unpredictability of the pandemic and resulting lockdowns are impacting staff and some are concerned about the future of their prevention work, particularly in the community.

For example, one focus group participant said “I think it's a very slow progress in everything we do because of this additional layer of COVID and trying to work around that so it's really like anything with regard to gender equality ... it's progressing really slowly because it has this additional layer of you don't see face to face... building relationships take time ... you really have to wait patiently because even though it's my priority it's not other person's priority ... especially as community health organisations are in that response phase for COVID and health and priorities are really changed now so pushing gender equality in that space is really challenging at the moment ...” (R3). While another focus group member stated “I think a lot of this work is relational and a lot of those incidental conversations and you have to set those up when you're working from home and in COVID. It just means we have to work harder to make those conversations happen and remind people, so I think that's been tricky. I think if we're all in the office it's easier to make that work flow and yeah collaborate more, but it just means yeah, we have to work differently and harder in some ways... ” (R6).

Other findings in relation to additional barriers and/or enablers to this work are outlined under the appropriate subheadings that follow. Each of these subheadings are outlined exactly as stated in the program logic as the desired short to medium term impacts for the work of the BRC partners.

1. Improved quality of the BRC partners' work for PVAW and GE.

The quality criteria used to evaluate the BRC partnership work was informed by Counting on Change: a guide to prevention monitoring (Our Watch & ANROWS, 2017), the extent to which the work was evidence-based, and the degree of adherence to the BRC Principles. Overall, the BRC partners have

adhered to these quality criteria very closely and provided strong examples of the ways in which they ensure the quality of their work, both internally in organisations and externally in the community.

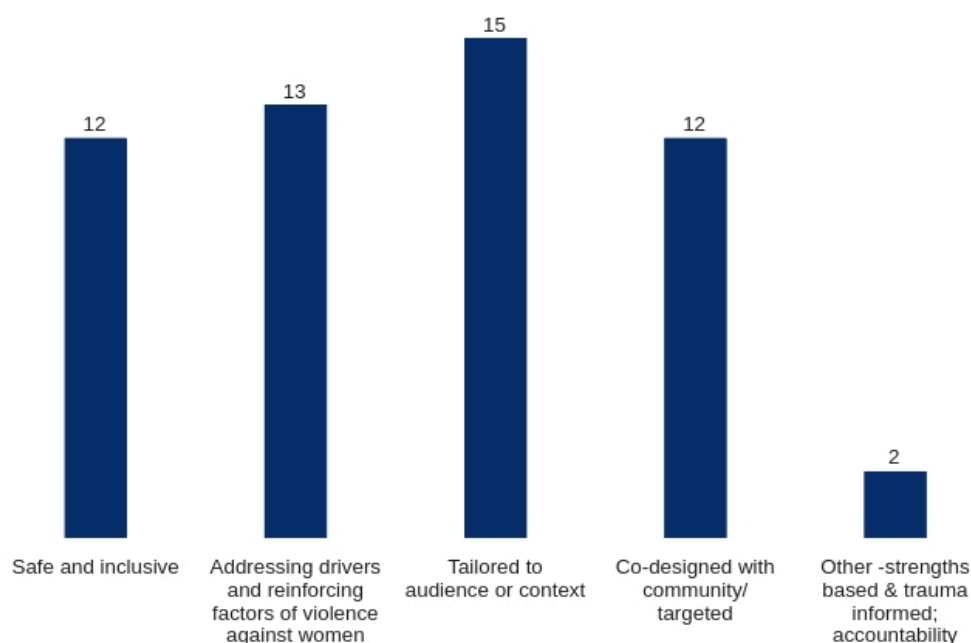
The standards outlined in Counting on Change for quality prevention programming is based on international evidence and tells us that programming must:

- be safe and inclusive
- be long-term (defined as over 10 years)
- be multi-sectorial and multi-component
- address the drivers and reinforcing factors of violence
- implement evidence-based techniques across settings
- be tailored to audience and context (Our Watch & ANROWS, 2017).

For the purposes of this evaluation participants were not asked about the domains ‘long-term’ or ‘multi-sectorial and ‘multi-component’ as the individual reach and sectors of the partners were outside the scope of this evaluation. In addition, long term is defined in Counting on Change as going “beyond electoral cycles” (i.e., greater than ten years) which meant that ‘long term’ could not be measured in this evaluation which only covers the four years of the strategy.

When asked to select the quality criteria that applies to the BRC partners preventing violence against women work the most common criteria selected was “*Tailored to audience or context*” (28%) followed by “*Addressing drivers and reinforcing factors of violence against women*” (24%), “*Safe and inclusive*” (22%) and “*Co-designed with community/targeted*” (22%). Though one or two added “strengths based” approaches, “trauma informed”, and “accountable” in free text when “Other” was selected. Refer to Figure 4 below.

Figure 4: selected quality criteria that applied to BRC partners’ work.



BRC partners participating in the survey, provided examples where the above quality criteria were demonstrated. Examples included the engagement of community advisory groups and bicultural workers to lead community mobilisation efforts or people with lived experience or community members to help guide the direction of the PVAW work. Other examples provided from the BRC partners included programs and training materials that were tailored to specific target groups. A full list of BRC partner responses can be found in [Appendix 3: Examples of Quality Criteria responses from BRC Partners](#) and are also outlined in Table 1 below under applied intersectionality.

Intersectionality was chosen as a focus area for quality assurance and as one of the BRC principles. Intersectionality is defined in the BRC strategy as “an approach that considers intersecting aspects of a person's social, biological or cultural identity, and how they are affected by systems of oppression and access to power and resources. Aspects of identity can include gender, ability, class, ethnicity, age and sexuality, among others”. An intersectional approach is particularly concerned with how different forms of discrimination can overlap and intersect (WHIN, 2017). Ten (10) partners responded with examples on ways in which they applied intersectionality in their work (see Table 1 below).

Table 1: Examples of applied intersectionality across the BRC partnership.

Domain	Example
Support for culturally and linguistically diverse women (including newly arrived migrant women)	[Organisation] can adjust the content of our [training] sessions to take account of students' different cultural identities or level of ability . In the past, when we worked with [school name] which had a significant cohort of Muslim students, we adjusted the content and language of sessions following discussion with teachers.
	The award-winning [name] project implemented in partnership with [organisation name] to increase sport participation by young women and girls from diverse backgrounds who live in the north of the municipality, in our most diverse and most disadvantaged suburbs.
	An example of intersectionality is consultation with the [name] group it was identified that due to being newly arrived, gender inequality and systematic barriers, most of the women did not have independence . In response they identified the need for getting their drivers licence and we created a drivers program tailored to these women .
	Our Gender Equity in Employment Project focuses on case studies and stories of women from diverse cultural backgrounds .
Programs tailored for Aboriginal and Torres Strait Islander groups	The [name] program is a culturally adapted model of Baby Makes 3 designed by Aboriginal and Torres Islander communities .
	[Project name] recognised the compounding impact of societal gender inequality in modern Australia and the consequences of colonialism on Aboriginal and Torres Strait Islander communities. The project sought to enlist Aboriginal and Torres Strait Islander students to become leaders for gender equality in their own communities .
	Leadership training for Aboriginal women.

Training tailored for women with disabilities	Leadership training for young women with disability.
	Similarly, we have designed an appropriate session for students with cognitive impairments .
LGBTIQ+	In [name] capacity building sessions for teachers we raise issues about inclusivity for working with students who identify as trans . We collaborate with individual schools and Department of Education and Training staff, we emphasise intersectionality and cultural safety, our staff are experienced in tailoring our content for teachers to be able to deliver the material to students.
	Gender equality in [organisation name] project identified tensions between actions targeting men and women to address workplace gender equality, and actions that recognise gender diversity in our Rainbow Tick accreditation. Consultation with the LGBTIQA+ committee was undertaken, and GE actions amended to recognise gender diversity where relevant.
	We have strong internal partnerships, including with our Trans and Gender Diverse in [name]. In 2020 we partnered with this team to develop and implement a staff capacity building session with a focus on the launch of Pride in Prevention Resource focusing on primary prevention across LGBTIQA+ Communities.
Dedicated intersectionality working groups and alliances (internal or external)	Access, Equity, and Inclusion Internal Working Group - made up of staff who work across different areas of the organisation so we can apply an intersectional lens to our work internally and externally facing. The group also allows staff to build their understanding of how identity can overlap and the impacts .
	Gender Equity is considered one component of the "equity lens" that is applied through the application of the Equity Impact Assessment tool. Examples of intersectional practice include prioritising grant funding to groups that experience intersecting forms of disadvantage .
	The Intersectionality alliance was established in 2019 to support embedding of intersectionality into GE work for BRC partners. This has resulted in an ongoing collaboration with WHIN and Women's Health West.

In addition to the quality criteria, the BRC partners also utilised a large number and a broad range of evidence-based documents to inform their GE and PVAW work. A total of fifteen (15) different evidence-based frameworks and strategy documents were referenced with the most cited documents being *Change the Story*, followed by the Workplace Equality and Respect Standards (Our Watch, 2019) and Counting on Change (Our Watch & ANROWS, 2017). For a full list of these resources see [Appendix 4](#).

All partners that provided examples of their work aligning to the “evidence base” (n = 14) used the *Change the Story* national framework to inform their work. This was done through implementing projects, training, programs, or policy statements that had a focus on promoting gender equality and addressing the gendered drivers of violence against women as outlined in *Change the Story* national framework (Our Watch, ANROWS & VicHealth 2015). Partners also utilised the *Change the Story*

framework to inform their work across the community and internally in their organisations. Another example provided involved aligning action planning to the Workplace Equality and Respect (WER) Standards (Our Watch, 2019).

