
December 2015

Karen Crinall     Lynda McRae     Chris Laming
Contents

LIST OF FIGURES .................................................. 3

ACKNOWLEDGEMENTS ............................................. 4

ABBREVIATIONS AND ACRONYMS .............................. 5

GLOSSARY .......................................................... 6

EXECUTIVE SUMMARY .......................................... 7

THE GIPPSLAND PMVAW STRATEGY ......................... 7

THE EVALUATION ................................................ 8

KEY FINDINGS .................................................... 11

MOVING FORWARD ............................................... 12

FULL EVALUATION REPORT .................................... 15

BACKGROUND ..................................................... 15

THE GIPPSLAND PMVAW STRATEGY ......................... 20

THE EVALUATION ................................................ 24

KEY FINDINGS .................................................... 33

PROMISING SIGNS AND CHALLENGES ....................... 76

MOVING FORWARD ............................................... 81

CLOSING COMMENTS ............................................. 86

REFERENCES ....................................................... 89

APPENDICES ......................................................... 93

APPENDIX 1: GIPPSLAND PMVAW PROGRAM LOGIC OVERVIEW 94

APPENDIX 2: DATA SETS ....................................... 95

APPENDIX 3: GIPPSLAND PMVAW STRATEGY STEERING COMMITTEE MEMBER ORGANISATIONS 96

APPENDIX 4: GENDER EQUITY AND PMVAW INDEX (GEPI) 97

APPENDIX 6: PMVAW QUESTION BANK ...................... 104

APPENDIX 7: GEPI – WELLINGTON SHIRE COUNCIL ........ 105

APPENDIX 8: GEPI – BAW BAW SHIRE ..................... 108

APPENDIX 9: GEPI – GIPPSPORT ............................ 111

APPENDIX 10: MAKE THE LINK POSTER .................... 114

APPENDIX 11: MAKE THE LINK POSTER .................... 115

APPENDIX 12: MAKE THE LINK POSTER .................... 116

Refer to final page of report (p.117) for citation details.
List of Figures

Figure 1: Evaluation Focus Areas 10
Figure 2: Data gathering methods x Action Areas 11
Figure 3: Diagram of PMVAW Operational Logic 24
Figure 4: The Participatory Action Evaluation Cycle 29
Figure 5: Data gathering methods x Action Area 32
Figure 6: Gippsland PMVAW Strategy Governance Approach 38
Figure 7: DPCDI indicating progress June 2014-October 2015 38
Figure 8: Connection between training and organisational culture and policy change. 50
Figure 9: Baw Baw Shire Council White Ribbon Pledge Banner 52
Figure 10: Men’s Night Out Flyer 54
Figure 11: Sites and organisations where MVP has been delivered 62
Figure 12: Big Picture Strategic Services Comment on Make the Link Campaign 70
Figure 13: Shakespeare’s Shrew and Other Lies - The Most Significant Change Story 79
Acknowledgements

The three years of our involvement as evaluators of the Gippsland PMVAW Strategy have given us insight into the experience, expertise, energy and commitment to prevent men’s violence against women that exists amongst the Gippsland partner organisations. We are deeply grateful to Gippsland Women’s Health for inviting us to conduct this evaluation. It has been a genuine privilege to work with Sarah Corbell, whose leadership, creativity and tireless passion are truly inspiring. A big thank you also to Jodie Martin, as the CEO of GWH, and Tanya Kilgower for her support and generosity as the PMVAW Project Officer. Andrea Hall’s work on the Make the Link social marketing and social media campaign deserves special acknowledgement, as does her understated brilliance and unfailing commitment to this work.

Thank you also to each and every member of the PMVAW Steering Committee. We know we asked a lot of you at times, and yet despite our many requests for your participation in evaluation sessions, to gather most significant change stories, and provide additional information, there was never once a complaint. Your contributions were always generously and willing given.

We would also like to express our gratitude to the workers in organisations who gave their time to participate in evaluation activities despite their own work overloads.

The contributions of each and every one of you has resulted in the many successes of the PMVAW Strategy, and ensured this evaluation report is expertly informed.

Finally, thank you to the Department of Justice and Regulation for funding the Gippsland Prevention of Men’s Violence Against Women Strategy.

Karen Crinall, Lynda McRae, Chris Laming
SACRU, Federation University Australia
Abbreviations and Acronyms

CenGADS  Central Gippsland Alcohol and Drug Service
DET     Department of Education and Training
DHS     Department of Human Services
DHHS    Department of Health and Human Services
DJR     Department of Justice and Regulation
DoE     Department of Education
DV      Domestic Violence
DVRC    Domestic Violence Resource Centre
FedUni  Federation University Australia
FV      Family Violence
FVLE    Family Violence Leave Entitlement
GCASA   Gippsland Centre Against Sexual Assault
GCLLS   Gippsland Community Legal Service
GEPI    Gender Equity and PMVAW Index
GFVSCP  Gippsland Family Violence Service Coordination Project
GWH     Gippsland Women’s Health
HSE     Healthy Sporting Environments
LCHS    Latrobe Community Health Service
LGN     Leadership Group Network
MVAW    Men’s Violence Against Women
NTV     No To Violence
PCP     Primary Care Partnership
PDCI    Partnerships Development and Capacity Index
PH      Purple Hearts
PTW     Paving the Way
PVAW    Prevention of Violence Against Women
PMVAW   Prevention of Men’s Violence Against Women
MSC     Most Significant Change
RA      Relationships Australia
RIFVSC  Regional Integrated Family Violence Steering Committee
SACRU   Social and Community Research Unit
SC      Steering Committee
SCN     South Coast Network
SHED    Self Help Ending Domestics
VAW     Violence Against Women
Glossary

**Bystander approaches**
Bystander approaches in the PMVAW provide community members with specific roles and techniques they can use in order to prevent violence against women, in any form. A bystander, or witness, is someone who sees a situation but may not know what to do, may think others will act or may be afraid to act. Bystander education programs teach potential witnesses safe and positive ways to act – either directly or indirectly - to prevent or intervene when this risk is present. The approach also provides individuals with skills to support survivors of violence. The approach is underpinned by the understanding that everyone has a role to play in changing community knowledge, attitudes and behaviours.

**Developmental evaluation (DE)**
Developmental evaluation is an approach to understanding the activities of a program, such as the Gippsland PMVAW project, which is operating in a dynamic environment where there are complex interactions. This form of evaluation requires an open mind to emergent activities rather than adhering strictly to standard outcomes. It focuses on real-time feedback to project participants, creating an environment for continuous development. The purpose of DE is to support the development of innovation and adaption in dynamic environments.

**Wicked problem**
A wicked problem is defined as a social or cultural problem that is considered too complex to solve, for various reasons. The interconnected nature of one problem with other problems can create a wicked problem. The term ‘wicked’ in this context does not mean evil but instead refers to an issue highly resistant to resolution. Often there is disagreement about the causes of wicked problems and the most appropriate ways to tackle them.
Executive Summary

This summary offers an overview of the Gippsland Prevention of Men’s Violence Against Women (PMVAW) Strategy, the evaluation methodology, key findings and suggestions moving forward. These are described in detail in the full report.

The Gippsland PMVAW Strategy

The Gippsland PMVAW Strategy evaluated here was a three-year project funded by the Department of Justice and Regulation under the Community Crime Prevention, Reducing Violence Against Women and their Children grant scheme. The funding period ran from 1st January 2013 until 31st December 2015. Gippsland Women’s Health\(^1\), was the lead agency.

The broad goal was to reduce and prevent men’s violence against women and children in Gippsland by challenging the attitudes, beliefs and practices that perpetuate gender stereotypes and inequality, and drive gendered violence.

PMVAW involved a multi-layered, multi-project approach, coordinated through a cross-sector region-wide partnership, and formalised by a Steering Committee (SC).\(^2\)

The Social and Community Research Unit (SACRU), Federation University Australia was contracted to monitor, evaluate and research PMVAW using a participatory action methodology.

PMVAW Objectives

- To ensure a focus on strategies that promote respectful relationships between women and men, girls and boys are delivered across a range of settings in Gippsland.
- To increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.
- To promote key messages related to non-violent norms, understanding the nature and dynamics of MVAW and advocating gender equitable relationships across Gippsland.

PMVAW incorporated four action areas, addressed through five core cross-sector projects.

Action Areas

- Partnerships and Governance
- Leadership and Advocacy
- Community Strengthening
- Workforce and Organisational Development

---

1 Information about GWH can be found at: http://www.gwhealth.asn.au/
2 Appendix 1 provides an overview of the PMVAW Strategy. More comprehensive details are provided in the Final Report prepared by Gippsland Women’s Health.
Core Projects

*Sport and Recreation: 50/50 Clubs*
- Aimed to ensure club environments were safe, welcoming and inclusive of women and girls, and that attitudinal support for MVAW was not tolerated.

*Local Government: Paving the Way*
- Workplace-based project focused on increasing organisational capacity to achieve gender equitable access to workplace resources and opportunities, supporting employees experiencing family violence and creating workplace environments that did not tolerate MVAW.

*Women Living with Intellectual Disabilities: Purple Hearts*
- Program to support and assist women to develop practical skills and strategies to avoid risk of violence and exploitation.

*Leadership Groups and Networks: PMVAW Leadership Groups Network*
- Involved identifying and engaging key leadership groups, and champions within Gippsland to act on PMVAW initiatives at individual, community or organisational levels.

*Social Marketing and On-line Media Campaign: Make the Link*
- Aimed to increase awareness and understanding of the root causes of MVAW and offer practical ways to make a difference.

The Evaluation

The evaluation monitored and assessed the partnership development process, and captured the collective performance of core and emergent projects in relation to the PMVAW Strategy goal and objectives across the four action areas (see figure 1). Key tasks (described in the full report) provided indicators against which each of the three PMVAW objectives were evaluated. A key component was providing feedback to the partnership group through the steering committee during implementation. This report reflects on the PMVAW projects successes and challenges and makes suggestions, based on the evidence and findings, to inform possible future initiatives.

Crinall K, McRae L, Laming C
Evaluation Methodology

The evaluation brief required a participatory action approach. Consequently, emphasis was placed on developmental and process feedback derived from qualitative, rather than quantitative data. The evaluation focused on assessing outcomes in relation to the contribution made to the overall PMVAW Strategy, rather than the performance of individual projects.

Data to assess the action areas were gathered through interviews, focus groups, critical reflection sessions, feedback surveys, and a Most Significant Change process. A Gender Equity and PMVAW index (GEPI) (Appendix 4) captured change over the PMVAW strategy’s duration. A Partnership Development and Capacity index (PDCI) (Appendix 5) identified progress in partnership development. (See Figure 2 below).
Figure 2: Data gathering methods x action areas

Evaluation Goal

- To evaluate the development and implementation of the Gippsland Regional Prevention of Men’s Violence Against Women Strategy in order to inform future strategies that support sustained change amongst individuals, organisations and within the broader community to reduce the incidence of Violence against Women and their Children.

Evaluation Objectives

- To gain a complex understanding of the success of the partnership approach created through the project.
- To ascertain what worked well, and what did not work and why.
- To identify the changes in the behaviour of individuals, groups and organisations involved in or targeted by the Gippsland Regional Prevention of Men’s Violence Against Women Strategy.
- To capture the process of partnership development.

Evaluation Scope

- To design and implement an evaluation strategy to capture the process of partnership development in the Gippsland PMVAW strategy using an Action Research Approach.
- To collate and analyse process and impact evaluation data gathered by each of the four project areas.
To identify factors that are assisting or impeding individuals, organisations and communities being reached by preventative action after the first year of the project

To inform the selection of targeted activities to best address the above factors for implementation in the 2nd (and 3rd) year of the PMVAW project.

Key Findings

These findings arise from thematic analysis of the data sets described, and through our involvement in the PAE process as evaluators of the PMVAW Strategy. To avoid duplication and repetition, this evaluation report should be read in conjunction with the final PMVAW report provided by Gippsland Women’s Health. Given the breadth and complexity of the PMVAW Strategy, we have attempted to remain focused on analysis of the processes of PMVAW, rather than description of outcomes.

The Gippsland PMVAW Strategy was successful in all objectives and action areas. The cross-sector partnership framework was effective in coordinating, supporting and implementing core and emergent projects. The SC built stakeholder capacity and fostered links between projects. Quality bystander training fostered attitudinal change at the individual level and supported organisational change in sectors previously unfamiliar with the underpinning drivers of MVAW. The feminist approach and leadership of GWH ensured PMVAW objectives and key messages remained in focus. Challenges to ongoing viability of PMVAW initiatives include sustainability for projects beyond the funding period, and the degree to which PMVAW is endorsed and supported by the wider policy and authorising environment.

Cultural, attitudinal and organisational change takes (a long) time. Three year funding cycles are limiting in prevention and health promotion work, unless there is opportunity to leverage successes and continue work begun. The Gippsland PMVAW Strategy was successful in establishing a number of sustainable changes in organisational policy and practice, however establishing widespread and enduring cultural, attitudinal and structural change will take sustained action over many years. The Gippsland PMVAW Strategy has made an impressive start; our evidence indicates settings are ready to move to the next stage.

What Worked Well

While many aspects of the PMVAW Strategy proved successful, the most significant were:

- The feminist leadership provided by Gippsland Women’s Health
- The partnership structure and approach

---

3 A partnership network map illustrates the increased connections and strength of relationships over the course of the Strategy (see partnership network map).
Obstacles To Progress

Many of these ‘obstacles’ were addressed as they emerged during the three years of the PMVAW strategy, and through this process contributed to strengthening the partnership.

- Ambitious project design
- Diversity of organisational cultures
- Finding the right language ‘pitch’
- Difficulty of prioritising and resourcing PMVAW work for organisations outside the FV sector
- Geography – size and diversity of the Gippsland region

Moving Forward

Challenges

Whilst the PMVAW successes establish a strong regional commitment and partnership structure for carrying the work of PMVAW forward, the regional-level strategy was dependent on wider level policy and funding support, which presents some challenges beyond the remit of the region. In particular these are:

- Sustainability
- Authorising environment

Suggestions

In the final stages of the funding period the Gippsland PMVAW Strategy had already surpassed its original objectives, and was preparing for the next phase. Due to the developmental and participatory action evaluation approach, this forward planning process was informed by the evaluation findings. The following suggestions, a number of which were presented to the PMVAW SC in December 2015, arise from the evaluation findings.

Expand and extend Bystander Education Training

- Expand the Mentors in Violence Prevention program to ensure maximisation of current achievements and momentum in ‘increasing access to resources promoting bystander approaches’.
- Explore options for embedding PMVAW bystander education programs, such as MVP, into existing organisational training and practices.
Explore possibilities for delivering the MVP train-the-trainer program in new organisational settings, ie. to primary and secondary teachers as part of teacher Respectful Relationships in-service training; disability services; community mental health services.

The evaluation indicates impact is greater when MVP is delivered in multiple, rather than single, sessions. Although it has been necessary for trainers to adapt to organisational demand and deliver training in a condensed format, organisations and groups should continue to be encouraged to make a commitment to multiple sessions.

Build accountability into the MVP train-the-trainer program to ensure trainers are ‘walking the talk’, and organisations are receiving the correct messages.

Seek funding to appoint a MVP coordinator. This role is also essential for accountability, and there was a measureable increase in MVP activity with the appointment.

The evaluation identified that it is crucial for PMVAW ‘champions’ to understand the underpinning drivers of MVAW for successful advocacy and delivery of PMVAW messages. Strong consideration should be given to ensuring all those identified as leaders and/or champions in PMVAW have completed MVP and/or Make the Link training.

Given the indications that MVP training has been an effective PMVAW strategy, further evaluation and research would inform an evidence-base for developing and implementing appropriate and successful bystander training programs.

Extend cross-sector reach and involvement

Leverage the emerging success of the Make the Link social marketing and social media campaign in achieving local, national and international reach by resourcing a project worker position.

Explore options for expanding the reach of PMVAW activities within sporting clubs. The inherent challenges that accompany this will need to be addressed through provision of expertise and resourcing; as regional sports assemblies are new to PMVAW work and volunteers predominantly run sporting clubs.

Identify, define and engage more widely with ‘at-risk’ groups, in particular Aboriginal women and children, women with disabilities, and CALD women.
The evaluation indicated Purple Hearts achieved successes with some group participants. In order to build on work in this space, within a partnerships and prevention framework, it would make sense for organisations with similar programs and organisational objectives to partner up and collaborate.

Given the success with reach into a youth setting, ie. Groundwork youth theatre company's critique and ‘re’performance of 'Taming of the Shrew', consideration might be given to involving young people and/or youth groups in the partnership. It will be important to ensure this is not tokenistic.

Seek resources to support further work in cross-sector settings.

Advocate to strengthen authorising environments at local government and state levels.

Seek strategies to embed and appropriately resource PMVAW in the ‘core work’ of cross-sector organisations.

Governance

Ensure the lead organisation for Gippsland’s PMVAW Strategy continues to be GWH. It is vital that this work is led by a feminist organisation.

Identify and secure resources to support the PMVAW partnership approach and structure.

Monitoring and evaluation

Establish monitoring and evaluation frameworks for all PMVAW initiatives to inform program development and capture impact.

Document impact and evaluation to contribute to the evidence-base, with particular focus on PMVAW strategies in regional and rural areas.
The Gippsland PMVAW Strategy Full Evaluation Report

Background
The literature on inter-agency and cross-sector partnerships in Australia for the prevention of men’s violence against women (PMVAW) mainly addresses collaborations between agencies in the community, human and health service sectors, that are already working in family violence, or related areas of practice. It would appear that the Gippsland PMVAW strategy is one of a small number of partnerships involving representation from, and programs operating within, organisations that sit outside these sectors. As yet, these programs have not been positioned to make a substantial contribution to an evidence base that identifies the level of their effectiveness and impact, or otherwise. At the same time, there is emerging anecdotal evidence, and promising signs supporting the success of these cross-sector partnerships in contributing to cultural and attitudinal change towards PMVAW. The following brief literature review discusses some key themes arising from international and local sources on multi-sector and cross-sector collaboration and partnership strategies for implementing prevention programs.

The past two decades have seen attention turn to establishing partnership approaches and multi-sector collaborations to address and prevent complex ‘wicked’ problems, such as violence against women (VAW), across the globe. In 2002 the World Report on Violence and Health observed:

Networking and multisectoral cooperation at the community level are increasingly used to deal with violence. Coordinating councils, interagency forums and similar activities are established involving a wide range of people, including magistrates, community health and social workers, members of women’s groups, staff of schools, and the local religious and political authorities. Typically, their functions include sharing information and expertise, identifying problems in the provision of services, and promoting community awareness and action on one or several types of violence.

(WHO 2002:27)

Shaw and Capobianco also identify this trend, claiming that a key advance has been ‘agreement on the need to work collaboratively, and in partnerships, to deal with the complex problems underlying violence against women’ (Shaw and Capobianco 2004:2). They go on to state:

At international, national and local government levels there has been a shift in strategies from the ‘vertical thinking and policy development’ found in the 1980s—often developed ‘top-down’ rather than up from the community level—to much more horizontal, inter-sectoral or multi-agency work.

(Shaw and Capobianco 2004:6)
Christine Bradley similarly observes that recent promising practices and key strategies include: ‘the involvement of multiple sectors; close collaboration between local women’s groups, civil society organisations, academics and professionals’ (Bradley 2011:7). While Garcia-Moreno and Temmerman recognise the positive indications of multi-sector VAW prevention programs, they caution that these need to be ‘implemented under a coherent and systematic policy framework that empowers women socially and economically’ (Garcia-Moreno and Temmerman 2015:1).

At the state level in Victoria, Preventing Violence Before it Occurs: A Framework and Background Paper to Guide the Primary Prevention of Violence Against Women in Victoria (VicHealth 2007) observes that many of the factors contributing to VAW occur in every day settings, such as our homes, schools, sporting clubs, communities and workplaces, explaining:

This means that many of the opportunities for preventing the problem are also likely to lie in these environments. Taking action on violence against women will require a multidisciplinary approach, bringing together professionals, organisations, individuals and communities from very different backgrounds and with many different skills. (VicHealth 2007:59)

While community mobilisation and development approaches that have already been implemented are identified in the framework, it is observed that few have been evaluated for impact. Although, the point is made that evaluation of the viability and acceptability of these to communities has yielded promising findings (VicHealth 2007:20).

The findings of the 2009 National Survey on Community Attitudes to Violence Against Women (VicHealth 2009), also suggest a multi-level approach across a range of settings to promote ‘collective action’ is likely to optimise PMVAW. The report observes there is evidence ‘that the combined efforts of communities, government and other sectors can reduce violence’ (VicHealth 2009:17) and recommends prioritising ‘Cross-sector workforce development with local government, sports, health, community and youth-based services’ (VicHealth 2009:63).

Although there were some mixed outcomes in the 2013 National Survey on Community Attitudes to Violence Against Women: Australian’s Attitudes to Violence Against Women (VicHealth 2014), it was found that overall attitudes between 2009 and 2013 had remained relatively stable in terms of advances in knowledge and beliefs about VAW. A positive finding was that the attitudes of young men had shown some improvement. This is significant as it indicates that prevention efforts may be beginning to show positive effects, because Australia’s National Plan to Reduce Violence Against Women and Children (2010-2022) specifically targeted
prevention programs for young people (VicHealth 2014). The survey report maintains that ‘a concerted effort to prevent violence against women must involve multiple and reinforcing strategies led by individuals and families, organisations and communities’ (VicHealth, 2014:7).

*Everybody’s Business Guide: A Guide to Developing Workplace Programs for the Primary Prevention of Violence Against Women* (WHV 2012) describes a partnership between Women’s Health Victoria and the corporate sector organisation—Linfox. The project required exploring new ways of working to sustain a relationship between a community organisation and a for-profit company. The capacity to communicate well, including hearing and responding to messages was identified as a core element of successful cross-sector engagement.

The Partners in Prevention project, funded under VicHealth’s Respect, Responsibility and Equality program (VicHealth 2012:11) includes members from a broad range of sectors including family violence, women’s health, sexual assault, local government, community health, education and police. Feedback from project participants and network members reflects the benefits of these cross-sector partnerships:

> The project provides a unique, well-planned and managed resource base and ‘central point’ for all people working in this sector in a neutral, supportive and empowering way. [It creates] a sense of unity, support and empowerment in the work done by many individuals and small organisations across Victoria. This is vital and must be continued. (Network member)  
> (VicHealth 2012:11)

The Maribyrnong City Council guide for local governments: *Respect and Equality, Preventing Violence Against Women* (Maribyrnong City Council and VicHealth 2012) promotes the value of partnership approaches—including cross-sector partnerships, explaining:

> Council’s strategic role across all areas of the community means it is uniquely placed to form and build productive partnerships with those well placed to do primary prevention. These can include community service organisations or groups that manage community facilities and programs, integrated family violence or women’s health sector, local businesses and private enterprises or public and private investments in the area, such as housing, transport, primary health care, sporting groups, local community groups and education and media sectors.  
> (Maribyrnong City Council and VicHealth 2012:22)

*Together for Equality and Respect: A Strategy to Prevent Violence Against Women in Melbourne’s East 2013–2017* (WHE 2013) is based on the understanding that a regional partnership approach can increase organisational capacity to respond to VAW, recognising ‘that it is not possible to end violence against women with disparate initiatives, short-term funding and one-off projects’ (WHE 2013:4). The
strategy identifies the need to support organisations with little experience in prevention of violence against women, and aims to ‘provide opportunities for partners to work together, to coordinate their work, to reach groups that will not be easily engaged in a universal approach and to build their organisational capacity to respond to violence against women’ (WHE 2013:4).

The Australian Women’s Health Network (2014) recognises that the involvement of a cross section of stakeholders from multiple settings is fundamental to ‘good practice’ in prevention. They also reflect on the failure to capture viable data for an evidence-base: ‘The Commonwealth has funded a number of community based programs since 2009, yet no effective knowledge transfers about the learnings that have come out of these programs has taken place to inform practice’ (AWHN 2014:7). The need to measure impact and build an evidence base of successful strategies is a recurring theme across the literature.

The need in Australia to establish a reliable evidence-base about the outcomes of prevention of VAW programs is now being realised, in particular through the work of the Victorian Health Promotion Foundation (VicHealth), Our Watch and the Australian National Research Office for Women’s Safety (ANROWS). Webster and Flood (2015: 64 citing Fulu et al 2013; 2014) observe:

The prevention of violence against women is a relatively new area of policy, practice and programming. As a consequence, high quality impact evaluations are relatively rare. Nevertheless there is a strong body of promising and emerging practice. Consistent with the experience in other areas of population-level prevention, overall the evidence suggests that interventions are most likely to be successful when they combine multiple strategies and target more than one level of the community or organisational ecology.