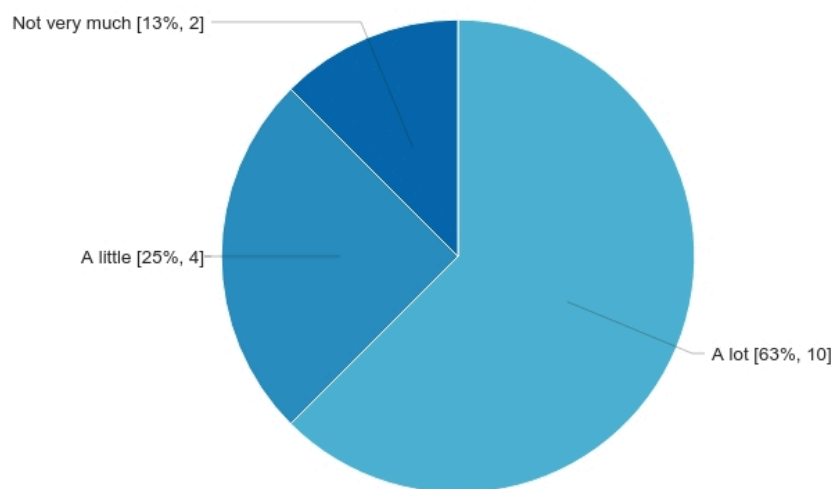
Descriptive examples were provided as to the way that the quality criteria were applied in PVAW and gender equity work. Addressing drivers and reinforcing factors of violence against women was a theme across the PVAW and gender equity work taking place across the BRC partners. Challenging the gendered drivers of violence in bystander and upstander training was a key approach in the work of the BRC partners, as well as, promoting women's independence and decision-making in private and public life.

These examples also highlighted the commitment to the BRC principles in being evidence-based, intersectional, informed by local context, feminist, and gender transformative. When asked which principles could be strengthened in the partnership approach “Engaging of Men” was most often mentioned (n = 6) as a principle that needed strengthening, followed by intersectional (n = 3), informed by local context (n = 2), evidence based (n = 2) and feminist (n = 1). While intersectional practice was often reported as a quality that depicted the work of respondent organisations in the PVAW and GE work, a couple of respondents noted that there is always room for improvement in this area.

For example, one focus group participant stated: “I think for us the biggest gaps probably were in relation to engaging diverse communities and men... and I think with men this has just really sort of shifted initially from the main way of engaging in White Ribbon and then we aligned this perspective with 16 days and so men are still involved in that... but there is still room for improvement in these areas” (R4).

The majority of BRC partners indicated that the BRC platform contributed “a lot” or “a little” to the quality of the partners’ work. Refer to Figure 5 below. Most of the BRC partners (63%) selected that WHIN and the BRC partnership contributed a lot to the quality of their work.

Figure 5: The extent that WHIN and the BRC partnership contributed to the quality of partners PVAW and gender equity work.



When asked to describe the way in which support from WHIN and the BRC partnership had contributed to the quality of the PVAW and gender equity work in partner organisations the following themes and approaches were raised (see Table 2).

Table 2: Examples of ways in which support from WHIN and the BRC partnership contributed to the quality of PVAW and GE work.

Domain	Example comment from BRC partner
Reinforces its importance for agenda setting	Pushes gender equity into the spotlight within organisations that have many competing priorities and interests.
Information updates/learning	Keeps members up to date with latest sector developments and key reports in primary prevention.
	Creates shared resources and communication tools (e.g., the 16 days campaign shared tiles).
	Keeps partners abreast of evolving terminology in the sector.
Networking/sharing	Provides networking opportunities and opportunities for shared and learning.
	Provides opportunities for strengthened collaboration and partnership
	Provides links to peak bodies.
Skill Development	Provides capacity building for health promotion, marketing and HR staff through shared training, community of practice, working groups and/or consultancy.
Informs strategic direction	Provides assistance with strategic planning and/or strategic direction for integrated health promotion plans.

Overall, there was a high level of satisfaction and value placed on WHIN and the BRC partnership's contribution to the quality of organisations' work. When asked about ways that WHIN could strengthen their contribution to the quality of PVAW and gender equity work in partner organisations, the BRC partners suggested the following themes outlined in Table 3 below.

Table 3 Suggestions for strengthening the work of the BRC partnership.

Domain	Example suggestion from BRC partner
Monitoring/evaluating	More regular check-in's regarding specific actions in the action plan
	Assistance with developing measures and ways to evaluate and measure the outcomes of prevention work.
	Aligning reporting times for the strategy with reporting timelines for IHP which would reduce duplication of work and allow for planning that addresses both sets of priorities.

Shared theory of change on other program areas	Further input and collaboration in relation to a shared theory of change specifically to prevent sexual assault.
Approach to PVAW	The need for a less binary approach that is more inclusive of LGBTIQ+ communities.
	Utilising the BRC partnership to build a strategic approach to PVAW campaigns.
	Being more engaging of men.
	Embedding gender equity principles in different settings other than community focused.
	Potential scope for WHIN to consider re-orienting further upstream by promoting equality and respect more broadly across our communities. This includes “gender equity/equality” being the preferred terminology for our regional work. By continuing to use the words “violence against women” in regular communications and networks, we are often moving between upstream and downstream, which makes it harder for partners to orientate their work to the primary prevention space.
Advocacy	Continuing to advocate for PVAW funding to be prioritised.
	Engaging senior leaders within the BRC partner organisations.
Program Assistance Support	Direct partnership in projects during design, implementation, and evaluation phases.
	Support requests and provide support in community led initiatives.
Approach to collaboration and partnership	Strengthening of collaboration (rather than information sharing/coordination) of partners to the BRC – e.g., all partners deliver a similar project.
	Leverage the expertise of the BRC partner organisations, for example by giving overt support for partners to lead specific collective projects (implemented locally or in a particular setting).

2. Increased opportunities for collaborative effort and shared endeavour.

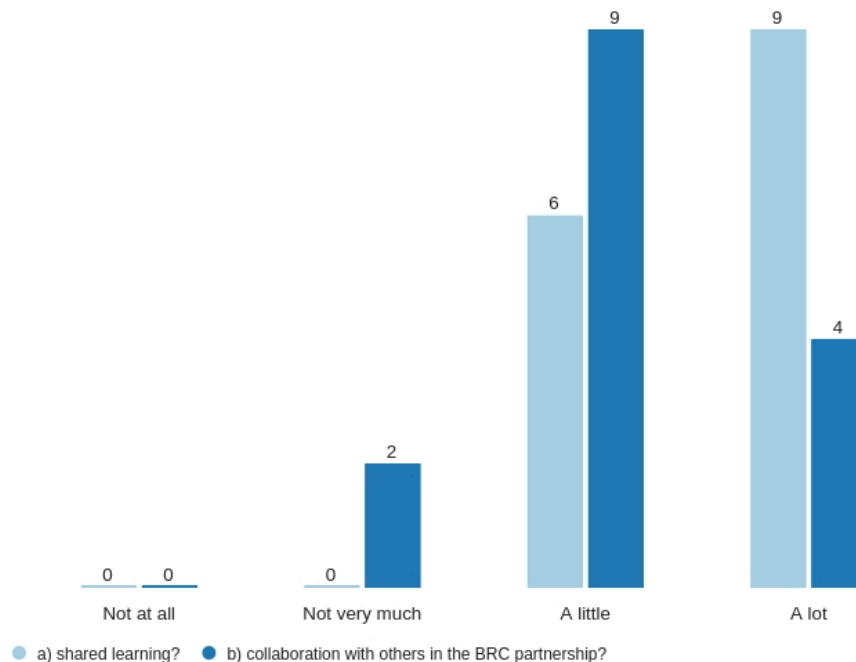
WHIN and the BRC partnership provide opportunities for collaborative effort and shared endeavour throughout the Northern Region. This has resulted in strengthened relationships across BRC partner organisations where partners felt that they are able to get support for different aspects of their PVAW and GE work. The BRC has been an important network for some partners where relationships have strengthened. These relationships have been reported as being even more important for support since the introduction of the Gender Equality Act and since the COVID-19 lockdown restrictions commenced in early 2020 in Melbourne. Much of the GE or PVAW work in organisations can be solitary and being able to connect with others has been reported as being critical to the work and wellbeing of respondents.

For example, one BRC partner stated “... also I think what is good I think over the last few years where local government workers have connected more because our work is similar and we can support each other give ideas and suggestions which I think is really, that peer support, is really important and it's great that we've been able to really do that better particularly in the last 12 months I think since the Gender Equality Act has come out too I think we've really reached out and leaned on each other a bit which is really good so because I couldn't... we are solo workers in this work in our own workplace in large organisations... so it's really good to have a group of peers we can reach out to and ask questions” (R6).

Strengthened relationships was a theme that was explored in the focus group discussions. Members of the focus group confirmed that their relationships in regard to this work had strengthened over the years both internally within their organisations but also with BRC partners and with community. There were a few partners that mentioned this. For example, one partner stated: "I think a lot of reflections with me some of them some examples just strengthening relationships ... there were some existing relationships that have definitely been strengthened. For example the early years sector that there's been a lot of work at [organisation] over the last four years... one example I will give is the business sector so there's been a bit of work both around engaging with women experiencing barriers to entering the workforce and particularly a lot of cultural linguistically diverse women to develop business skills and developing in that space in the business space and develop their own business but there's also been work amongst business women in the business space local business space around developing leadership skills but also gender equity as well." (R5)

Connecting with other representatives of the BRC partnership has provided opportunities for shared learning and opportunities for collaboration. See Figure 6 below.

Figure 6: BRC partner rating statements in relation to opportunities for shared learning and collaboration.



Examples of opportunities for shared learning and collaboration

Partners were asked to provide specific examples of ways in which the BRC partnership provided opportunities for collaboration and shared learning. The most common examples provided were the opportunity to attend regular BRC committee meetings to share learning (BRC meetings often includes peer presentations on a broad range PVAW topics) and organised training and capacity building initiatives at WHIN such as the MATE Active Bystander training. In addition to these examples, the following details were also provided:

- Opportunity for shared learning through capacity building workshops, collaboration, and online basecamp.
- The case studies “Stories of Achievement” report on the BRC partners work (WHIN, 2020a) written up for WHIN provided the opportunity for shared learning,
- The exploration of the GE Alliance subgroup formed with three community health services and WHIN.
- The WHIN 16 Days of Activism collaborative social media campaign which provided social media tiles to BRC partners to share during the campaign.
- Providing the opportunity to work with various organisations in the BRC partnership, such as local government and community health, and to share learnings and collaborate with different projects,
- Sharing project challenges and successes and project tools. Successes from other organisations can be useful as an advocacy tool to set the standard for the region.
- The provision of bystander facilitator training and later Community of Practice sessions through the BRC facilitated a shared learning experience. As one partner reported “This shared learning meant that our organisation had a mutual understanding of a framework and curriculum for the delivery of bystander training and therefore enabled us to collaborate with another organisation that had undertaken the training to co-develop and co deliver bystander initiatives in the community.”
- Sharing and learning of each other’s project has in one case led to organisations contacted the partner to discuss work and opportunities for collaboration.