Change the Story. A Shared Framework for the Primary Prevention of Violence Against Women and their Children in Australia (2015) collaboratively developed by VicHealth, ANROWS and Our Watch, is affirming for the cross-sector, multi-level work undertaken by the Gippsland PMVAW Strategy, while at the same time providing directions for the future. However, as has been consistently acknowledged, many prevention initiatives currently in place were designed without the benefit of solid evidence. This is even more so for PMVAW work in Australian regional and rural contexts. While the reasons for this include lack of funding, and diversity and disparity in programs and settings, a key factor is the difficulty of capturing the results of prevention initiatives due to the long-term nature of realising outcomes, an absence of ‘measurable’ impact, lack of understanding about appropriate data to collect, and uncertainty about what constitutes success (Kwok 2012). Walden and Wells (2014) observe:
It is important to bear in mind that primary prevention is a relatively new approach to addressing the issue of violence against women. This means there are many things we don’t yet know about the effectiveness of various types of interventions, so it is timely and important to critically reflect on the current state of practice and knowledge in this area. (Walden and Wells 2014:4)

The funding of six Reducing Violence Against Women and their Children programs across the state of Victoria by the Department of Justice and Regulation (DJR) for the a three year period 2013–2015, with embedded evaluation strategies to capture outcomes and impact, is indeed timely. Gippsland Women’s Health was successful in achieving one of these grants to implement a partnership approach to addressing MVAW.

The Gippsland Context

There are historically high rates of men’s violence against women (MVAW) in Gippsland. Until 20 years ago response across the region focused on supporting women and children after abuse, with little or no focus on prevention. This reflected wider national and international practices, which had not yet begun to recognise and address the root causes of MVAW. The move in Gippsland to shift the focus onto men’s behaviour and include prevention measures, took a number of steps.

In 1994 the SHED (Self Help Ending Domestics) project began in Moe. This then initiated the SHED Network Forum, which became the Gippsland Family Violence Network. In 1995 the Latrobe City gained accreditation as a Safer Community with the United Nations. MVAW was one of the issues addressed as part of this process. Alcohol and drug related violence was targeted for prevention measures.

In 1996 The Gippsland Anti-Violence Project, led by local Victoria Police command, Monash University, and a partnership of agencies, identified two prevention programs: Footy, Beer and Girls and COOL (Control of One’s Life), which was school based. The latter program was a joint initiative between the Central Gippsland Alcohol and Drug Service (CenGADS), Latrobe Community Health Service (LCHS) and the Department of Education (DoE). The COOL project ran for two years, training teachers, welfare coordinators, juvenile justice workers, social workers and psychologists.

During 1997–1998 The Moe Family Violence Intervention Project, aimed for more effective responses, including prevention measures. It was coordinated by a group of key stakeholders representing Victoria Police, the Magistrates Court, DV services, GCASA, DHS Child Protection, SHED, and CenGADS. The original STOP Family Violence cards were funded by a local power station, and designed and printed at
this time, these have been refined through various iterations ever since and are now produced by GWH.

From June 2003 until February 2004 an assessment and referral initiative that aimed to develop a more integrated, collaborative and effective response to family violence in the region, known as The Gippsland Family Violence Service Coordination Pilot Project (GFVSCP) was implemented and evaluated (see Crinall and Laming 2005). Auspiced by Gippsland Women’s Health Service (GWHS), the pilot involved collaboration between Victoria Police, Men’s Behaviour Change programs, and Women’s Family Violence Services across the region, and contributed to informing the Victorian Integrated Family Violence reforms.

A program of widespread reform began in Victoria in 2002 with the launch of the Women’s Safety Strategy 2002–2007 and the establishment of the Statewide Steering Committee to Reduce Family Violence; which in 2005 released the report: Reforming the Family Violence System in Victoria. This whole of government strategy was designed to address Victoria’s specific needs through an integrated, multi-agency response model incorporating a range of legislative, criminal and service system level reforms in the areas of family violence and sexual assault (Green n.d; Report of the Statewide Steering Committee to Reduce Family Violence, 2005). The reform structure introduced regional family violence steering committees across the state. GWHS (now known as Gippsland Women’s Health–GWH) was chosen to auspice the Regional Integrated Family Violence Steering Committee (RIFVSC) in Gippsland. GWH has played a key role in both strengthening integrated inter-agency responses to MVAW and in engendering prevention and community awareness raising projects, such as the Gippsland Community Walk Against Family Violence, and the Prevention of Men’s Violence Against Women (PMVAW) strategy. The next section discusses the PMVAW project.

The Gippsland PMVAW strategy was a multi-layered initiative underpinned by a clear plan to address practices relating to gender identity and equity in order to bring about cultural and attitudinal change through a coordinated cross-sector partnership. The lead agency was GWH, an independent, regional service run by women for women based on the social model of health. Gippsland is a large, geographically and demographically diverse region of Victoria, with travel from west to east taking over five hours. Achieving the PMVAW goals required engaging with a

---

4 Past tense is used for the purposes of this report, which is evaluating the 3 year project funded by DJR. However, it should be noted that PMVAW is continuing beyond this funding cycle in 2016.
wide range of organisations across the region, from within and outside the community services sector, and necessitated a partnership approach. Through the Gippsland PMVAW SC a region-wide partnership framework was established. This committee also supported and resourced the PMVAW projects initiated by partner organisations.

The PMVAW Steering Committee

An inclusive approach was taken towards membership of the SC from the outset, and GWH invited wide representation. This included multiple community service organisations, the regional sporting assembly, the region’s six local governments, the Department of Health and Human Services (DHHS), the Department of Justice and Regulation (DJR) and Federation University Australia\(^5\) (FedUni) as the evaluators.

The SC met bi-monthly and comprised 15 full members with voting rights, a further 5 associate members without voting rights and a number of other organisations that, although represented sporadically around the table, were not members. A full membership list appears in Appendix 3.

PMVAW Strategy Overview\(^6\)

Goal

The overarching goal of the PMVAW Strategy was to:
- Reduce violence against women and their children within the region.

Objectives

Three key objectives supported the achievement of this goal:
- Ensure a focus on strategies that promote respectful relationships between men and women, boys and girls are delivered across a range of settings in Gippsland.
- Increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.
- Promote key messages related to non-violent norms, understanding the nature and dynamics of MVAW and advocating gender equitable relationships across Gippsland.

Action Areas

The PMVAW strategy included four action areas to guide interventions:
- Partnerships and Governance
- Leadership and Advocacy
- Community Strengthening
- Workforce and Organisational Development

---

\(^5\) Monash University, Churchill Campus became Federation University Australia on 1\(^{st}\) January 2014.

\(^6\) Refer to appendix 1 for a diagram of the PMVAW Strategy Overview
Key Tasks

Key tasks, with associated short and medium impacts, were identified under each action area. These activities aimed to:

- Increase awareness of the PMVAW concept in Gippsland.
- Improve coordinated structures for implementing PMVAW initiatives across a range of settings.
- Develop enduring links between key partners and stakeholders.
- Increase the skills, and numbers, of key leaders and champions to implement PMVAW initiatives, primarily respectful gender relationships.
- Increase the capacity and delivery of PMVAW initiatives to ‘at risk’ population groups.
- Increase the capacity of staff, volunteers and community to respond to non-respectful attitudes and to model respectful gender relationships.
- Improve policies supporting PMVAW initiatives.

Core PMVAW Projects

Although numerous initiatives were introduced by partner organisations over the three-year strategy—many of which represented collaborations between partners—five core projects were embedded in the original design to address each of the four action areas. Brief overviews of each of these projects are included below:

Sport and Recreation

- **50/50 Clubs**: A partnership between GippSport and GWH to assist sporting clubs across Gippsland ensure their club environments are safe, welcoming and inclusive of women and girls, and that attitudinal support for VAW is not tolerated.

Local Government

- **Paving the Way**: A workplace-based project focused on increasing organisational capacity to achieve gender equitable access to workplace resources and opportunities, responding to and supporting employees experiencing family violence and creating workplace environments that do not tolerate attitudinal support for men’s VAW. Baw Baw Shire Council and Wellington Shire Council were the pioneer local governments in this project area.

Women Living with Intellectual Disabilities

- **Purple Hearts**: A series of workshops run by Relationships Australia to support women living with intellectual disabilities, and assist them to develop practical skills and strategies to avoid risk of violence and exploitation.

---

7 Full details of each of these projects can be found in the GWH final project report.
Leadership Groups and Networks

- **PMVAW Leadership Groups Network**: This project involved identifying and engaging key leadership groups, and champions within Gippsland to take action on PMVAW initiatives at the individual, community or organisational level.

Social Marketing and On-line Media Campaign

- **Make the Link**: A social marketing campaign aimed at increasing awareness and understanding of the root causes of MVAW and offering practical ways everybody can make a difference in their sphere of influence.

PMVAW Operational Logic Model

The underpinning operational logic of the PMVAW Strategy was that the cross-sector, region-wide partnership would generate, support, and drive a range of prevention projects, which would in turn prevent men’s violence against women in Gippsland.

![Diagram of PMVAW Operational Logic](image)

**Figure 3: Diagram of PMVAW Operational Logic**

Monitoring and Evaluation

Drs Karen Crinall and Chris Laming from the Social and Community Research Unit (SACRU), Federation University Australia, were contracted to evaluate PMVAW using a participatory action evaluation methodology, and Ms Lynda McRae was engaged as the research assistant. The evaluation strategy involved monitoring and assessing partnership development and evaluating progress towards achieving the objectives.
of the Gippsland PMVAW Strategy. In the next section we describe the evaluation design and process.

**The Evaluation**

This evaluation was commissioned to monitor and assess the partnership development process, and capture the collective outcomes and impact of the core projects in relation to the PMVAW Strategy action areas, goal and objectives. The key tasks described above provided indicators against which each of the three PMVAW objectives were evaluated (see Figure 1 for a diagram of the evaluation key areas of focus).

A main evaluative component was providing feedback to the PMVAW partnership through the steering committee during implementation. The evaluation also sought to identify successful and transferable elements to inform future PMVAW initiatives. The feminist theory and principles, which formed the core of PMVAW, also underpinned the evaluation. PMVAW was a complex project, and as such required a flexible and adaptive evaluation design incorporating a range of data gathering methods. The methodology is outlined below.

**Evaluation Methodology**

The evaluation brief required a participatory action approach. Consequently, emphasis was placed on developmental and process feedback derived from qualitative, rather than quantitative data. Data was gathered by the evaluation team through interviews, focus groups, critical reflection sessions, and a Most Significant Change process. A Gender Equity and PMVAW index (GEPI) (Appendix 4) captured change over the PMVAW strategy’s duration. A Partnership Development and Capacity index (PDCI) (Appendix 5) identified progress in partnership development. Quantitative data collected by project leaders and GWH, as the lead agency, was provided to the evaluators, themes and trends arising from this data also informed analysis (see Figure 2 for a diagram of the data gathering methods against each of the action areas).

It is important to note that the evaluation focused on assessing outcomes in relation to the contribution made to the overall PMVAW Strategy, rather than the performance of individual projects.

Initially, the evaluation sought to identify the achievement of the PMVAW objectives in relation to the four action areas and five core projects, however as the PMVAW strategy gained momentum and expanded, additional activities emerged across the region and outcomes from these were also included in the analysis.
The participatory action evaluation approach enabled critical assessment and feedback into the partnership development and project implementation processes as they occurred. A feminist stance ensured that the evaluation process was attentive to issues of power and gender equity, and focused on inclusive, respectful and reflective evaluation practices. One example of how this influenced the project was the suggestion by our male (profeminist) member of the evaluation team to include the naming of men’s violence in the title of the project. This was immediately taken up by the SC, and the Gippsland PVAW strategy became the Gippsland PMVAW strategy.

Continuous adaption meant we widened the scope of participants in interviews and focus groups and included additional data where appropriate. A further example of this was the decision to engage with e-Research social network analysis methods to visually map the partnership development process. Click here to link to the partnerships network map.

Reference Group
An evaluation reference group, as a sub-group of the PMVAW SC, was formed prior to commencing the evaluation. Membership comprised representatives of the five core project areas, the three evaluation team members, and GWH. The group provided advice on the evaluation design and process, and a forum to share process and interim findings. Initially, the evaluation reference group met separately, after the first 12 months it was absorbed by the PMVAW SC, and evaluation issues were added to the bi-monthly meeting agenda.

Evaluation Goal
- To evaluate the development and implementation of the ‘Gippsland Regional Prevention of Men’s Violence Against Women Strategy’ in order to inform future strategies that support sustained change amongst individuals, organisations and within the broader community to reduce the incidence of Violence against Women and their Children.

Evaluation Objectives
- To gain a complex understanding of the success of the partnership approach created through the project.
- To ascertain what worked well, and what did not work and why.
- To identify the changes in the behaviour of individuals, groups and organisations involved in or targeted by the Gippsland Regional Prevention of Men’s Violence Against Women Strategy.
- To capture the process of partnership development.

8 Click on the before and after buttons in top left of map to see change of project duration.
Evaluation Scope

- To design and implement an evaluation strategy to capture the process of partnership development in the Gippsland PMVAW strategy using an Action Research Approach.
- To collate and analyse process and impact evaluation data gathered by each of the four project areas.
- To identify factors that are assisting or impeding individuals, organisations and communities being reached by preventative action after the first year of the project.
- To inform the selection of targeted activities to best address the above factors for implementation in the 2nd (and 3rd) year of the PMVAW project.

Rationale for Evaluation Approach

As observed in the literature review, there is a clearly identified need for evaluation and research to measure the effectiveness of cross- and multi-sector PMVAW partnership strategies. While this makes sense in the current policy and practice climate of partnership and collaboration between organisations offering similar types of services, rigorous methods for capturing the performance of these initiatives are required. This is not a straightforward task, as the outcomes of primary prevention work are impossible to measure over short timeframes. Wei Leng Kwok (2013) proposes that evaluations of prevention strategies need to focus on incremental changes at the determinants level, i.e. gender inequality and adherence to rigid gender stereotypes (Kwok 2013: 11). Drawing on the work of Kushner (2002) Kwok also observes the need for evaluators to get into the ‘black box’ and engage with program participants, drawing them ‘close to the evaluation process’ (Kushner 2002 in Kwok 2013: 13). Supported by this advice, and the feminist principles of participation and dismantling unequal power relationships, the evaluation team adopted an immersive, ‘living systems’ (Wadsworth 2010) approach, and became engaged with the PMVAW strategy, rather than positioning ourselves as outside observers.

It needs to be stated, that a close working relationship exists between ourselves, as the evaluators and the PMVAW Steering Committee. Spanning more than a decade, this is founded on a mutual commitment to challenge MVAW. During that time we have worked with the FV sector and members of the steering committee and GWH on a number of projects, one example is the Gippsland Community Walk Against Violence (Laming and Crinall 2011). Through an iterative process we have combined participatory action research and evaluation methods to study effective strategies for addressing and preventing MVAW (Crinall and Laming 2014). This approach is informed by feminist principles and understandings of the causes of MVAW. Rather than compromising objectivity, we believe that our association and shared goals reinforce the integrity of this evaluation, as we are equally committed to learning
more about how to effectively address MVAW in order to contribute to building an evidence base informed by rigorous research.

**Participatory Action Evaluation (PAE)**

A participatory action evaluation approach enabled critical assessment and feedback into the partnership development and project implementation process as it occurred. This also supported and embedded the expectation, and the capacity for adaptability in the evaluation process and activities. The PMVAW reference group guided the evaluation design and implementation, which adopted the four components of the action research cycle: plan, act, observe and reflect, with a fifth stage added: evaluate (see Figure 4 below). Reflection sessions at the meetings of the evaluation reference group informed these stages in the cycle, and provided advice and evaluative feedback to the PMVAW SC.

![Figure 4: The Participatory Action Evaluation Cycle](image)

**Qualitative data**

The evaluation process drew on a variety of qualitative data gathering methods. While focus groups, group interviews, Most Significant Change stories and reflective discussions were the primary sources, individual interviews, visual data—such as
photographs and drawings—and case studies were also utilised as these became appropriate. A question bank addressing the PMVAW objectives was devised to inform qualitative data gathering (Appendix 6). Data sets were analysed to identify key themes and insights about the implementation and partnership building process. (see Appendix 2 for data set list).

**Most Significant Change**
Impact of core PMVAW projects and emerging activities, was evaluated using the Most Significant Change (MSC) monitoring and evaluation method. This involved working with participants to identify stories that captured how the project activities contributed to prevention through attitudinal change and increasing gender equity. A workshop to resource partners to gather and select stories was conducted. After collection, stories were selected on the basis of evidence of most significant impact in two stages. The first round of selection was conducted by each of the project participants for their project area. The final selection to identify the most significant story was undertaken by the evaluation team.

**Case Studies**
In the course of collecting focus group, interviews and MSC story data, a number of accounts provided by PMVAW partner organisations offered insight into the rationale, process and outcomes of core and emergent projects. This information was combined with other qualitative data to form case studies to illustrate aspects of how the PMVAW Strategy took effect.

**Quantitative data**
Feedback data, gathered by each of the core PMVAW projects (where available), was collected and analysed. In order to define key success indicators across the PMVAW Strategy we developed two indices: the Partnership Development and Capacity Index (PDCI) and the Gender Equity and PMVAW Index (GEPI). These captured and articulated process, impact and outcomes, with each criteria assessed using a 4 point Likert scale: Not at all/Very limited; Somewhat; Substantial; Entirely. Aggregate scores enabled identification of the performance and progress of the PMVAW project in relation to the objectives across three levels of capacity.

**Partnership Development and Capacity Index (DPCI)**
The DPCI was based on the *VicHealth Partnerships Analysis Tool* (VicHealth 2011) and informed by the *Community Capacity Index* (CCI) (Bush, Dower, Mutch 2002).
Calculation of the index was informed by data gathered with the PMVAW partners in group interview sessions during the mid\(^9\) and final phases of the PMVAW strategy. (see Appendix 5)

Using the four point Likert scale, the index determined the performance of the PMVAW partnership across four key dimensions:

1. Partnership development
2. Knowledge transfer
3. Problem solving
4. Resourcing and Sustainability

Levels of capacity assessed under each of these dimensions explored:

- **Shared commitment** to implementation
- **Capacity** to deliver
- **Sustained partnership** approaches
- **Integration of programs** into each partner’s own practices, policies and procedures
- **Commitment to resourcing** and maintaining project goals beyond the initial term of funding.

**Gender Equity and PMVAW Index (GEPI)**

The GEPI was based on the *InterAction Gender Audit* tool (InterAction 2010). Information was gathered with the PMVAW core project partners in group interviews at two stages (mid and end) of the PMVAW strategy. The index was designed to measure shifts in attitudes, practices and behaviours that reinforced and perpetuated gender inequality and rigid gender stereotypes. (See Appendix 4)

Three levels of capacity were assessed:

1. **First level capacity** indicated engagement with gender equity and PMVAW concepts, and a commencing level of commitment, without necessarily taking any action.
2. **Second level capacity** indicated commitment to gender equity and PMVAW, demonstrated through actively resourcing and introducing strategies.
3. **Third level capacity** indicated integration of gender equity and PMVAW in policy and practice within organisational settings.

\(^9\) It was not possible to gather this data prior to commencement of the project, due to pending ethics approval at the time.
**Literature review**

A search and review of academic and grey literature provided information about similar multi- and cross-partnership models, programs and approaches. Information gathered as a result of the review informed reflections on progress during the cycles of the monitoring process, and the analysis of findings.

**Ethics Approval**

The evaluation research is approved by the Federation University Human Research Ethics committee, project number: GB14-037

Figure 2 below (also included in the executive summary) offers an overview of the evaluation design, indicating the methods that were applied to each of the four action areas.

![Figure 5: Data gathering methods x action areas](image_url)

**Evaluation Activities**

As described above, the dynamic and broad-ranging nature of the PMVAW strategy required an adaptive and immersed evaluation approach. Evaluation activities expanded with the PMVAW Strategy. The list below indicates the scope of these.
Consultations and meetings

- Consultation with an evaluator for another of the funded PVAW projects regarding appropriate evaluation design and partnership development measurement tool.
- Nine meetings with lead agency representatives to discuss design of evaluation measurement tools and indices, project progress, interim findings and feedback, future evaluation activities and target groups and activities.
- Meeting with evaluators of another of the funded projects to discuss preparation of the final evaluation report.
- Attendance at seven Evaluation Reference Group meetings.
- Attendance at eleven Gippsland PMVAW Steering Committee meetings.

Focus Groups

- Two focus groups with regional sporting assembly (GippSport): 4 participants at each.
- One focus group with Relationships Australia (Purple Hearts project): 4 participants.
- Three focus groups with PMVAW Steering Committee partners. Participant numbers: attended by 6, 9 & 14 participants.

Interviews

- Four group interviews at local government organisations (Baw Baw Shire Council & Wellington Shire Council). Total participants: 17
- Group interview at Ash Timber Mill to evaluate the impact of Mentors in Violence Prevention workplace training. Participant numbers: 6
- Group interview at South Coast Network, an emerging sub-regional group. Participant numbers: 9

Most Significant Change

- Training session delivered to PMVAW Steering Committee.
- Selection session with PMVAW Steering Committee.
- Collection of stories from four of the key projects.
- Selection of the MSC story.

Other Material Data

- Literature search and review of cross-sector partnership strategies in PMVAW.
- Tracking partner organisation activity across Gippsland, to determine reach, output and impact.
- Mapping partner connections across the duration of PMVAW in the region using visual social networking analysis.
- Collection of Mentors in Violence Prevention (MVP) activity updates across Gippsland.
Collection of visual data and social media, including photographs, posters, drawings, depicting PMVAW activities and outputs.
Collection and documentation of case studies of PMVAW activities and outcomes.
Collection of media coverage of PMVAW activities across Gippsland.
Developed and distributed additional survey to capture impact of MVP on trained facilitators and actions to emerge from the training.

Data Analysis
- Collation and analysis of Focus Group data.
- Analysis and assessment of partnership development progress using the PDCI.
- Analysis and assessment of core project progress and impact using the GEPI.
- Analysis of organisational environment maps to determine level of partnership knowledge, and connection.
- Analysis of feedback surveys from various PMVAW related training events, including: Mentors in Violence Prevention training; Women in Your Club forums; Family Violence in the Workplace training; Make the Link training; Paving the Way baseline surveys; and use of Make the Link social media and marketing materials.
- Analysis of MSC stories to identify key themes and impacts.

Feedback and Reporting
- Feedback to PMVAW project partners and the Evaluation Reference Group on interim findings at regular intervals throughout the strategy.
- Presentation to the Gippsland Regional Family Violence Steering Committee meeting on evaluation progress, development of evaluation tools and evaluation framework.
- Presentation at Australasian Evaluation Society Conference 2015 on adaptive evaluation methodology.
- Preparation of four evaluation progress reports submitted to GWH for DJR.

Other
- Two members of the evaluation team attended a 3 day Mentors in Violence Prevention train-the-trainer course.
- Attendance at various PMVAW-supported events, including: Bob Pease workshop at Ash Timber Mill, Rosie Batty breakfast event in Traralgon, Inaugural Women in Gippsland Conference, performance of Taming the Shrew by Groundwork Youth Theatre Company in Sale.
- Conducted Evaluation Summit with key project leaders to prepare for the final evaluation report. Participant numbers: 7
The wealth of data generated by these evaluation activities informs the Key Findings section of this report. Extracts from the data are included where appropriate.

Limitations
As evident from the descriptions of the project and the evaluation process above, this was a complex project, requiring an evaluation process capable of being flexible and adaptable. While the PAE approach was designed to be responsive to change, and as evaluators we were prepared to take on additional (unfunded) tasks, our capacity to accommodate every PMVAW development did become exhausted.

Collating and analysing all of the quantitative data gathered by core project leaders was not possible. It was also not the remit of the evaluation to assess each of the PMVAW projects on an individual basis. This information is available in the Final Report provided by Gippsland Women’s Health.

Determining extent of change in numeric terms was also beyond the scope of the evaluation. As described in the literature review, it is problematic to assume that the impact of prevention programs can be measured in any meaningful way over a short time frame.

Key Findings
These findings arise from thematic analysis of the data sets described, and through our involvement in the PAE process as evaluators of the PMVAW Strategy. For the purposes of avoiding duplication and repetition, this evaluation report should be read in conjunction with the final PMVAW report provided by Gippsland Women’s Health. Given the breadth and complexity of the PMVAW Strategy, we have attempted to remain focussed on analysis of the processes of PMVAW, rather than description of outcomes.