Suggestions for improving shared learning and collaboration

Suggestions were made as to ways in which the BRC partnership could provide better opportunities for shared learning and collaboration with others. These suggestions were also discussed in the focus groups as to how WHIN could provide opportunities for collaboration across the partnership. Breaking into smaller groups that are working in similar organisations or in similar settings, priority areas or target groups was the most common suggestion (n=4).

The survey respondents raised other suggestions on ways the BRC could provide better opportunities for shared learning and collaboration:

- Partnering like-organisations together in a ‘buddy’ system.
- Shared communication of progress against each action to learn from other organisations.
- Coordinating the Respectful Relationships Education work of member organisations working in the school setting across the region. Face to face meetings would promote collaboration.
- More PVAW training opportunities with follow up support
- Communities of Practice to support implementation.
- Offering the Intersectionality training again for people who missed out.

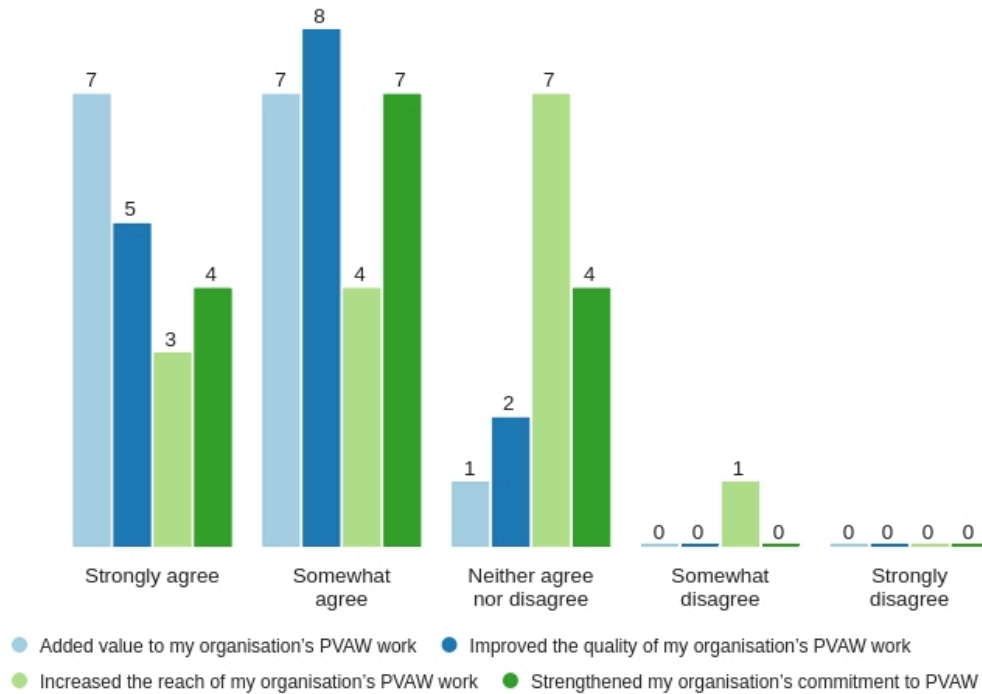
- More opportunities to present our work at meetings
- Identifying projects and activities that can be scaled up across partners
- More targeted learning opportunities based on themes or type of agency (i.e., local government may have very different issues / concerns compared with a community health service).
- More online breakout rooms for discussion between BRC members.

During the focus group participants were asked to elaborate on some of these points raised and discussed sub-groups being very valuable as the size of the BRC partnership was at times too big to focus in on certain priority groups or settings. For example, one focus group member commented “...what happened was we were we are in the community health sector [organisation] and so talking about collaboration last year ... three community organisations we got together in a small group inviting Women's Health in the North to come into that group as well because at the bigger BRC meetings we understood that we are not sure how to work together because there's huge like very wide range of organisations working in this sector and going from local government to community health to like other organisations ... and I think that something good for us so we could focus on what we can do together with the help of the BRC partnership with the community health sectors... so, they [WHIN] were really supportive in that way...” (R3). Subgroups or working groups were also suggested in the focus groups in terms of getting a clear picture of who is working in particular settings across the northern region and what the collective reach of the work is. For example, one focus group member commented on the “... potential role for the for the BRC to bring together the organisations that are working with schools... thinking back to the last evaluation you know we ...weren't really clear what the picture was [in the region] and I think there's a lot of, possibly a lot of, organisations who are involved with schools...” (R4).

The BRC Regional Approach to PVAW is a key component of the BRC Strategy and was evaluated in the mid-strategy report. In the mid-strategy report it was resoundingly agreed that the regional approach has been a key driver in improving the commitment, quality and amplified the collective effort of the partnership (WHIN & INW PCP, 2019). Respondents were asked the same questions for the final evaluation (see Figure 7 below). Figure 7 shows a good level of agreement with each of the statements, although perceptions have shifted in this reporting period. Three of the domains have moved from “strongly agree” to “somewhat agree” (specifically, “Added value to my organisations PVAW work”, “Improved the quality of my organisations PVAW work” and “Strengthened my organisations commitment to PVAW”), while “Increased the reach of my organisations PVAW work” has more responses in the “Neither agree nor disagree”. Reasons for these responses weren’t entirely clear however possible contextual reasons are included in the discussion section.

Overall, most respondents still had a strong level of agreement that the regional approach is adding value, enhancing commitment, and improving the quality of organisations work in PVAW and GE (refer to Figure 7).

Figure 7: Extent of agreement that the BRC partnership improved the quality, extent, and commitment to PVAW in organisations.



3. Increased leadership within BRC partner organisations for GE and PVAW (and any outcomes)

To assess this domain, organisations were asked about key champions for GE and PVAW, leadership and leaders' public statements of commitment and whether leadership also advocated for dedicated resourcing to PVAW and GE. Participants were also asked to comment on the outcomes of this championing and leadership.

Key champions for PVAW/ GE in organisations

Partners were asked if their organisation had key champions of GE and/or PVAW. Fourteen out of fifteen organisations reported that there were key champions for gender equality and PVAW in their organisations. One entry contained no response. Partners were asked "Without giving names, what are some key examples of their leadership and what outcomes have they achieved as a result?". Examples of key championing and commitment from respondents are outlined in Table 4. Some of the examples provided by BRC partners in the outcomes in the table indicate some confusion between an output, an impact, or an outcome (refer to Table 4).

Table 4: Key examples of key champions' leadership and the outcomes that resulted

Domain	Examples of leadership	Example outcomes provided
Internal championing of PVAW and GE within organisations	Leading gender equity work within the organisation for staff and service users, demonstrated by organising external GE/PVAW training for staff and addressing concerns that arise from the Workplace Equality and Respect survey.	Provided a 'family room' for breast feeding parents and discarded 'maternity/paternity leave' and replaced with 'parental leave'.
	An HR Manager as strong supporter of gender equity in the organisation.	A strengthened the focus of GE within organisational systems and policy.
	Promoting Week without Violence and 16 Days of Activism within their organisation.	Increasing success over the years in gaining coverage of campaign events on the organisation's intranet.
	An Internal Gender Equity Working Group, including a Councillor, developed Council's Gender Equity Policy Statement which was adopted by Council in July 2018. Since 2019, 25 staff across all areas of Council have volunteered to become Gender Equity Advocates. The 25 advocates have undertaken professional development with a focus on preventing violence against women, gender equity and intersectionality.	In 2020-2021, the Gender Equity Advocates are visiting all teams to share their knowledge and continue conversations about gender equity with an intersectional lens.
	Three to four years of advocacy from key GE champion regarding Workplace Gender Equality Agency (WGEA) citation which is a voluntary leading-practice recognition program designed to encourage, recognise, and promote organisations' active commitment to achieving gender equality in Australian workplaces.	The WGEA citation has been embedded into the HR action plan. The organisation has recently achieved this citation for the third year in a row.
Employing staff	Appointing a specific leader to oversee our organisation's PVAW and Gender Equity work.	Enabled more work to be done within the project but also internally with all our programs.

Advocacy	Advocated for funding and raising the profile of our PVAW and GE work through guest speaking and presenting. Community Wellbeing team has lots of champions.	Result has been extra funding, partnerships and projects focused on gender equality and PVAW.
Internal audits for gender equity	Delivering a staff Workplace Gender Equity Audit within the organisation. Ensuring questions regarding workplace flexibility and workplace safety are included in annual staff surveys.	No outcome listed for this entry.
Women in leadership roles	The hiring of women in leadership roles / women who experience barriers to employment has been championed by those in positions of power and those who are involved in hiring.	No outcome listed for this entry.

Public statements of commitment from leadership in the BRC partnership

Public statements of commitment were included as a measure for demonstrated leadership in PVAW and GE and are listed as a key domain for measurement in Counting on Change (Our Watch & ANROWS, 2017). Public statements of commitment were often made at public launches, media releases and social media posts. The act of signing the BRC strategy was seen as a public commitment to gender equity and PVAW. Rather than direct public statements some of the responses reflected efforts that would contribute to public awareness of the commitment of the organisation.

Specific examples included:

- Organisations participating in the WGEA citation are required to make an annual public statement of support. These statements were made via emails, the intranet or via social media.
- Organisation issuing documents outlining gender equality commitments or strategies.
- Public statements during campaigns such as 16 Days of Activism and International Women's Day.
- Award programs and recognition of female leaders and champions of gender equality.
- One CEO has made a public commitment not to speak on executive panels as the only woman.
- Having GE as one of the key strategic priority areas of the organisation.
- Media releases on the organisation's website welcoming/endorsing the findings from the Royal Commission into Family Violence and advocating for the government to respond in line with the submission provided by the organisation to the commission.

- Participation in a 16 Days of Activism public statement in collaboration with a local council.
- Leadership attending and promoting events on International Women's Day.
- Council leadership supporting several initiatives e.g. garbage trucks have had the message 'Together ending violence against women and children' since 2018; small grants during the 16 Days of Activism for community-led projects.

Advocacy of leadership or key champions

Organisations were also asked about whether leaders had advocated for increased resourcing or focused efforts toward PVAW/GE either within the organisation or externally for community in the last 4 years over the Strategy. Eleven (11) of the respondents indicated that leadership had advocated for increased resourcing while three (3) hadn't and one (1) respondent didn't know.

Organisations were also asked if the support for PVAW and GE from the leadership within the organisation has strengthened, stayed the same as previous years or waned in the last two years of the strategy. Nine BRC organisations indicated that support for PVAW and GE has strengthened, four reported that support had stayed the same and one indicated that support had waned.

According to the respondents who stated, 'yes' to the question "In the past 4 years, has leadership of the organisation advocated for increased resourcing or focused efforts towards PVAW/GE (within the organisation or externally)?" Eleven organisations responded that the advocacy efforts for increased resourcing and focussed efforts on PVAW and GE had the following impact:

- Signing onto new initiatives – for example, Enhanced Pathways to Family Violence work.
- Creation of a Gender Equity working Group that is supported by a Board of Governance and a leadership team.
- Five responses included increased staff hours and EFT to support the PVAW and GE work, including dedicated HR, Gender Equity and Diversity and Inclusion EFT and resourcing.
- Increased number of business units involved in or leading actions under a Council's Gender Equality Commitment.
- Increased resourcing for community programs in gender equity and PVAW.

When asked "How, if at all, has the BRC partnership contributed to these changes?" in the survey the partners stated that the BRC partnership contributed via a number of mechanisms including launching the strategy where organisations publicly became signatories to the regional strategy, providing advocacy to State Government for a focus on prevention, providing capacity building and training opportunities and providing a regional strategy for partners to align their actions.

4. Increased number of organisations with systems/ structures for GE (and type of changes)

Organisations were asked the question "What changes in your organisation's systems or structures do you consider have had the greatest impact for gender equality?" Examples provided included:

- Creation of specific roles (e.g., gender equity coordinator role to lead this work, creation of a Gender Equity, or introduction of family violence contact officers within HR).

- Public entities being aware of the Gender Equity Act and nominating a relevant manager to oversee the work that organisations will need to undertake.
- Introduction of family violence leave.
- A significant increase in the number of female managers, including 'non-traditional' areas
- An organisational diversity and Inclusion strategy which incorporates gender equality.
- Initiatives looking at workforce mutuality and how representative the staff is in terms of the community they serve.
- WGEA citation included into HR action plan and the action plan has been embedded into organisational policies and structures.
- Managers who are GE champions
- Women in higher levels of power, reinforces organisational commitment to diverse and inclusive workplaces
- Education and training have been some of the most effective tools.
- Embedding a whole of organisation approach.
- Strengthened partnership and collaboration with People and Culture.
- Mobilising other departments in the organisation to apply a gender lens to their work (in progress).

Factors that enabled these changes included support from organisational leadership, introduction of the Gender Equality Act in 2020, workforce plans and action plans, organisational culture change at a leadership level. Further examples of enabling factors from the BRC partners included:

- 3-4 years of focused gender equality work by the health promotion teams and the developed systems, processes, language, and accountability for gender equality helped HR to then adopt.
- Regional and state attention to GE added an authorising environment and influenced resourcing for work in GE.
- Key organisational champions sourcing further funding for gender equity and PVAW work
- Strong management support for GE and PVAW.

“[Our organisation] has worked to promote gender equality and family violence prevention for many years. The wide-ranging support across the organisation is reflected in our action plan 2019 – 2021 for Gender Equality Commitment, which has input from around 20 business units. To measure the level of commitment/collaboration within our organisation we looked at their level of engagement and identified three groups:

1. *Seven units had ongoing leadership at an expanded level of engagement in response to an increase in funding and partnership opportunities.*
2. *Seven had ongoing leadership at a similar level of engagement compared to previous years.*
3. *Six were newly engaged units responding to community and Councillors’ requests.*

Roughly two thirds of the 20 business units fell into categories 1 and 2.” (R2)

5. Community activists are mobilised, supported and empowered

When asked “Does your organisation undertake work in GE/PVAW in the community?”, thirteen organisations selected “yes”, and two selected “no”, while one did not submit a response. In addition to this, respondents were asked whether they had undertaken community mobilisation efforts in the areas of PVAW or GE in the last four years. A definition was provided to clarify the meaning of community mobilisation that was taken from Our Watch Putting Prevention of Violence Against Women into Practice resource: “Community mobilisation refers to building on existing relationships within communities to take collective action to address the drivers of violence in community settings. This technique engages the community to participate in the design and implementation of initiatives that best reflect their needs and priorities... it recognises that participation is key to communities finding their own solutions. Community mobilisation takes a strengths-based approach and can be an important technique for communities that are marginalised and often denied a voice in decision-making.” (Our Watch, 2017).

The BRC partners were asked to report on the types of actions of community members had taken as a result of their organisations community mobilisation efforts. Respondents interpreted mobilisation in different ways – from promoting PVAW and GE in the community to supporting community effort and being community led. Only a small number of partners provided examples of actions taken by community, these included:

- A client of an organisation attending the March4Justice event in Canberra as an action based on interaction with an organisations community facing PVAW work.
- Students who organised activities in their schools during the 16 Days of Activism Campaign which included lunchtime activities to raise awareness about the gender pay gap with their peers (with support from a BRC partner organisation).
- Public speaking and leadership opportunities for women from CALD communities.
- Young people developed events that promoted gender equality and prevention of violence against women to their peers. This included a Disco for Gender Equality and star making day.
- Ten sporting clubs built their capacity in cultural inclusion and delivered culturally inclusive sports programs for women and girls.

Other examples of community facing activities provided by partners are outlined in Table 5 below.

Table 5: Community facing activities, with outcomes.

Domain	Community facing activity	Outcome of these efforts, if any.
Awareness raising of GE and PVAW	Raising awareness of the gendered drivers of violence and advocating for gender equality in the community.	No entry in this example.
	Design and develop key messages for the development of PVAW resources.	Effectively enabled final resources to be culturally appropriate whilst increasing reach and impact.
	16 Days of Activism small grants for community-led projects. Since 2017 there have been 32 grants for community-led projects in various settings including sport, early years,	Community engagement and broader reach, support and continued engagement that has built over the years. Developed new policies and procedures and training relating to

	schools, small business, libraries, and a men's shed.	gender equity and responding to family violence in various organisation settings
	Community has gained employment, further involvement with PVAW activities thru new projects, taken on leadership positions within community, and continued this work with community.	Increased overall awareness for multiple community members of Family Violence, and community accessing Family Violence services.
Increased understanding and/or knowledge of GE and PVAW	Engagement with community members through Week Without Violence, 16 days of Activism and International Women's Day activities.	Increased knowledge and understanding of gender equity and the prevention of violence against women and ways they challenge attitudes in their communities
	Collaborated in IWD event 2021, 16 Days of Activism and Week without Violence; collaborated in gender equality project in sports setting	Increased community understanding of the issue and confidence
Empowerment of community members	Consumer attended the March4Justice event in Victoria	Client sense of empowerment
	Advocacy, community-based GE/ PVAW projects, community consultations, art exhibition.	Empowerment and employment opportunities for women and non-binary people
	Support of women-led businesses for women in the community. Upstander training for CALD community members	84% of participants from both programs said they intend to take upstander action to address sexism and violence-supportive attitudes. 73% of participants from the first program and 100% from the second program reported that they had increased their leadership skills as a result of [program name].
Community capacity building.	Students were supported to organise activities at their schools during the 16 days of Activism including lunchtime activities to raise awareness about the gender pay gap with their peers	Qualitative reports from teachers revealed that students were more likely to stand up to discrimination and sexist attitudes when they saw them.
	Program focused on increasing CALD women and girls' participation in sports.	621 culturally diverse women and girls participated in sport. 65 leadership, personal development and volunteer opportunities for women and girls.
	Our organisation has partnered with local neighbourhood houses and business associations to involve community members in key	A wider cross section of the community engaged in key messaging regarding gender equality

	<p>messaging regarding Violence against women. Usually delivered across the Week Without Violence and the 16 Days.</p>	<p>and the prevention of violence against women.</p> <p>The use of pop-up stalls, poster campaigns, social media campaigns and arts activities has also provided opportunities to discuss the drivers of violence against women with parts of the community that we may not have otherwise been able to reach.</p>
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"...one example I will give is the business sector so there's been a bit of work both around engaging with women experiencing barriers to entering the workforce and particularly a lot of cultural linguistically diverse women to develop business skills and developing ... their own business but there's also been work amongst businesswomen in the business space ... around developing leadership skills but also gender equity as well." (R5)

When asked "How, if at all, has the BRC partnership contributed to these efforts?" six members responded with the following examples:

- Committee members modelling community engagement and leadership
- Providing resources to support the 16 days of activism campaign/ provided collateral in relation to the 16 Days
- The provision of resources and training has guided some of the work we have done with community.
- Information sharing and advice from steering committees.

6. Improved capacity for evidence-based sound decision making for the partnership

As outlined in a previous section of the findings the BRC partners have demonstrated that they use an extensive range of evidence-based resources to inform their approach for their PVAW and GE work (refer to Appendix 4). Evidence-building in the partnership also takes place through sharing practice achievements and learnings via presentations at events, committee meetings and other opportunities as they arise. To understand more about the way in which partners utilised evaluation and integrated evidence into their work, the BRC partners were asked to report on the extent to which evaluation documents were used. BRC partners were asked if they used the mid-strategy evaluation at all in their work (refer to Figure 10).

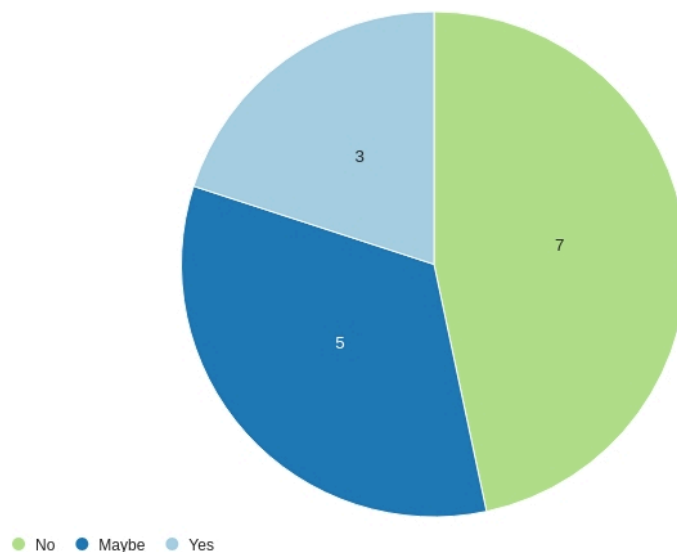
Interestingly, and of some concern, a minority (3 of the 15) had stated that they utilised the findings of the evaluation work of the BRC in their work. Five said that they may have but did not know. Three partners that did use the mid-strategy evaluation to inform their work referred to the following uses:

- to review our actions and directions and to identify future priorities.