The Gippsland PMVAW Strategy was successful in all objectives and action areas. The cross-sector partnership framework was effective in coordinating, supporting and implementing core and emergent projects. The SC built stakeholder capacity and enabled links between projects. Quality bystander training fostered attitudinal change at the individual level and supported organisational change in sectors previously unfamiliar with the underpinning drivers of MVAW. The feminist approach and leadership of GWH ensured PMVAW objectives and key messages remained in focus. Challenges moving forward to the ongoing viability of this and other PMVAW initiatives include sustainability for projects beyond the funding period, and the degree to which PMVAW is endorsed and supported by wider policy and authorising environments.
Cultural, attitudinal and organisational change takes (a long) time. Three year funding cycles are limiting in prevention and health promotion work, unless there is opportunity to leverage successes and continue work begun. The Gippsland PMVAW Strategy was successful in establishing a number of sustainable changes in organisational policy and practice, however establishing widespread and enduring cultural, attitudinal and structural change will take sustained action over many years. The Gippsland PMVAW Strategy has made an impressive start; our evidence indicates settings are ready to move to the next stage.

Key findings across the four action areas: Partnerships and Governance; Workforce and Organisational Development; Community Strengthening, and Leadership and Advocacy are presented in relation to the three PMVAW objectives:

1. Ensure a focus on strategies that promote respectful relationships between women and men, girls and boys are delivered across a range of settings in Gippsland.
2. Increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.
3. Promote key messages related to non-violent norms, understanding the nature and dynamics of MVAW and advocating gender equitable relationships across Gippsland.

There is inevitable overlap and interdependence between these guiding objectives. For example, in order for partners to implement actions, which promoted respectful relationships between women and men, girls and boys across Gippsland, increasing bystander-related resources was critical to building understanding and identifying preventative actions. To encourage buy-in on actions, agreement on key messages was required, and these needed to be coherently and strategically developed and delivered.

The PMVAW strategy succeeded in implementing a range of effective strategies focused on promoting respectful relationships between women and men, and girls and boys in a diversity of settings across Gippsland. Indicators of success and key themes are highlighted below with examples selected from across the data sets. While some challenges and unanticipated outcomes are identified here, these are explored more fully in the discussion that follows this section.
Objective 1

Ensure a focus on strategies that promote respectful relationships between women and men, girls and boys are delivered across a range of settings in Gippsland.

This objective was met across all action areas and through various mechanisms, as elaborated below.

Action area: PARTNERSHIPS and GOVERNANCE

The partnership framework and governance structure that the Steering Committee provided ensured partner organisations, and thereby PMVAW initiatives, stayed focused on achieving this objective. One of the strengths to emerge from the partnership was the level of peer support that partner organisations offered, not only to one another, but also to new organisations wanting to engage with the PMVAW strategy. Four MOUs were signed with core partners: Baw Baw Shire Council, Wellington Shire Council, GippSport and Relationships Australia.

“This has been inclusive and well-resourced and there have been no barriers to getting projects and initiatives up and running—the funding has been available and then the value adding has happened and partners have been able to say how they can partner up and get it done … in the absence of this as a vehicle it just would not have happened … A key benefit is that it has been more developmental that prescriptive, this has really worked for us.”

(PMVAW SC member and Local Government Manager, Focus Group, 15 October 2015)

The following key themes linked to this objective and action area are discussed below.

- GWH leadership
- Partnership approach
- PMVAW steering committee
- Flexibility
- Inclusive practice and peer support
**GWH Leadership**

As the lead agency Gippsland Women’s Health established the PMVAW governance structure, initiating, facilitating and guiding the formation of the partnership and steering committee. The leadership provided by GWH, and in particular the PMVAW coordinator and project workers, was fundamental to the success of this operational environment. (The leadership provided by GWH is explored in more detail in the section discussing Leadership and Advocacy.)

**Partnership Approach**

The partnership approach, operating through the Steering Committee, was in effect the first strategic PMVAW initiative. The partnership leveraged existing relationships within networks across the region, making it well positioned by commencement.

The partnership structure ensured co-operation and reduced duplication. As one SC member commented:

> “We can be more strategic, given the region’s geography we can’t think that strategically at an individual level.”

(Partnership Focus Group, 15th October 2015)

**PDCI**

Data gathered throughout the project informed this index, which clearly shows that the partnership strengthened and built capacity between June 2014 and October 2015, as illustrated on the next page.
### PMVAW Partnership Development and Capacity Index

#### Partnerships Development

<table>
<thead>
<tr>
<th>Aggregate capacity level</th>
<th>June 2014</th>
<th>October 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The PMVAW partnership has a shared commitment to implementing project actions, can identify outcomes and has an understanding of overall resources required to implement the project.</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td><strong>Second level</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This partnership has the capacity to deliver the PMVAW project.</td>
<td>✅</td>
<td>✅</td>
</tr>
<tr>
<td><strong>Third level</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a sustained partnership approach established to resource and implement the PMVAW project.</td>
<td>✅</td>
<td>✅</td>
</tr>
</tbody>
</table>

#### Knowledge Transfer

<table>
<thead>
<tr>
<th>Aggregate capacity level</th>
<th>Not at all/limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The partnership has the capacity to develop a project that meets local needs.</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Second level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The PMVAW partnership has the capacity to transfer knowledge in order to implement a program, within the network, and achieve desired project outcomes.</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Third level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of the PMVAW network have the capacity to integrate programs into their own mainstream practices, and consistency is demonstrated across the network in policies and practices.</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Problem Solving

<table>
<thead>
<tr>
<th>Aggregate capacity level</th>
<th>Not at all/limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level</strong></td>
<td></td>
<td></td>
<td>✓</td>
<td>🌟</td>
</tr>
<tr>
<td>There is capacity within the partnership to work together to solve problems.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Second level capacity** |                      |          | ✓           | 🌟       |
| There is capacity to identify and overcome problems encountered in achieving desired PMVAW project outcomes. | | | | |

| **Third level capacity** |                      |          | ✓           | 🌟       |
| There is capacity to sustain flexible problem solving across the PMVAW partnership. | | | | |

### Resourcing and Sustainability

<table>
<thead>
<tr>
<th>Aggregate capacity level</th>
<th>Not at all/limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level</strong></td>
<td></td>
<td></td>
<td>✓</td>
<td>🌟</td>
</tr>
<tr>
<td>There is evidence of a shared commitment by partners to resource the PMVAW project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Second level**         |                      |          | ✓           | 🌟       |
| The PMVAW partnership has the capacity to develop human, intellectual and social capital. | | | | |

| **Third level**          |                      |          | ✓           | 🌟       |
| Members of PMVAW are committed to, and have the skills necessary to, resource and maintain PMVAW project goals beyond the initial term of funding. | | | | |

*Figure 6: DPCDI indicating progress June 2014-October 2015*
PMVAW Steering Committee

The PMVAW governance structure strengthened the partner organisations’ internal endeavors to implement strategies and accelerate outcomes. One Steering Committee member observed:

"Some of us service smaller populations, which means there won’t be stand-alone PMVAW staff members so we rely on this hub for support."

(Partnership Focus Group, 15th October 2015)

It was acknowledged that the responsibility of reporting to the Steering Committee provided a line of accountability. Participants around the table agreed that:

“We have a shared understanding and goals so when there are opportunities we can easily galvanise as a group.”

(Partnership Focus Group, 15th October 2015)

Flexibility

While a shared vision, and accountability to the PMVAW partnership was acknowledged as a strength, flexibility and adaptability were also valued. A local government manager noted:

“The strength of the original model was provided in the (PMVAW) plan and structure, it has been open, flexible and resourced.”

(Partnership Focus Group 15th October 2015)

Early in the PMVAW strategy GWH identified a need to take a flexible approach, to allow for unanticipated changes in the partnership network. One of the Shire Councils that had been earmarked as a pilot site was unable to progress with PTW due to organisational upheaval at the time. Baw Baw Shire Council were approached, and willingly engaged as a lead pilot site. GWH were able to provide support through the PMVAW project officer as a part-time resource.

Inclusive Practice and Peer Support

Inclusive and developmental practice was recognised by partners as a key mechanism for spring boarding other PMVAW initiatives. Peer support across organisations emerged as PMVAW programs were established. For example, Bass Coast Shire Council representatives on the SC acknowledged that the leadership of the pilot PTW Councils–Baw Baw and Wellington–was guiding their own actions.

Although a peer support model was not a formalised aspect of PMVAW, the practice emerged amongst partners around the table in the SC. Knowledge transfer occurred between Gippsland’s local government organisations, all of which were regularly represented at the SC, as one member commented:
“We are resourcing each other by sharing our knowledge ... we rely on this hub for support.”
(Bass Coast Council Community Development Manager, Steering Committee Focus Group 15th October 2015)

As an example, South Gippsland Shire Council was consistently represented by one of its managers at PMVAW SC. While policies at the Council have not yet been implemented to address PMVAW, members of the SC, representatives from the pilot Council sites, GWH and the PMVAW ‘Make the Link’ marketing materials have supported this manager’s efforts to introduce a whole of organisation approach at their workplace.

**Action area: LEADERSHIP and ADVOCACY**

As is evident throughout this report, the leadership and advocacy of PMVAW partner organisations and networks was fundamental to effecting change at community, organisational and individual levels across the region. The leadership exercised by GWH influenced partner organisations to take risks and challenge MVAW-enabling practices and beliefs. Of particular importance was the adherence to the feminist philosophy that informed and underpinned the work. Significant examples of leadership and advocacy contributing to the achievement of the PMVAW objectives include:

- The leadership and feminist philosophy of Gippsland Women’s Health
- The leadership and advocacy of GippSport as a regional sporting assembly
- Strategic alliance with White Ribbon

**The leadership and feminist philosophy of Gippsland Women’s Health**

A consistent theme throughout the evaluation was recognition that the success of strategies aimed at promoting respectful relationships were underpinned by the leadership and support of GWH. As a feminist agency, GWH modeled respectful relationships. GWH was inclusive in its methods from the outset, inviting cross-sector organisations to sit around the table, and engaging with key leadership groups to partner on coordinated strategies. GWH committed significant resources of its own to widen capacity building and in doing so, built the confidence and skills of an expanded network of champions across the region. There was consistent and unanimous recognition that the outstanding leadership of GWH, and the PMVAW coordinator and project workers, was critical to the strategy’s achievements and successes.

**The leadership and advocacy of GippSport as a regional sporting assembly**

GippSport, an organisation unfamiliar with PMVAW work until its inclusion in the PMVAW Strategy, emerged as a leading RSA. Supported by its own board, GippSport
was, at least for the first 18 months, the only regional sporting assembly (RSA) working in PMVAW\textsuperscript{10}.

In the months since, other RSAs started to form connections with women’s health services in their regions and commenced working to implement PMVAW initiatives in their clubs. As an ambassador in PMVAW, GippSport has shared its learnings and experiences, and advocated widely for gender equity in community sporting contexts. This was supported by strong leadership and advocacy within GippSport over the course of the PMVAW strategy. For example, PMVAW and White Ribbon are named on the GippSport website as two of the organisation’s leading causes, and numerous Executive Officer reports on this site, and in the club newsletter, tackle issues of gender inequality. Two GippSport managers are now represented on White Ribbon community committees in Gippsland. One of these commented:

“\textit{Sitting around the table at a White Ribbon meeting, people now view us differently, they see that we are concerned and we have been involved in this issue. We are seen as more than just jocks ... it is a perception, we have no proof we are seen differently but certainly on the Wellington Shire committee they are always keen to have our input and we have some objectives within their Health and Wellbeing plan}”.  
(GippSport manager, Group Interview 15\textsuperscript{th} September 2015)

**White Ribbon – A Strategic Alliance**

White Ribbon had a significant presence in Gippsland for many years, with GWH instrumental in generating WR campaign activity as part of a wider prevention approach. WR initiatives were supported through the PMVAW Strategy and by the RIFVSC.

GippSport and other PMVAW SC members, including Bass Coast Shire Council, aligned with the White Ribbon campaign, acknowledging the high profile of the brand in the community, and recognising it as an effective engagement strategy. Many leaders within Gippsland’s local councils and businesses are now White Ribbon ambassadors. As part of its PMVAW work, one council merged its Workforce Expo with White Ribbon to take advantage of critical mass, linking the two events under the theme ‘Caring for the employee’.

All councils across Gippsland significantly expanded their activities associated with White Ribbon Day over the course of the PMVAW Strategy, and this was a key focus during the 16 Days of Activism in the region.

\begin{footnotesize}
\textsuperscript{10} A presentation was made to VicHealth by GippSport management on this work.
\end{footnotesize}
GWH also used the White Ribbon campaign as an opportunity to conduct PMVAW training across Gippsland, in particular Mentors in Violence Prevention (MVP)\(^\text{11}\). This bystander approach aims to build cultures of respect by raising participant awareness of the underlying issues and dynamics of men’s violence against women. GWH was strategic in its efforts to navigate potential challenges associated with WR, a program construed as being ‘male led’ – a construct which can reinforce unhelpful paradigms given the intrinsic work women contribute to this campaign. They achieved this by leveraging WR activities as an opportunity to deliver, and advocate for the expansion of MVP training.