- to comply with the recommendations.
- to share the learnings from the mid-strategy evaluation internally within our organisation.

The finding that few respondents had utilised the previous evaluation work suggests there needs to be greater efforts to support the utilisation of the current and previous evaluations' findings by BRC partners. WHIN has used the evaluation work of the BRC partnership as an advocacy tool to promote the work of the BRC partners and the work of regional partnerships to the State Government, peak bodies (e.g., ANROWS, Respect Victoria, Office for Women, DVRCV and DV Vic) and have promoted evaluation findings through different communication channels such as newsletters and seminars.

Figure 10: Number of partners who have used previous evaluation findings to inform their GE and PVAW work.



When asked in the survey, “What improvements could be made to enhance the utilisation of monitoring and evaluation findings within the BRC Partnership?”, the BRC partners highlighted the following:

Support for evaluation capacity and development of shared measures and tools

- BRC could help member organisations to develop relevant measures for the different types of PVAW activities/work undertaken.
- Develop simple, meaningful, and engaging evaluation tools to evaluate the Respectful Relationships Education work we are doing in secondary schools.
- Evaluation expertise to build our capacity to implement sound, longitudinal evaluation as we do not have any budget to contract a researcher in our own right. We could potentially contribute to shared costs if other services were interested.

Support knowledge translation, dissemination, and communication

- Provide accessible publications or summary reports with infographics.
- Continuing to provide case studies and examples of best practice.

- Run sessions to discuss best practice, the monitoring and evaluation findings and how to apply them).
- Provide feedback from the evaluation via multiple forums.

Refine or simplify evaluation processes

- Avoid jargon and over-complicating inputs and the measurement of outputs.
- Focus on a few key measures which can be upscaled across the whole region and embedded into organisations' action plans and evaluation such as, one measure on confidence to be an active bystander, one measure on reach/participation.

The focus group was prompted to reflect on these findings and discuss some of the potential reasons as to why there might be such a low utilisation of the evaluation findings. One participant stated "... I find that PVAW is much more difficult to measure and even though we do have an evaluation officer on our team just when it comes to doing our evaluation for our projects it is quite hard and I think there's also a misunderstanding from other people outside of our team on what we can exactly measure in a short period of time and people often look for attitudinal and behavioural change in a small amount of time which I don't think you can measure properly " (R1).

Others in the focus group agreed that there were certain challenges when it came to evaluating PVAW and GE work. For example, one participant said "This is a burning issue for me at the moment and us around trying to measure the work that we're doing ...you know... is it useful? is it having any impact over time?... it's just so hard and we don't, - we don't have any dedicated evaluation funding or ... research skills and I think.... this is possibly an area that the BRC or WHIN could perhaps you know resource [the] sector a bit more around ..." (R4).

When asked in the survey if there was anything else to add regarding the BRC Partnership or Strategy the following statements were entered:

- WHIN do an absolutely amazing job. The action areas and objectives of the BRC Strategy are holistic and widespread across the community from workplace, facility through to community-facing. The challenges with the regional work aren't the "wording" of specific activities/actions, instead they are around "putting these actions into practice" - for example, providing the supporting structures and frameworks for collective impact. Due to resource constraints, there may be benefits in taking a step backwards and supporting the mechanisms behind the partnership to support and mobilise partners.
- Thanks again for keeping us focused on this important work.

Discussion

The [Building a Respectful Community Strategy 2017–2021](#) (the BRC Strategy) is the regional strategy for preventing violence against women (PVAW) across the North Metropolitan Region (NMR) of Melbourne. The NMR 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.

On joining the partnership, CEOs committed their organisation to taking at least one action under each of the five goal areas. Of the 24 partners, 19 met this commitment in the duration of the four-year strategy. Five partners took actions under four goal areas, with some noting that not all goals were applicable to their organisation (WHIN, 2020). The number of partners working on an action under the five goal areas ranged from two (action 2.6) to 24 (actions 1.5 and 4.3). The number of actions organisations completed ranged from 4 to 25, with the average number of actions completed being 14 (WHIN, 2020, pg. 25). The BRC mid strategy evaluation (WHIN & INWPCP, 2019), the BRC case studies (WHIN, 2020a) and the BRC interim monitoring report completed by WHIN (WHIN, 2020) demonstrate the vast amount of PVAW and gender equity work that has been completed during this strategic cycle. The findings from this evaluation are discussed in relation to previous evaluation activities including the mid-strategy evaluation, the BRC Stories of Achievement (the BRC case studies), the BRC Monitoring report and Strategy Workshop conducted in early 2021. Additional evidence-based documents, evaluation resources and preventing family violence and violence against women resources are referenced in the relevant sections under each of the subheadings.

The quality of the BRC partners' work.

The evaluation findings support and reinforce findings from the mid-strategy evaluation that WHIN and the regional approach to the BRC partnership work has contributed to the quality of the collective PVAW and GE work in the region. However, this evaluation has analysed the quality of BRC partners work in more detail than was covered in the mid-strategy report by using the existing international evidence-based criteria from Counting on Change (Our Watch, 2017) and exploring the adherence to the BRC principles, particularly intersectional practice.

While hard to quantify, this evaluation supports the earlier finding of the mid-strategy evaluation that participation in the BRC Strategy and the Partnership has supported the quality of organisational PVAW and GE work. This evaluation found that this support was expressed as:

- Demonstrated adherence to key evidence-based quality criteria and alignment to evidence-based documents such as Change the Story National Framework (Our Watch, ANROWS & VicHealth, 2015). WHIN and the BRC partners utilised a broad range of evidence-based documents to inform their gender equality and preventing violence against women programs with at least 15 evidence-based guides and frameworks.
- Demonstration of applied intersectional approaches to the partners' PVAW and GE work. The BRC partners provided fifteen examples of applied intersectionality in their PVAW and GE work. These covered intersectional approaches with cultural and linguistically diverse (CALD) communities (including newly arrived migrant women); tailored programs for LGBTIQ+ communities; Aboriginal and Torres Strait Islander leadership training and advisory groups;

leadership training for women with disabilities; and dedicated intersectionality working groups and alliances.

- Demonstrated adherence to the BRC principles in being evidence-based, human-rights based, intersectional, informed by local context, feminist, and gender transformative while also identifying principles that could be strengthened.
- Sharing learnings and leveraging their built relationships to support each other in their prevention work.

When asked which principles could be strengthened in the partnership approach “engaging of men”, was raised by some BRC partners. “Engaging men and healthy masculinities” also came through strongly in the BRC Monitoring report and Strategy Workshop in early 2020 (WHIN, 2020; Trezona, 2021). Action in this area has gained momentum over the last couple of years of the BRC strategy. VicHealth, Our Watch and Jesuit Social Services (JSS) have produced research and reports in relation to societal pressures on men and/or boys to conform with masculine norms in the Australian context. WHIN invited JSS to present on the Man Box study (The Men’s Project & Flood, 2018) at a BRC Committee meeting in 2019 and will continue to provide opportunities in this area. WHIN, as a women’s health service, question whether they are best placed to lead this work or perhaps this work would be best led by others in the BRC partnership with support from WHIN.

While intersectional practice was often reported as a quality that depicted the work of respondent organisations in their PVAW and GE work, a few respondents noted that there is always room for improvement in this area. The next strategy and partnership evaluation could look at the examples provided in this evaluation report, the case studies, and the mid-strategy evaluation to measure and build practice evidence in this area, particularly given there are a number of evidence gaps in intersectionality as a field of research (Our Watch & ANROWS, 2017). Integrating a more systems thinking approach to the application of intersectional practice might help to unify and amplify voices of the BRC partners in their advocacy against all forms of oppression and inequity. A theory of change could serve well to identify desired outcomes for intersectional practice for the BRC partnership in their collective effort and identify assumptions and spheres of influence or levers for the regional approach. In terms of intersectional practice, the binary nature of language used in the term PVAW was mentioned by a number of BRC partners. WHIN could consider changing or combining ‘preventing violence against women’ with ‘preventing gender-based violence’ (GBV) or include an acknowledgement of binary terminology and LGBTIQ inclusive practices in the next strategy. For example, GBV was highlighted as the preferred framing of the BRC partners to strengthen inclusion of all gender identities in the strategy workshop (Trezona, 2021). There are a range of evidence-based resources and messaging guides that could be drawn on for LGBTIQ inclusive practice (Carman et al, 2020; Fairchild et al, 2021).

The BRC Regional Approach to PVAW is a key component of the BRC Strategy and was evaluated in the mid-strategy report. Respondents were asked their extent of agreement on four statements (refer to Figure 7 on page 24) that related to improved quality, increased commitment, increased reach and adding value to the work of the BRC partners PVAW work. The same Likert scale question was also asked for this final evaluation. While there is a good level of agreement with each of the statements in 2021, the responses in the final strategy have shifted from the responses in the mid-strategy. Three of the domains have moved from “strongly agree” to “somewhat agree” (specifically, “Added value to my organisations PVAW work”, “Improved the quality of my organisations PVAW work” and “Strengthened my organisations commitment to PVAW”), while “Increased the reach of my organisations PVAW work” has more responses in the “Neither agree nor disagree” category. The extent of agreement with the regional approach of the BRC Strategy has shifted. This is likely due to larger policy drivers and PVAW and GE

work being more deeply embedded within organisations. The shift in perception on the regional approach could be explained by the COVID-19 pandemic impact on the work of WHIN and the BRC partners in the last 18 months of the strategy. As discussed in the focus groups COVID-19 lockdown restrictions have created additional challenges for the prevention workforce that have impacted organisational priorities, stakeholder engagement and the reach of the partners, and effectively siloed workers in their home office environments.

Other changes that have occurred during this strategic cycle include the formation of Respect Victoria in 2020 as the statutory authority for preventing family violence, the introduction of the Gender Equality Act in early 2020, and the establishment of The Commission for Gender Equality in the Public Sector (CGEPS) creating accountability state-wide. These contextual factors could be explored further and be tested and/or confirmed with the BRC partners.

Overall, there has been a high level of agreement with the previous mid-strategy evaluation that WHIN's leadership and the development of the BRC Strategy has been invaluable in improving the quality and extent of BRC partner organisation's work, and/or strengthening their organisation's commitment to prevention of violence against women.

Shared learning and collaboration

Partners were asked to provide specific examples of ways in which the BRC partnership provided opportunities for collaboration and shared learning. The most common examples provided were the opportunity to attend regular BRC committee meetings to share learnings (BRC meetings often included peer presentations on a broad range of PVAW topics) and organised training and capacity building initiatives at WHIN such as the MATE Active Bystander training.

Partner respondents were asked how WHIN could strengthen their contribution to the quality of PVAW and gender equity work in their organisations. Suggestions included monitoring and evaluation and more regular 'check-ins' with partners; assistance with the development of evaluation outcome measures, a shared theory of change on program areas; and aligning reporting times for the strategy with the IHP timelines. A suggestion was to review the approach to PVAW such as the inclusion of a less binary approach that is more inclusive of LGBTIQ+ communities, engaging more men in PVAW work, re-orienting activities further upstream by promoting equality and respect more broadly across our communities, for the BRC to be more strongly involved in advocacy for PVAW funding, and for the BRC to promote more collaborative projects across the partnership. In the strategy workshop conducted in early 2021, the terminology "preventing gender-based violence" was the preferred framing to be inclusive of LGBTIQ+ communities.

The BRC has been an important network for some partners where relationships have strengthened. These relationships have been reported as being even more important since the introduction of the Gender Equality Act and the early 2020 COVID-19 lockdowns in Melbourne. Being able to connect with others working in the GE space was reported as critical to the work and wellbeing of partners.

Suggestions were made in this current evaluation as to ways in which the BRC partnership could provide better opportunities for shared learning and collaboration. The suggestions were discussed further in the focus groups when exploring ways in which WHIN could provide opportunities for collaboration across the partnership. One suggestion was to include breaking into smaller 'community of practice' or 'buddy groups' for those working across similar organisations, settings, priority areas or target groups. Other

suggestions were for more training opportunities as these were found to be valuable in the past and sharing stories of progress of each other's programs. The large size of the BRC partnership was noted as a barrier to the coordination or focus on specific place-based approaches or target groups.

Leadership and championing of PVAW and GE

Public statements of commitment were included as a measure for demonstrated leadership in PVAW and GE and are listed as a key domain for measurement in Counting on Change (Our Watch & ANROWS, 2017). Public statements of commitment were often made at public launches, media releases and social media posts. The act of signing the BRC strategy was seen as a public commitment to gender equity and PVAW.

All partners but one who had responded had reported that there were key champions for gender equality and PVAW in their organisations. This championing has led to the acquisition of funding for PVAW and GE initiatives, organisational structural and policy changes, and leading training sessions with a focus on active bystander, unconscious bias training, healthy masculinities, intersectionality, and gender-based violence (WHIN, 2020). Organisations were also asked if support for PVAW and GE from the leadership within the organisation has changed and how. The majority of BRC organisations had indicated that support for PVAW and GE has strengthened, with some stating that support had stayed the same and one indicating that support had waned.

Positively, in the past 4 years, most organisations had stated that leadership of the organisation advocated for increased resourcing or focused efforts towards PVAW/GE and that this advocacy led to several impacts such as new initiatives, new working groups, increased number of business groups leading actions in PVAW and GE, more dedicated staffing, and increased resourcing for community programs in GE and PVAW.

Respondents reported on a number of organisational systems or structures that they considered to have had the greatest impact for gender equality. These included the creation of specific roles, developing a diversity and inclusion strategy that incorporates gender equality and inclusion and ensures commitment to diverse and inclusive workplaces, examining workforce mutuality and how representative the staff is of the community served, embedding the WGEA citation in an HR action plan and into organisational structures and policies, strengthening partnerships, and education and training across the organisation. In addition to this the interim monitoring report identified a vast range of policies that were reviewed internally in six organisations, with nine more organisations completing policy reviews into 2021. As an example, one organisation reviewed 43 policies (WHIN, 2020, pg. 7).

Factors that enabled these changes included support from organisational leadership, introduction of the Gender Equality Act in 2020, workforce plans and action plans, and organisational culture change at a leadership level. When asked "How, if at all, has the BRC partnership contributed to these changes?" the partners stated that the BRC partnership contributed via a number of mechanisms including launching the strategy where organisations publicly became signatories to the regional strategy, providing advocacy to State Government for a focus on prevention of violence against women, providing capacity building and training opportunities and providing a regional strategy for partners to align their actions.

Community facing activity of the BRC partnership

When asked “Does your organisation undertake work in GE/PVAW in the community?”, a significant majority selected “yes”. In addition to this, respondents were asked whether they had undertaken community mobilisation efforts in the areas of PVAW or GE in the last four years. A definition was provided to clarify the meaning of community mobilisation that was taken from Our Watch *Putting Prevention of Violence Against Women into Practice* resource: “Community mobilisation refers to building on existing relationships within communities to take collective action to address the drivers of violence in community settings. This technique engages the community to participate in the design and implementation of initiatives that best reflect their needs and priorities...it recognises that participation is key to communities finding their own solutions. Community mobilisation takes a strengths-based approach and can be an important technique for communities that are marginalised and often denied a voice in decision-making.” (Our Watch, 2017).

Some of the examples provided by BRC partners in the outcome domains demonstrated confusion between the actions of the organisations in their community facing work and the mobilisation of communities themselves as presented in the definition above. Only a small number of partners provided examples of actions taken by community. There is scope for further education of members of community mobilisation, what it means and the type of outcomes that may result. Outcomes provided were general in nature and difficult to quantify as BRC partners listed outcomes data using measures that were inconsistent across the domains. For example, some provided qualitative examples of ‘reach’ while others provided quantifiable measures of reach such as the percentage of participants. This difference in measurement and reporting made a collective picture of outcomes difficult to assess (refer to Table 5 on page 29). Partners could strengthen how they collectively measure work in the community and utilise the shared expertise in the partnership, particularly specialised skills in shared measurement and evaluation.

Evaluation Utilisation and Support

To assess the perspectives of partners on the usefulness and applicability of the previous evaluations a question was asked, “Have you used previous BRC partnership evaluation findings to inform your organisations prevention of violence of violence against women and gender equity work?” A minority of respondents had said that they had utilised the findings of the mid-term evaluation in their work within the BRC, with most being unsure. It is unclear as to why the previous evaluation work of the partners was not used however when asked in the survey, “What improvements could be made to enhance the utilisation of Monitoring and Evaluation findings within the BRC Partnership?”, the responses indicated that member organisations needed help to develop relevant and common measures for the different types of PVAW activities undertaken, as well as simple, meaningful, and engaging evaluation tools. Partners also needed help applying the evaluation findings. A suggestion was for accessible summary reports with infographics that avoided jargon or over complicated evaluation protocols.

Given these responses and the discussion in the focus groups, it is likely that there will need to be a re-engagement on what aspects of monitoring and evaluation are most meaningful for WHIN and the BRC partners and how best the partnership can streamline monitoring, evaluation, and learning (MEL) processes. Further work to explore the supports needed to build evaluation capacity may be needed. Different and simplified evaluation methods could be considered to evaluate the next strategic cycle. For example, if the core-commitments model outlined in the monitoring report (WHIN, 2020) were to go ahead, WHIN and the BRC partners could consider developing a set of rubrics on these core commitments as a way of clarifying definitions and creating a more systematic and transparent approach to MEL (Oakden, 2013; Rogers & Kaplan, 2020).

The mid-strategy evaluation found that there was a large focus on process indicators, with the BRC Evaluation Plan 2017–19 consisting 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 (WHIN & INW PCP, 2019). The number of process indicators were significantly paired down in the final evaluation to allow a greater focus on outcomes. Notably, evaluation of PVAW and GE was mentioned by several members as being more challenging than other portfolios to measure. Given the complexities of evaluation in this field, the findings point to the need for dedicated resourcing or support to integrate learnings actively into future strategic cycles. A range of tools or instruments might be useful for the BRC partnership in assessing the various determinants of health promotion evaluation capacity at a practitioner, organisational and systems level (Schwarzman J et al, 2019). An existing evaluation health check tool might also be considered to assess capacity across four domains of evaluation capacity (Gold, 2020).

Impact of COVID-19

Not surprisingly, the COVID-19 pandemic and associated lockdowns have impacted PVAW and GE workers through creating additional barriers to stakeholder engagement (both in communities and organisations); affecting organisational income; pivoting prevention workers to response (in early 2020); increased stress and pressure on staff and ongoing disruption and uncertainty. It has also shifted short term priorities, away from PVAW and GE despite evidence that the domestic violence is more prevalent during consecutive lockdowns during COVID-19 (Rmandic et al, 2020; Pfitzner et al, 2020).

In addition to family violence lockdown restrictions have also exacerbated existing inequalities and these effects have been considerably gendered with Australian women losing jobs and/or hours of work at a greater rate than men (WGEA, 2020; Boyle, Garad, & Teede, 2020) and long-term wealth will be impacted with women withdrawing a higher proportion of their superannuation savings than men (WGEA, 2020). These societal impacts of COVID-19 lockdown restrictions and economic impacts will effectively hinder progress in PVAW and GE, particularly in relation to economic security of women.

Limitations

The BRC Strategy and Partnership is not a full collective impact framework approach (Kania and Kramer, 2011), rather the BRC partners undertake PVAW and GE work within their organisations and local communities (collective effort) and undertake shared measurement across these programs, partnerships, or initiatives. Partners align their work with the goal areas of the BRC Strategy alongside other statewide strategic frameworks and public health and wellbeing obligations. The BRC is a voluntary alliance and a number of limitations for collective reporting were identified in the mid-strategy evaluation (WHIN & INWPCP, 2019) and the WHIN monitoring report (WHIN, 2020). These included:

- Differing interpretations of definitions - some actions in the BRC strategy are worded in ways that could be open to interpretation, and lead to duplication or inconsistent reporting (WHIN, 2020). In addition to this, the definition of ‘community mobilisation’ provided to BRC partners for this evaluation was also interpreted in different ways. The mid-strategy report also identified variations in definitions as an established issue in PVAW and GE work.
- A number of staff turnover and organisational mergers – this was seen to affect the number of members organisations and consistency of measuring across the BRC partnership (WHIN, 2020).
- Difficulty in collating data across large organisations with multiple staff implementing actions that are either internally facing, externally facing or a combination of both.