Towards the later stages of PMVAW, a project known as the Gippsland White Ribbon Supporters Network, driven by two WR ambassadors and GWH, progressed a strategy to connect local stakeholders to enhance WR activity in the region, in response to an identified lack of leadership. A data base of known WR ambassadors and supporters from across Gippsland existed, but there was no coordinated local approach to connect these people and engage them in PMVAW actions. This was also recognised as an opportunity to support the sustainability of PMVAW.

PMVAW project leaders reported there is now a platform to engage community leaders through local government Municipal Health and Wellbeing plans, and that three Local Government Areas are actioning this, while others are in formative and planning stages. Progress on this project is still in its early stages, however, and evaluation of its impact has not been possible.

**Action Area: COMMUNITY STRENGTHENING**

Key tasks under the action area of Community Strengthening guiding a coordinated approach to PMVAW across Gippsland. GWH recognised the need to ensure strategies to promote respectful relationships were located within communities and delivered in diverse ways, such as sub-regional working groups, sporting clubs and through targeting ‘at-risk’ groups. Three key actions stood out in the evaluation as having impact in promoting respectful relationships across a range of settings in the region by engaging with community-based organisations:

- Leveraging existing partnerships, groups and networks and partnerships to initiate sub-regional structures.
- Engaging GippSport as a core PMVAW project partner.
- Inviting Relationships Australia to deliver the ‘Purple Hearts’ program as a core PMVAW project.

---

\(^{11}\) MVP is a leadership program founded by Jackson Katz, a noted male anti-sexist activist in the US, who identifies as a feminist. Griffiths University provide accredited training.
Leveraging existing partnerships, groups and networks and partnerships to initiate sub-regional structures

The South Coast Network (SCN) emerged as a successful example of the formation of a sub-regional group. A case study included here illustrates the success of this initiative. The evaluation found SCN:

- Established its own governance structure through a Terms of Reference.
- Identified shared resources for primary prevention.
- Created a forum for peer support.
- Effectively leveraged ‘local’ connections to help in the delivery of strategies to promote respectful relationships in workplaces and schools within the community.
- Demonstrated a commitment to regular meetings and collaboration on projects.
- Reduced potential duplication of PMVAW actions by increasing awareness of each other’s activities and service provisions.
- Increased awareness of PMVAW in the wider community through Mentors in Violence Prevention (MVP).

The South Coast Network: A Case Study

“The resources of a group like this are the people who sit around the table.”
(South Coast Network member, Focus Group, 27th August 2015)

The South Gippsland Network (SCN) comprises representatives from Victoria Police, school nurses (DET), South Coast PCP leadership, Bass Coast and South Gippsland Shire Council managers, Bass Coast Health project workers, the DHHS and community service organisations—YMCA and SalvoCare Eastern, Gippsland.

Building on existing relationships with GWH, YMCA, Bass Coast and South Gippsland Shire Councils and Victoria Police, South Coast PCP responded positively to an approach from GWH to help form a sub-regional group.

The PMVAW Strategy had already influenced momentum in the sub-region; groups with potential to lead PMVAW activity had been approached and a number of SCN members had completed MVP training, resourced through the PMVAW. SCN adopted MVP as a strategy for community engagement, with a view to driving social change and promoting respectful relationships.

SCN members approached their many connections in the local community – at weekend sport, the school gate, and an apprenticeships award evening—to promote MVP and secure commitments to run sessions. Membership of the network included trained MVP facilitators and the PMVAW SC allocated funds to run MVP sessions.
Comments from the focus group\textsuperscript{12} articulated the benefits of their organisation’s membership, for example:

“\textit{We are a major health provider so being part of this group with other service providers means we have an idea of what is happening on the ground. We have these clients’ demands to meet but if we are not doing the preventative work then we are not getting to the bottom of it.}”

\hspace{1cm} (Bass Coast Health representative)

“When I can bring information about the violence prevention work and actions coming from this network to my Council, the councilors are much more inclined to listen and understand that there is a force behind this”.

\hspace{1cm} (South Gippsland Shire Council Social Planner)

“We now have the governance structure and mechanisms to seek further funding and projects and take advantage of opportunities as they arise.”

\hspace{1cm} (South Coast Primary Care Partnership representative)

“This network breaks down access issues to services for us. We want to reduce the incidents (of family violence) and also their impact ... in the shorter term, we know we need to get awareness out there, but we are spread very thin on the ground ... so if this (network) lessens the impact and empowers people to leave, it is good for us.”

\hspace{1cm} (Victoria Police representative)

“From a health promotion perspective we are trying to ingrain this (a ‘cohesive implementation’ of MVP and Respectful Relationships) into five secondary schools here; we’ve had great feedback in terms of school nurses being on this group, the schools are excited and we’ve had some success with programs so far.”

\hspace{1cm} (Department of Education and Training representative)

“The statistics are not nice here and we have don’t have direct service provision so we need to be savvy in how we work in this space ... this network provides us with an opportunity to share the work across two councils and pool our resources and knowledge.”

\hspace{1cm} (Bass Coast Shire Council representative)

Other sub-regional initiatives, indicating a commencing level of community impact include:

\textbf{Our Watch Our Issue Baw Baw Community Action Group}, initiated by staff from the Council’s former Community and Wellbeing team demonstrated positive signs of capacity and sustainability. The group includes representatives from Victoria Police

\textsuperscript{12} Held on 27\textsuperscript{th} August 2015
(one of whom is trained in MVP), GippSport, local government, local media, the community church, APEX, Quantum and the Community House. While the focus of this group was predominantly on organising 16 Days of Activism in the LGA, they were moving to address sustainability issues at the time of the evaluation.

**Far East Gippsland sub-regional committee.** GWH leveraged connections with East Gippsland PCP to overcome significant challenges related to distance and isolation in establishing this sub-regional group. Following an initial community event in 2014, ‘Walk a Mile in her Shoes’ progress stalled due to the loss of several key committee members.

Barriers in this sub-region included: the absence of organisations funded for prevention work; limited capacity and resources within organisations, and a lack of ‘general readiness’ within the community. There were indications, however that progress was being made during 2015 with the support of the East Gippsland PCP. A commitment to running MVP sessions in East Gippsland was embedded in the PCP strategic plan, effectively authorising engagement in PMVAW work.

Towards the end of the evaluation period the PCP and Good Beginnings were working together to implement MVP through the Children’s Wellbeing Collective, which focuses on early years. The PCP was actively advocating for prevention in East Gippsland and using MVP to help build possibilities.

**Engaging GippSport as a core PMVAW project partner**

Sport is identified as a key community setting for intervention in community attitudes towards VAW. Sporting clubs, particularly those that are home to male-dominated, team-based contact sports are recognised as contexts where violence-supportive norms are promoted. At the same time, sport has been identified as having the capacity to be a powerful catalyst for change; providing an effective vehicle for highlighting gender inequalities and promoting respectful relationships. Additionally, clubs offer an environment for educating members about the risks and consequences of gender discrimination.

On this basis, the Gippsland PMVAW Strategy invited the Gippsland’s regional sporting assembly (RSA)—GippSport—to become a PMVAW partner. GippSport is an umbrella organisation for the hundreds of sporting clubs across the region, many of which have 50–100 junior members. GippSport willingly accepted the offer and were

---

13 This involved implementing a rotating chair and minute taker, and embarking on a planning process to define their mission and objectives and identify group branding.
early signatories to a Memorandum of Understanding with GWH to deliver a PMVAW project.

Over the course of the PMVAW strategy, GippSport addressed a number of key tasks across several actions areas, notably Leadership and Advocacy, and Community Strengthening. Its work was supported at management and board levels and the evaluation indicated that the organisation, which had not worked in this space before, adopted a number of strategies in its efforts to promote respectful relationships at clubs across the region, including:

- Embedding PMVAW priorities within existing funded programs, ie. Inclusion, Safety and Support module from VicHealth’s Healthy Sporting Environments (HSE); Good Sports alcohol and violence component.
- Widespread implementation of PMVAW in club codes of conduct. Clubs across Gippsland now display Make the Link posters—developed by the PMVAW Strategy—and other materials including the Stop Family Violence cards.
- Design and dissemination of a safety audit checklist for clubs. This was used as an engagement tool to further conversations about the safety of facilities for females at clubs. One of the region’s largest soccer clubs completed this checklist and was able to use it as the basis for a successful grant application for new external lighting.

“Even through Community Safety Grants – we are tying the PMVAW message to existing opportunities and that is how we need to do it. For example, lighting improves safety for everyone but I have certainly had key women say to me that we don’t want to be on a committee because we don’t want to leave the club in the dark afterwards, yet this wouldn’t even enter a bloke’s head.”

(GippSport manager, Group Interview, 15th September 2015)

Midway through the PMVAW Strategy GippSport worked with GWH to present ‘Women in Your Club’ forums across Gippsland, looking at how clubs could create opportunities for women, provide gender equitable, safer communities and prevent men’s violence against women. Feedback forms from the 120 attendees demonstrated these conversations had provoked reflection on club practices that had not been questioned previously.

Known impacts from these forums included:

- A local hockey club encouraged women to take on coaching roles during an AGM one week after the forums—roles which previously had only ever been occupied by men. By the end of the meeting the club had three new female coaches and one male. A club leader said he would not have considered pushing for more female participation if he had not attended the forum.
A local football/netball club invited netballers to their annual junior training camp for the first time. This was reported in a local media article and the club used the opportunity to link the camp to a range of club initiatives built around gender equality.

Project officers were able to encourage equal access to programs and facilities and provide information to women and girls about support if they become victims of violence. In the group interview with GippSport (15th September 2015), Project Officers commented:

“We now feel confident to raise the gender equity issue. We ask ‘do you have representation of both genders in the leadership at your club?’ and we try to get people to make that link between PMVAW and gender equity – people find that hard to see, we tell them that women shouldn’t be in the background, we want them to see the difference women make on committees, for example.”

“We have those discussions around where are the photos of your women/girls in the clubs? And we know some of the clubs are now making changes, including thinking about how they present trophies and looking at who is getting grants for uniforms etc.”

Over the period of the PMVAW Strategy, GippSport came to recognise its potential as a RSA for bringing about change in the sporting community, by advocating for respectful gender relationships.

*Inviting Relationships Australia to deliver the ‘Purple Hearts’ program as a core PMVAW project*

A key task of Community Strengthening within the PMVAW Strategy was increasing the capacity to target ‘at risk’ population groups. Women living with disabilities are more at risk of experiencing interpersonal and systemic violence (Healey et al 2008). For this reason Relationships Australia (RA) was invited to become a partner in the PMVAW Strategy and deliver a core project. RA’s Purple Hearts project—a family violence prevention program for women with disabilities—ran over six weeks, with regular follow-ups. Purple Hearts ran four groups with a total of 30 participants who they supported to develop practical skills and strategies to make better choices when faced with gendered violence and exploitation. At the organisational level, it was reported by the RA Gippsland CEO that Purple Hearts had gained recognition by RA centre managers across Victoria, putting ‘violence and disability were on the map.’
Inherent complexities in gathering evaluation data from the Purple Hearts participants, for reasons relating to level of disability and confidentiality, meant group interviews and focus groups were not possible. A flexible and reflexive approach to evaluation was required, as well as the need to account for diversity. Sometimes the only way to measure is by telling a story (Costantino 2003; Davies and Dart 2005; Kwok 2013).

Data about the experiences of the group participants was gathered from the PH facilitators in a dedicated focus group and story-telling session. This provided significant insight into how participation provided the young women with awareness about violence, strategies for identifying when they were at risk, and how to take action if they felt they were involved in an abusive relationship.

We also encouraged the RA group facilitators to invite PH participants to tell their own stories at the conclusion of each program, using a Most Significant Change template provided by us.

A key focus of Purple Hearts was building the self-esteem of participants and helping them to gain a sense of agency with their own bodies.

“We talked about bodily sense and how they ‘felt’ when things happened to them, dealing with their relationships with family, peers, co-workers, co-residents and the intimate relationships they were in – many of the girls didn’t have that sense of agency with their bodies and helping them to get that was critical.”
(RA Group Facilitator, Focus Group 14th September 2015)

Through Purple Hearts, RA was able to link participants into other community support services, while a number remained with RA. Many of the girls also formed new connections with one another and have maintained contact beyond the follow-up sessions embedded in the PH program.