- Different reporting approaches used over the strategic cycle with some reporting identifiable data (e.g., the BRC case studies and WHIN monitoring report) and some de-identified (e.g., the mid-strategy report) and the ethical implications.
- A reliance on self-reported measures. In future validated instruments, qualitative validation techniques or rubrics may help enhance clarity and transparency in evaluation processes.
- Heterogeneity in the way in which data is supplied – this is a common challenge in shared measurement (Cabaj & Weaver, 2016). For example, some partners entered descriptive text while others entered quantitative data. Creation of shared measurement tools or use of existing shared measurement frameworks will be needed to support consistency in shared data collection.

This shared evaluation does not necessarily cover all aspects of the entirety of the prevention work of the BRC partnership and WHIN. For example, WHIN's "Let's talk Money" program has been evaluated separately and has not been included in this report. The monitoring report completed by WHIN also identified a number of initiatives that were not included in the regional evaluation work such as initiatives in early years services, programs working with men and boys on healthy masculinity and some of the capacity building activities of the BRC partners (WHIN, 2020).

In conclusion there has been a vast range of both organisational and community facing work. The BRC partners have provided 20 case studies, with 16 of these being community facing and four of these internal facing works in organisations (WHIN, 2020). There are several key outcomes identified by the partnership and a number of potential areas that could be explored in future iterations of the BRC strategy and partnership.

Recommendations

This evaluation has identified several “areas for development” or areas for prioritising effort based on the expressed needs of the BRC partners, the evaluation findings, and the context of the pandemic in the last 18 months of the BRC strategy. These areas for development, recommendations, and the rationale for including the recommendation are outlined in the table below.

Area for development	Recommendation	Rationale
Collaboration	Facilitate smaller collaborative action working groups, or ‘buddy groups’ based on specific action areas of the BRC partnership (e.g., Respectful Relationship (RR) curriculum in schools, early childhood and working together with men).	This recommendation is based upon expressed needs of the BRC partners. Several partners mentioned a desire for smaller targeted working groups or buddy systems that are based on a particular setting or a specific approach (for example, bystander training in community settings) or organisation type (for example, community health).
Capacity building	Identify peer mentoring and leadership opportunities.	There is a broad range of expertise in the partnership and some BRC partners have over 10 years of experience working in GE and PVAW. WHIN could play a role in matching mentor and mentees to support strengthening relationships within the BRC partnership and add value to the work of the partnership.
Education/training	Foster a shared understanding of ‘community mobilisation’, how it is achieved, and some measures of success. Undertake a needs assessment for training topics.	There was some confusion in the survey responses on what community ‘mobilisation’ means with some BRC representatives reporting on community facing work of the organisation as the outcome rather than the actions of community members. Suggestions were for more training opportunities as those done in the past were found to be valuable.
Inclusive language	WHIN could consider changing or combining the commonly used ‘Preventing Violence Against Women’ (PVAW) to/with ‘preventing gender-based violence’ (GBV) or including an acknowledgement of binary terminology and LGBTIQ inclusive practices in the next strategy.	The binary nature of language used in the term PVAW was mentioned by several BRC partners. GBV was highlighted as the preferred framing of the BRC partners to strengthen inclusion of all gender identities in the strategy workshop (Trezona, 2021) with PVAW as the second preferred.

Evaluation Assistance	<p>For WHIN and the BRC to consider additional ways in which assistance can be provided to support evaluation of partners work across settings, target groups and action areas. Examples for consideration include:</p> <ul style="list-style-type: none"> • A dedicated monitoring, evaluation, and learning (MEL) coordinator for the partnership to strengthen and support embedding shared monitoring and evaluation mechanisms for the partnership. • Utilise or adapt existing evaluation tools and templates that have already been developed by other BRC partner agencies. • Capacity building opportunities through peer mentoring programs or adapting shared tools. • A partnership with a University (MPH Capstone Research Projects or Professional Practice opportunities for students). • Common measures for the different types of PVAW activities. 	<p>Several partners expressed their desire for assistance in measuring PVAW and GE outcomes specific to their work programs. There was also an expressed desire for a practical, common set of measure across the work of the BRC partners.</p>
Evaluation design and utilisation	<p>To revisit the evaluation design and determine whether it is meeting the needs of the partnership in terms of usability of the findings. It's likely there will need to be a re-engagement on what aspects of monitoring and evaluation are most meaningful for WHIN and the BRC partners and how best the partnership can streamline monitoring, evaluation, and learning (MEL) processes. Different and simplified evaluation methods could be considered to support clarity and transparency in shared measurement and evaluation.</p>	<p>Few respondents had used or understood how the findings from the previous evaluations were used. Partners suggested more opportunities to be provided with details from the findings and a more accessible format.</p>

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Appendix 1: BRC Final Evaluation Plan 2017 – 2021: Evaluation Plan Draft.

Domain 2: BRC Partnership work and capacity building				
Priority short to medium term impact	Measure(s)	Data collection method(s) and expected timing	Comparator Previous monitoring and evaluation data available (Yes / No)	Questions or items
a. Improved quality of partners' work for GE and PVAW	<p>Drawn from:</p> <ul style="list-style-type: none"> • Change the story (CS)¹ • Counting on Change (CoC)² (p31) <p>Quality criteria relevant to partners' work*</p> <ul style="list-style-type: none"> • Safe and Inclusive (CoC) • Addressing drivers and reinforcing factors of violence against women (CoC; CS) • Tailored to audience or context (CoC) • Co-designed with community/targeted (+) <p>*Note: Long term has been removed from the CoC quality criteria as we are measuring over a fixed short-term period. However, if this measure is used in consecutive and subsequent evaluations, the data over different time periods can be collated to determine temporal patterns in quality over the longer term.</p>	<p>Survey (BRC partners and WHIN)</p> <p>Timing: late April /early May 2021</p>	Yes	See Appendix 1: Survey Qs

¹ Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth (2015) Change the story: A shared framework for the primary prevention of violence against women and their children in Australia, Our Watch, Melbourne, Australia.

² Our Watch and Australia's National Research Organisation for Women's Safety (ANROWS) (2017) Counting on Change: A guide to prevention monitoring for policymakers, researchers, and advocates on measuring population-level progress toward the prevention of violence against women and their children in Australia, Our Watch, Melbourne Australia.

	<p>Building on principles focused evaluation³</p> <ul style="list-style-type: none"> • To what extent and in what ways is the principle (listed) meaningful to those to whom it is meant to provide guidance? • To what extent is the principle adhered to? • Can you provide an example where it was followed? (A) • Can you give an example of any outcomes that have followed as a result? (A) <p>The <u>BRC Principles</u> are:</p> <ul style="list-style-type: none"> • Human rights-based • Feminist • Gender transformative • Intersectional • Accountable • Informed by a local context • Engaging of men • Evidence based 	<p>Key informant interview Qs - WHIN</p> <p>Focus group (BRC Steering group and PVAW Committee members with a description of involvement requirements e.g 12 months experience with BRC partnership)</p>	No	See Appendix 2: Focus group Qs
b. Increased opportunities for collaborative effort and shared endeavour	<p>Relevant criteria from CoC in relation to prevention infrastructure – see Appendix 3: Domain 4; Item 1 & 2.</p> <p>AND</p> <p>Barriers and enablers to voluntary partnership work</p>	<p>Survey BRC partners</p> <p>Focus group question</p>	Yes	See Appendix 1: Survey Qs and 2 Focus group questions

³ Quinn-Patton, M (2018), *Principles-Focussed Evaluation. The GUIDE*. The Guilford Press, NY, U.S.A.
<https://books.google.com.au/books?hl=en&lr=&id=UxlrDgAAQBAJ&oi=fnd&pg=PP1&dq=principles+focused+evaluation&ots=-1NV6Kqnnn&sig=9-0F8db5uigj0KtskGQv8fqUXKQ#v=onepage&q=principles%20focused%20evaluation&f=false>

Domain 3: Organisational development work				
Priority short to medium term impact	Measure(s)	Data collection method(s) and expected timing	Comparator Previous monitoring and evaluation data, where available (Yes / No)	Questions or items
a. Increased leadership within BRC partner organisations for GE and PVAW (and any outcomes)	<p>Leaders' public statements</p> <p>Public statements are accompanied by commensurate resourcing where relevant (CoC)</p> <p>WER Standards – selected items.</p>	<p>Survey BRC partners</p> <p>Focus group to explore this parameter further (post survey)</p>	Yes	See Appendix 1: Survey Qs
b. Increased number of organisations with systems/ structures for GE (and type of changes)	<p>If possible, items in this domain will use Workplace Equality and Respect (WER) Indicators⁴ as a benchmark (outlined in Appendix 5) or Gender Equality Act requirements for 2021⁵</p> <p>For example: Partner organisations have in place: domestic violence leave and flexible parental leave and related work provisions</p> <p>Collective number of procedures, policy, or structural changes over the past 4 years of partner organisations</p>	<ul style="list-style-type: none"> • WHIN monitoring of the action plan. • Review of previous evaluation documents and action 	<ul style="list-style-type: none"> • Retrospective mapping of the action plan from 2017 - 2019 • Previous survey responses in 	See Appendix 1: Survey Qs

⁴ Our Watch, Workplace Equality and Respect. A resource for organisations that supplies a suite of standards and indicators that workplaces can meet to ensure gender equality - <https://workplace.ourwatch.org.au/>

⁵ The Gender Equality Act 2020 (<https://www.vic.gov.au/gender-equality-bill>) was enacted on 25th February 2020. The Act aims to improve workplace gender equality across the Victorian public sector, universities and local councils however quotas and targets are somewhat unclear at the time this evaluation plan has been developed.

		plans for baseline data <ul style="list-style-type: none"> Organisations own benchmarking data over 4 years where available. 	2017-19 evaluation	
Domain 4: Community capacity building and mobilisation				
Priority short to medium term impact	Measure(s)	Data collection method(s) and expected timing	Comparator Previous monitoring and evaluation data, where available (Yes / No)	Questions or items
a. Increased number of settings/ sectors where GE/ PVAW work is occurring	<ul style="list-style-type: none"> Settings and sectors outlined in Change the story (p38 – 40) Self-reported settings Self-reported numerical and geographical reach Number of sectors represented in the BRC partnership (CoC) 	Survey of BRC partners Look back over trends in the action plan for the 4 years as well as other self-reported activity changes	Yes	Monitoring from WHIN
b. Community activists are mobilised,	Can be informed by Most Significant Change approach (partly)	Case studies/ Stories of change from BRC	Yes	See Appendix 1: Survey Qs

supported and empowered	Examples of stories of change, mobilisation, and outcome.	partners and WHIN.		BRC partners submitted case studies
Domain 5: Evidence building.				
Priority short to medium term impact	Possible Measure(s)	Data collection method(s) and expected timing	Comparator Previous monitoring and evaluation data, where available (Yes / No)	Questions or items
a. Improved capacity for evidence-based sound decision making for the partnership	Perspectives of different BRC partners in usefulness and application of previous evaluations.	Survey of BRC partners and WHIN.	No	See Appendix 1: Survey Qs

Appendix 2: Copy of the Plain Language Statement and Consent Form.