“It meant a lot to these women who didn’t have friendship groups, to come together for this group. They shared numbers and Facebook pages and they are still in contact so they developed a real support network. In prevention, the more contacts and support they have for the transfer of information, the better.”
(RA Group Facilitator, Focus Group 14th September 2015)

The following transposed transcripts represent stories of change provided by the women who participated.
Friends Forever

The Purple Hearts Women’s Group
Helped me to be independent
I loved it
It’s good
[We] learned to say nice things with friends.

[We] learned to be respectful/polite.
[We will] be friends forever.

(Purple Hearts participant)

Tell Someone

The Purple Hearts Women’s Group
Changed my life
[I learnt about]
Different types of violence.

The change happened in
3 weeks
[through] talking and pictures,
between teachers and girls.

It is important to me because
if this happens,
[I will] tell someone.

(Purple Hearts participant)

Action area: WORKFORCE and ORGANISATIONAL DEVELOPMENT

Piloting of Paving The Way (PTW) by Baw Baw and Wellington Shire Councils resulted in the development of expertise and resources, refined systems, shared learnings and demonstrated impact. Successful workforce and organisational development and change, ensuring a focus on strategies that promote respectful relationships was realised at both sites. PTW was fully endorsed by senior leadership and PMVAW is now embedded in their Municipal Health and Wellbeing plans (2014–2017). This contributed to other Gippsland councils beginning to engage with the PMVAW strategy, such as Bass Coast and Latrobe City Shire Council, which at the time of the evaluation was developing its own organisational response to PMVAW. A baseline survey was completed by 240 staff, and Council hosted a White Ribbon Leadership Network roundtable with local employers and sporting associations from within its LGA. While there were a range of results from the introduction of PTW in local government, notable outcomes and impacts included:

- Workforce training: Family Violence Leave, Mentors in Violence Prevention, Make the Link.
- Organisational culture change: Gender Equity initiatives, including a Gender Equity audit, and Engagement with White Ribbon Campaign
Throughout the evaluation connections were evident between participation in training and shifts in organisational practices and culture. This heightened awareness amongst management and staff, and translated into policy change, as illustrated in the diagram below.

![Diagram](image)

**Figure 7: Connection between training and organisational culture and policy change.**

**Workforce Training**

Widespread workforce training was delivered by GWH in Baw Baw Shire, Wellington Shire and Latrobe City Councils, this included MVP sessions, Make the Link, and Family Violence in the Workplace training. Baw Baw Shire observed that activities and training, such as active bystander and community conversations, educated participants and equipped and empowered them to ‘make a difference in preventing violence’. A statement by a Wellington Shire manager indicates the commitment to training at the management level in their workplace.

“All our managers have been trained, as have Equal Opportunity officers—there has been rigorous training at the management level—so there is a genuine level of support which assists them in being able to function in the community and come to work and feel safe at work.”

(Wellington Shire Council Group Interview, 22\(^{nd}\) October 2015)

**Organisational Culture Change**

At the end of the funding period, the two councils that were actively engaged in PTW from early in the PMVAW strategy had commenced taking gender equity awareness to the structural level, with indications of potential sustainable change in workplace culture, policies and processes.
In a publication distributed by Bass Coast Shire Council\(^\text{14}\) to all ratepayers, a general manager stated Council would ‘*walk the talk*’ by introducing new policies, procedures, leadership and training relating to gender awareness and equity. (The introduction of these was yet to be confirmed at the close of the evaluation cycle.)

**Gender Equity Audit**

With the support of the PMVAW project worker, Baw Baw Shire Council in 2015 conducted a gender audit, and the CEO made a commitment to embedding a gender action plan into organisational practices. Wellington Shire Council also committed to undertaking a gender audit, with the intention of follow-up action, supported by the Corporate Management Team.

The audit at Baw Baw Shire focussed on gender representation within Council, equitable remuneration, access to employment opportunities and staff perceptions of gender equity. The audit findings aligned with the seven quality standards of the Workplace Gender Equality Act 2012 (the Act) to allow Council to benchmark its performance against other employers across Australia.

While PTW concluded in December 2015, Baw Baw Shire Council announced that the strategic Equity Action Plan, which sits within Council’s internal functions, will be overseen and delivered by Council’s employees; keeping equity and the prevention of gender-based violence as an ongoing feature of workplace culture.

Additionally, Baw Baw Shire included a page on its website promoting gender equality initiatives and was recognised for its work towards gender equity, receiving the Bronze National Award and Accreditation for Local Councils. The webpage can be viewed at: [http://www.bawbawshire.vic.gov.au/About-Council/Our-Organisation/Gender-Equality-Initiatives](http://www.bawbawshire.vic.gov.au/About-Council/Our-Organisation/Gender-Equality-Initiatives)

**White Ribbon Campaign**

Participation in White Ribbon Day and 16 Days of Activism events increased significantly at councils across the region. In South Gippsland, Bass Coast Shire Council committed to become an accredited White Ribbon Workplace; undertaking an organisation-wide baseline attitudinal survey and linking in with an appropriate community group. The Council has several White Ribbon ambassadors on staff (in managerial positions) and was working with one of the region’s larger employers, The Philip Island Nature Park—which employs around 300 staff members, to support its efforts to also become accredited. An internal committee at Bass Coast was driving this work.

\(^{14}\) Bass Coast Shire Council is not implementing PTW, however it is modeling its PMVAW approach on the two Councils that did.
In West Gippsland, a White Ribbon banner with more than 100 signatures by council employees and community members is displayed in the council chambers of Baw Baw Shire, (see pictured below).

![White Ribbon Banner](image)

**Figure 8: Baw Baw Shire Council White Ribbon Pledge Banner**

In Central Gippsland, at the Wellington Shire group interview, the HR manager commented:

“By 2014 the acceptance of White Ribbon Day had improved dramatically ... I believe this was the direct result of more open communication and dialogue regarding the issue of men’s violence against women that the Paving the Way project group provided, as well as the roll out of family violence training that was delivered through Human Resources across the organisation.”

(Wellington Shire group interview, 22nd October 2015)
Policy and Practice Change

Family Violence Leave
Participating as partner organisations in the PMVAW strategy supported three councils to embed Family Violence Leave Entitlement (FVLE) into their Enterprise Bargaining Agreements. At both Baw Baw and Wellington Shire Councils information about FVLE is included in staff inductions. To ensure this information is widely available to employees, Baw Baw Shire took the lead from the City of Darebin and began developing a YouTube clip. It was reported in group interviews with Baw Baw and Wellington Shires that a number of council staff had already utilised this policy. One respondent commented:

"It is a good avenue for them; they know all the managers have been trained, and EO officers, so there is a genuine level of support and there has been rigorous training at the management level so this does assist them being able to function within the community and come to work and feel safe."

(Wellington Shire group interview 22nd October 2015)

Use of Council-owned Property and Facilities
Increasing awareness of the underlying causes of MVAW, both at the community and organisational level led one Shire to change its policy regarding the use of council-owned property. It was reported in a group interview (22nd October 2015) that another Shire Council is considering taking similar action.

In August 2014 Council received complaints from community members that a ‘Strippers’ Night’ was being planned as a fundraiser by the committee of management of a rural community hall in the shire. Billed as a ‘Men’s Night Out' the flyer promised live female entertainers for over 18s only - $40 admission and a note saying ‘nipples provided – oops nibbles.’ (see flyer image below)
An extract from a Most Significant Change story about this incident is included below.

**Appropriate Use of Council Facilities**

The prevention of violence against women and children is a key priority area for Healthy Wellington (the municipal public health and wellbeing plan) and there was growing understanding within Council that promoting the objectification of women is a factor in creating an environment where violence against women is more likely.

There was recognition from CEO and Councilors that while Council could try to encourage the committee not to go ahead with the event, we did not have the power under the terms of the existing agreement to force them to cancel.

The planned Men’s night became a hot topic on social media and an article was published in the Gippsland Times followed by a long segment on ABC statewide drive, which attracted talk back comment from around Victoria. The reaction to the Men’s night was extremely diverse with comments ranging from ‘If you don’t like it then just don’t go’ to people making the link between sexist behaviour and violence against women.
The CEO and Councilors agreed it was important to develop a process where council had more influence over activities in council owned buildings, that gave committees a clearer understanding of their responsibilities and that would align with the key priorities of Healthy Wellington, especially social inclusion and connectedness and the prevention of violence against women.

A few days later the Hall committee of management decided to cancel the event and replace it with a Grand Final Eve Family night.

The event has had a long term impact in that Council decided to change its policy and processes so that the following clause is now added to all new agreements with council owned facilities with a committee of management or state government owned facilities with a committee of management.

(I) In determining uses for the facility the Committee of Management and users/hirers of the facility are encouraged to refer to the four (4) priority areas of the Healthy Wellington Plan 2013-2017

- Mental Wellbeing - increasing social connectedness and inclusion
- Mental Wellbeing - preventing violence against women and children
- Healthier living - healthy eating
- Healthier living - increasing physical activity

Committees should consult their resource kit as provided by the Wellington Shire Council for guidance on how to ensure appropriate use of the facility.

Similar arrangements apply for facilities that are council owned and managed, and for facilities that are state government owned with a committee of management – in total this change will influence the use of 170 facilities across the Shire for many years to come.

Objective 2

Increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.

This objective was met across all action areas and through various mechanisms, as described below.

Learnings identified in delivering bystander approaches

- When organisations commit to consecutive sessions there is increased opportunity for change.
- While local government organisations do not consider PMVAW a priority action area, there will be limited opportunities for embedding the bystander approach, in a sustainable way, at all levels of the workplace.
The PMVAW Steering Committee implemented MVP training\(^{15}\) widely across Gippsland as a central strategy for entrenching the bystander approach. MVP aims to empower participants to challenge social, cultural and institutional norms that support abusive behaviour by becoming proactive bystanders. With its focus on the power of the bystander to effect change, MVP emerged as one of the Gippsland PMVAW Strategy’s most influential interventions. Components of MVP address all three of the PMVAW objectives, and have been embedded across each of the four actions areas.

While funding and implementing the spread of MVP was identified as a strategic priority, other means of engaging people as bystanders were frequently used. These included:

- Screening the ‘Who Are You?’ video.
- Funding performances of ‘You the Man’, a theatre-based program for bystander engagement and violence prevention in local sporting clubs.
- Promoting links to bystander education resources and support via social media.
- Educating participants through a range of other violence education and prevention programs, such as ‘Family Violence in the Workplace’, that include bystander elements.

The evaluation explored the impact of MVP at individual, community and organisational levels through group interviews with project partners, collection of Most Significant Change stories, and trend analysis of post bystander training surveys and surveys distributed to MVP train-the-trainer participants. There is evidence MVP, combined with a range of other bystander interventions, succeeded in meeting medium-term impacts identified in the Gippsland PMVAW model, including:

- Improved and enduring linkages between key partners and stakeholders.
- Increase in numbers of PMVAW leaders and champions across Gippsland.
- Improved delivery of PMVAW initiatives targeted at ‘at-risk’ population groups within Gippsland.
- Increase in numbers of individuals and organisations championing respectful gender relationships.

This section reports on outcomes and impacts of strategies and actions to increase resources for promoting bystander approaches across each of the four action areas.

---

\(^{15}\) Further information about the MVP training program sourced for the Gippsland PMVAW Strategy can be found at: [https://www.griffith.edu.au/criminology-law/violence-research-prevention-program/training-development](https://www.griffith.edu.au/criminology-law/violence-research-prevention-program/training-development)
**Action area: PARTNERSHIPS and GOVERNANCE**

On the basis of formative evaluation feedback in mid-2014 indicating that MVP showed potential as an effective means of bringing about attitudinal change, the PMVAW partnership, through the Steering Committee structure, elected to resource and support its expansion across the region.

In March 2014 a three day interactive MVP ‘train-the-trainer’ workshop was offered, this was repeated in early 2015\(^\text{16}\). To overcome barriers for participation, including the cost of travel, the PMVAW partnership endorsed funds to partially compensate some participants. A strategic approach to targeting participants was adopted, ensuring cross-sector representation, consistent with the inclusive nature of the PMVAW Strategy. Key impacts discussed below include:

- Improved (and enduring) links between key partners and stakeholders.
- Recruitment of MVP coordinator.

**Improved (and enduring) links between key partners and stakeholders**

The reach of MVP extended far beyond agencies and individuals with previous experience in PMVAW. Trained MVP facilitators were drawn from across diverse organisations, including Local Government, Primary Care Partnerships, Victoria Police, the Department of Education and Training, community service agencies, and industry, faith-based and sport settings. Many occupy leadership positions.