Plain Language Statement

Melbourne School of Population and Global Health



Project: Building a Respectful Community Partnership and Strategy 2017-2021 Evaluation

Associate Professor Helen Jordan (Responsible Researcher)

Tel: xx

Email: h.jordan@unimelb.edu.au

Ms Melissa Collins (co-researcher)

Tel: xx

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Introduction

As a nominated organisational representative of the Building a Respectful Community (BRC) partnership you are invited to participate in the evaluation of the partnership and 2017–2021 BRC Strategy. The following few pages will provide you with further information about the evaluation, so that you can decide if you would like to take part.

Please take the time to read this information carefully. You may ask questions about anything you do not understand or want to know more about.

Thank you for your interest in participating in this research project. Your participation is voluntary. If you do not wish to take part, you do not have to. If you begin participating, you can also stop at any time.

What is this research about?

The Building a Respectful Community (BRC) Partnership and Women's Health in the North (WHIN) have jointly funded the final evaluation of the Building a Respectful Community Strategy 2017-2021 and partnership. The BRC Strategy was developed by the BRC Partnership, a voluntary alliance of 24 organisations that are committed to working together to prevent violence against women. 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 northern metropolitan region (NMR) of Melbourne.

WHIN leads and coordinates the BRC Partnership and the implementation and evaluation of the Strategy and has engaged Associate Professor Helen Jordan and Melissa Collins from The University of Melbourne to co-design and undertake the evaluation. The evaluation was developed by the researchers in partnership with the BRC Steering Group and WHIN. This participatory approach was used to co-develop

and define questions and indicators for measuring the implementation of the mutually reinforcing activities of the BRC Partnership as outlined in the Strategy, the overall partnership, and its impact. The four strategic areas that are the subject of this evaluation include: the BRC partnership and capacity building, organisational development (of BRC Partners), community capacity building (of BRC partners), and evidence building.

What will I be asked to do?

Should you agree to participate you will complete an online survey to answer questions of approximately 30 minutes duration, and/or an online audio-recorded focus group discussion of approximately one hour duration. Separate emails will be sent to you to invite you to participate in the online survey and the focus group discussion.

The survey will include questions about the impact of the BRC Partnership's capacity building activities on your organisation's work in gender equity and the prevention of violence against women, and your organisation's contribution and achievements in relation to the three action areas within the strategic plan. These are: organisational development, community capacity building, and evidence building. The focus group will explore the findings of the survey and ways in which the Partnership can be further strengthened to address gender equity and the prevention of violence more effectively in the northern metropolitan region of Melbourne.

What are the possible benefits?

The survey and focus group findings will inform the BRC Partnership of the overall collective achievements of the partners and ways in which the next Strategy (2021 – 2025) can continue to support and build the capacity of the partner organisations to promote gender equity and the prevention of violence against women. Participating in this research benefits the BRC partners through building and sharing practice evidence and understanding more about the overarching contribution the BRC partnership is making to the complex social issue of preventing violence against women and gender equality.

What are the possible risks?

There is a risk that information you provide may identify you and your organisation. Given the small number of participants involved in the study, it may not be possible to guarantee your anonymity. However, all effort will be taken to reduce this risk by summarising the information collectively where possible and removing any potentially identifiable information when presenting the results. As well, the researchers will provide you with the opportunity to review the written transcript of your contribution to the focus group discussion before they are processed.

Do I have to take part?

No. Participation is completely voluntary. You can withdraw at any time without explanation or prejudice and can withdraw any unprocessed data that you have provided.

Will I hear about the results of this project?

The results of the evaluation will be presented as a written report and short oral online presentation to the Building a Respectful Community Partnership. You as a nominated contact member of the partnership for your organisation will be provided with the final report and have the opportunity to attend the

presentation. The findings of the report may be presented at a conference or made available online via the website of the Women's Health In the North. The evaluation of the BRC Strategy may also be published in a peer-reviewed journal article.

What will happen to information about me?

This research will be securely stored at the University of Melbourne. The survey and focus group data will be destroyed after 5 years. The audio recordings of the focus groups will be destroyed once the recordings are converted to textual format and the project is completed. All data will be kept securely in a University of Melbourne secure password protected file. Your name will be kept securely and separately to the focus group written transcripts. The survey is anonymous. The final report will not contain any identifiable information.

Who is funding this project?

This project is jointly funded by Women's Health in the North (WHIN) and the BRC Partnership member organisations.

Where can I get further information?

If you would like more information about this project, please contact the researchers; Associate Professor Helen Jordan - xx; or Melissa Collins - xx.

Who can I contact if I have any concerns about the project?

This project has human research ethics approval from The University of Melbourne (Ethics ID 2021-20852-14721-3). If you have any concerns or complaints about the conduct of this research project, which you do not wish to discuss with the research team, you should contact the Research Integrity Administrator, Office of Research Ethics and Integrity, University of Melbourne, VIC 3010. Tel: +61 8344 1376 or Email: research-integrity@unimelb.edu.au. All complaints will be treated confidentially. In any correspondence, please provide the name of the research team and/or the name or ethics ID number of the research project.

Consent Form

Melbourne School of Population and Global Health



Project: *Building a Respectful Community Partnership and Strategy 2017-2021*
Evaluation: *Online Survey*

Responsible Researcher: Associate Professor Helen Jordan

Additional Researchers: Ms Melissa Collins, co-researcher

Name of Participant: _____

1. I consent to participate in this project, the details of which have been explained to me, and I have been provided with a written plain language statement (PLS) to keep.
2. I understand that the purpose of this research is to evaluate the implementation and overall impact of the mutually reinforcing activities of the Building a Respectful Community Partnership and Strategy 2017-2021 and to identify recommendations for improvement.
3. I understand that my participation in this project is for research purposes only.
4. I acknowledge that the possible effects of participating in this research project have been explained to my satisfaction.
5. In this project I will be required to participate in an online survey of approximately 30 minutes duration.
6. I understand that my participation is voluntary and that I am free to withdraw from this project anytime without explanation or prejudice and to withdraw any unprocessed data that I have provided.
7. I understand that the data from this research will be stored at the University of Melbourne and will be destroyed after 5 years.
8. I have been informed that the confidentiality of the information I provide will be safeguarded subject to any legal requirements; my data will be password protected and accessible only by the named researchers.
9. I understand that given the small number of participants involved in the study, it may not be possible to guarantee my anonymity, and I am satisfied with the steps to protect organisational privacy outlined in the PLS.
10. I understand that after I sign and return this consent form, it will be retained by the researcher.

Participant Signature: _____ **Date:** _____

Appendix 3: Examples of quality criteria responses from BRC partners.

- Community advisory groups (i.e., Women's Advisory Committee, Disability Advisory Committee, LGBTIQ+ Advisory Committee, Aboriginal Advisory Committee etc.) allow for women and gender-diverse people with lived experience [of family violence] to contribute and provide their feedback on council's policies, programs, and services.
- Upstander training tailored to LGBTIAQ+ young people, Aboriginal and Torres Strait Islander people and to workplace contexts.
- A [CALD community group] peer facilitated by bicultural workers.
- A [Program] operated in consultation with Aboriginal Elders to ensure it was culturally safe and that the Elders had ownership over the project. An internal Reconciliation Action Plan Committee had oversight over quality assurance for the program.
- A [Program] tailoring the content and delivery to particular cultural groups and the LGBTIQ community.
- Applied a gender lens to the co-design of an antenatal program
- Gender Equity Advocates as staff members across the whole organisation, tailored information from GE, PVAW and Intersectionality material from their workshops to a team presentation to teams across the organisation to make it more relevant and meaningful to staff across a broad spectrum of work environments and understanding.
- Working in partnership with key stakeholders across the catchment ensuring the community needs are met and represented and providing opportunities for community members to inform and design the organisation's projects to ensure they are culturally appropriate and suitable.
- Community safety projects apply a gender lens and aim to improve perceptions of safety so that women feel included, safe and can access public spaces/ council facilities. This includes co-design projects and community development approaches that provide women the opportunity to feedback what works in designing spaces for women, girls, and gender-diverse people, and what makes them feel welcome and safe.
- Targeted outreach with women who experience intersecting forms of disadvantage through community development initiatives.
- Project actions are all aligned to the gender drivers of family violence and the specific needs of the community. This includes engaging directly with women from the [name] Mosque to understand their health needs, through to engagement with secondary schools to support them in delivering their own initiatives as part of International Women's Day 2021.
- Bystander training was delivered at a school and a youth centre. Materials were tailored for these contexts. The training was delivered in components with participants reaching a consensus regarding the topic areas addressed in the training, however the initial component of the training that underpinned further sessions provided information regarding the drivers and reinforcing factors of violence against women and set a common understanding among participants that informed discussions in further training components.

Appendix 4: Evidence-based documents used by the BRC partners.

Key evidence-based documents were selected in order of frequency (most referenced to least referenced):

1. Change the Story: A shared framework for the primary prevention of violence against women and their children (n = 16)
2. Workplace Equality and Respect (Our Watch & ANROWS) (n = 11)
3. Counting on Change: a guide to prevention monitoring (n = 5)
4. National Community Attitudes Survey (NCAS) (n = 2)
5. Safe and Strong gender equality Strategy (n = 2)
6. VicHealth - Framing Gender Equality. Message guide (n = 2)
7. Free From Violence Strategy (n = 1)
8. Indigenous Family Violence Primary Prevention Framework (n = 1)
9. Other VicHealth resources - How to be an active bystander (n = 1); (En)Countering Resistance (n = 1); Masculinities and Health summary page and gender equality research and publications (<https://www.vichealth.vic.gov.au/our-work/gender-equality>) (n = 1)
10. BRC and PVT Strategies (n = 1)
11. HILDA Survey (n = 1)
12. WHO Sustainable Development Goals for Women (n = 1)
13. UN Committee on the Elimination of Discrimination Against Women (n = 1)
14. Commission for Gender Equality in the Public Sector (n = 1)
15. Changing the picture (Our Watch) (n = 1)