As an intervention MVP was a driving force linking PMVAW partners and many other stakeholders. For example, the SCN, as a sub-regional body of the PMVAW Strategy was formed with a focus on delivering MVP across Bass Coast and South Gippsland LGAs. A direct result of the partnership between the PMVAW Steering Committee and the YMCA (a member organisation of the SCN) saw a significant increase in bystander sessions and information in south Gippsland.

**Recruitment of MVP coordinator**

Partners recognised that while MVP was building capacity in PMVAW, there was no mechanism for coordinating activities. The PMVAW SC approved a variation request to the original project funding and service agreement to recruit an MVP training coordinator, auspiced by GWH, to support the pool of newly trained facilitators in the region.

---

\(^{16}\) In 2013 ‘Turning Awareness into Action Training’ was delivered by No To Violence (NTV) and the Domestic Violence Resource Centre (DVRC).
With the appointment of this coordinator there was an increase in MVP activity, evidenced through her regular communications with the MVP network of facilitators, where she provided monthly updates on sessions both planned and undertaken.

**Action area: LEADERSHIP and ADVOCACY**

The region now has a suite of new MVP trainers, and MVP sessions are being delivered across Gippsland in a range of settings. Feedback from surveys and focus groups indicate the training resulted in change at the personal level for workshop participants. Reports also indicate this individual level change has resonated into organisational and community spheres with participants feeling more capable of challenging MVAW. Key outcomes and impacts relating to this action area include:

- Increased numbers of PMVAW leaders and champions across Gippsland.
- Individual change translating into advocacy at social, organisational and community levels.

**Increased numbers of PMVAW leaders and champions across Gippsland**

As a result of the two MVP training workshops, there are now approximately 40 new MVP facilitators in Gippsland. At the end of the evaluation cycle the MVP coordinator was working with these new facilitators to deliver MVP training across a range of worksites and sectors (see Figure 9). One follow-up survey respondent from a community organisation stated:

“I have sourced funding from my Local Government and Gippsland Women’s Health to facilitate MVP sessions. I have facilitated around 20 sessions over the last 18 months.”

**Individual change translating into advocacy at social, organisational and community levels**

Feedback from the 3 day train-the-trainer sessions indicated new facilitators had changed their own behaviours and were also challenging the behaviour of friends, family and work colleagues. Statements from a survey some months after the event included:

“I encourage my friends and family to refrain from making sexist comments.”

“I have become more aware that ignoring abusive behaviour around me contributes to tacit approval of the behaviour ... and have developed a range of...”

---

17 Details of the organisational context of these respondents is not known.
possible indirect or distracting strategies that I will be able to consider when I feel the need to be courageous.”

At the PMVAW project level, consistent exposure to bystander education, through training and events, also contributed to a new bank of champions in homes, community settings and workplaces. For example, GippSport project officers (Group Interview 15th September, 2015) reported a sense of empowerment to influence change:

“The Orange Round presentations reinforced that in any setting you potentially have an influence in a situation with men’s violence against women, it could be a comment and asking if someone is ok and needs assistance.”

“Once I wouldn’t have thought there was a problem, much less said anything, but after ‘You the Man’ I thought about what I could say. When one of my mates made a remark about a woman when we were out, I just said, hey man, you’re better than that. I think he got the message”

“I now feel more confident about some of the strategies you could apply in a situation where someone could be at risk. I’ve had lots of conversations with (GWH), now I know there are different points where you could intervene; it could be sexist comments, derogatory remarks etc. Orange Round and You the Man helped reinforce this.”

“I challenge comments with my boys now; and I have an awareness of services and we have distributed the Stop Violence Cards to clubs, who are using them, as well as putting the posters from GWH (Make the Link) up at some clubs.”

The SCN, formed predominantly to further the reach of MVP in that sub-region, included a number of community leaders who were also trained facilitators. They explained personal change evolved from their training experience, and identified the value of MVP as a ‘broad package’ and training tool:

“Even on a personal level, I feel a responsibility to do this; it made me examine how I converse with a close group of mates at work … it has made me rethink things and there are limits to what I say and my involvement in those sorts of conversations – it has had a personal impact.”

“MVP has more impact than gender equity training. With gender equity training there is no real follow up needed other than something like ‘oh yes there is more lighting required at the gym entry’ as opposed to the whole attitudinal change that comes with MVP.”
**Action area: COMMUNITY STRENGTHENING**

Community strengthening via the promotion of bystander approaches is evident throughout the above discussions. MVP training, as a bystander promotion strategy, seeks to equip participants with safe options for intervening in situations where MVAW is occurring, within their everyday lives. A key aim is to ‘Inspire participants to be proactive leaders around [issues of MVAW] by challenging them to develop concrete options for intervention in potentially dangerous social situations’ (Griffiths University, MVP website). It can therefore be reasonably claimed that the ‘promotion of bystander approaches to prevent MVAW’ is a community strengthening strategy. At the end of the 3 year funding period, PMVAW was exploring opportunities for adapting MVP training for disability services worksites and groups. Impact themes to emerge in this action area include:

- Increased capacity of community members to respond to non-respectful attitudes and to model respectful gender relationships across diverse settings.
- New champions in community settings.

**Increased capacity of community members to respond to non-respectful attitudes and to model respectful gender relationships across diverse settings.**

Over the course of the PMVAW Strategy access to bystander approaches increased across a broad range of settings in communities across Gippsland, as attested by the following list of organisations where MVP sessions were delivered.

### MVP training

<table>
<thead>
<tr>
<th>Community churches</th>
<th>Mental Illness support services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support services for new mums</td>
<td>Emergency services</td>
</tr>
<tr>
<td>Local Government staff</td>
<td>Department of Justice and Regulation</td>
</tr>
<tr>
<td>Health Care Centre professionals</td>
<td>Uniting Care</td>
</tr>
<tr>
<td>Young apprentices</td>
<td>Local communities</td>
</tr>
<tr>
<td>TAFE students</td>
<td>The PMVAW Steering Committee</td>
</tr>
<tr>
<td>Disability support services</td>
<td>Two regional water authorities</td>
</tr>
<tr>
<td>Home and Community Care workers</td>
<td>White Ribbon events across the region in 2014 and 2015</td>
</tr>
<tr>
<td>More than 100 secondary school students</td>
<td>Local Government youth council</td>
</tr>
<tr>
<td>Large industries/employers</td>
<td>Monash University Medical students</td>
</tr>
<tr>
<td>Maternal Child and Health services</td>
<td>Good Beginnings (East Gippsland)</td>
</tr>
</tbody>
</table>

*Figure 10: Sites and organisations where MVP has been delivered*
Feedback surveys collected from these sessions indicated the majority of participants felt more prepared to deal with difficult and potentially dangerous social situations involving students, colleagues, friends and clients. These respondents also reported learning valuable skills. Overall, participants reported increased understanding of the options available to them as bystanders, with comments including:

“I now know this starts by changing what we allow as acceptable behavior.”
(Gippsland Health-based Organisation)

“I can now see the truth behind every day talk and comments.”
(Chisolm TAFE Student)

“Language is powerful, bystanders have responsibility.”
(Retired male, White Ribbon)

New champions in community settings
A case study about the Orange Round initiative at GippSport, which emerged from the MSC story sessions, demonstrates the impact of bystander education within a Gippsland sporting club setting. This account offers evidence of impact across all four action areas and meets all three PMVAW objectives. Three PMVAW partner organisation representatives described Orange Round events at one club session, their accounts have been combined here.

Orange Round
Orange Round evolved from a partnership between key Gippsland PMVAW partners, the Gippsland Centre Against Sexual Assault (GCASA), GWH and GippSport—with AFL Gippsland. These organisations partnered with the Gippsland League football and netball clubs to run Orange Round, a concept based on the United Nations Orange Day, aimed at raising awareness and taking action to end MVAW and children.

Partner representatives visited eight of the ten Gippsland League clubs in the lead up to Orange Round, providing information sessions on MVAW—in particular sexual assault, to club players and officials. The sessions included showing two bystander clips and a presentation about the need for clubs to address gender inequality.

The Vice-President of a large club, that was hosting the event, made some unsolicited concluding remarks after the presentation. There was a little trepidation amongst the presenters, who were wondering what he was going to offer. Their concerns were quickly allayed when he indicated that the presentation had led him to reflect that there have been occasions at club
social activities when he wishes he had intervened, especially if a member had consumed too much alcohol.

This was because he had occasionally read some ‘pretty strong’ messages of potential sexual encounters at the conclusion of social activities. He indicated he will no longer be a silent bystander if he has concerns about the sexual or physical safety of any of his members, especially women.

He then spoke about the need for change and that everyone, particularly club leaders, needed to become active bystanders.

This Vice-President is a highly respected former champion footballer and currently a junior coach, as well as an administrator. When he talks—people listen and there was no doubting the impact of his words on that evening.

The leadership provided in this instance, by a male, was very powerful.

The impact of this was that a valued and respected member of the club community was provided an opportunity to step up and speak out about current club culture and the need for change.

Most importantly he didn’t set himself apart from this process, but rather used inclusive language to talk about his embarrassment at having participated in potentially unsafe and disrespectful behaviour in the past, and that he personally would not be doing that in the future. It was a real opportunity for a respected leader to set an example.

There are plans to conduct another Orange Round in 2016.

**Action area: WORKFORCE and ORGANISATIONAL DEVELOPMENT**

The PMVAW Strategy was innovative in finding creative ways to deliver bystander education within already resourced initiatives and programs, in a wide variety of workplaces and organisations, including government departments, water authorities, community services agencies and local government. This contributed to success in increasing the number of organisations championing respectful gender relationships, as well as enhancing workforce and organisational capacity.

Key findings in this action area include:

- Successfully embedding bystander education in existing organisational training and practice.
- Enhanced effectiveness of training when more than one session is attended.
- Increased workforce and organisational capacity.
Successfully embedding bystander education in existing organisational training and practice.

GWH ensured bystander education was embedded in ‘Family Violence in the Workplace’ training delivered to local government across Gippsland. Focus group participants at Baw Baw Shire reported that this initiative ‘generated deeper conversations around gender equality’ (Baw Baw Group Interview, September 2014) than the training would normally provoke. Further feedback indicated the MVP training helped to address gaps in knowledge within key organisations. For example, medical staff at a large local healthcare centre said they had not previously received training in family violence as it was considered a ‘specialist area’. Following a MVP session they asked for further information on how to recognise and respond to violence against women.

At Baw Baw Shire local laws officers reported that following Family Violence in the Workplace training, they were able to identify potential family violence in several homes where they attended to remove abused animals, and were able to provide referral information to women that were present when they visited.

Enhanced effectiveness of training when more than one session is attended

Where organisations and workplaces released their staff to participate in consecutive MVP training sessions—rather than a one-off session—the impact was more significant.

One example of this was the Bass Coast nature park. Several two hour sessions were delivered to managers. After the training the observation was made that ‘having a second session was valuable, as we were able to explore issues more deeply and cover off a range of activities.’

Pre and post surveys were administered to this group. Pre-survey responses showed many staff agreed with gender stereotypes, ie. ‘women are naturally more suited to caring roles than men’; ‘men are naturally more aggressive and have a higher sex drive than women’. There was also minimal knowledge about how to prevent violence against women. The post surveys demonstrated shifts in these beliefs and staff were able to identify strategies they could use to prevent violence. They reported that they now recognise the importance of taking bystander action, and 71 percent agreed or strongly agreed that the information presented was ‘important to know’.

“I have learned how important it is to the victim for me to speak up”

(Anonymous, Post-MVP training feedback survey, 2015)
Group interviews conducted at two points in the PMVAW Strategy with Wellington Shire Council and GippSport demonstrated that following exposure to a number of training activities incorporating bystander elements, the concept was well understood by leadership staff. This was reflected in the GEPI for these organisations (see Appendices 7 & 9).

**Increased workforce and organisational capacity**

The following case study describing the outcome of MVP Training in a highly masculinised worksite – a timber mill – illustrates how this impacted workforce and organisational capacity, it also demonstrates the value of holding consecutive sessions.

### The Ash Timber Mill: A Bystander workplace

A large timber mill in a small Gippsland town employs approximately 230 employees, mostly men. Through work connections a leading manager became aware of a two-day ‘No to Violence’ training event being delivered by GWH early in the PMVAW Strategy. The timber mill had employed, at various points, a known victim and perpetrator of MVAW, prompting the manager to attend the training.

Strategies for workplaces and organisations were discussed including a recommendation to make PMVAW a standing item on meeting agendas. The manager introduced this idea to his workplace and later he and a colleague attended the first three-day MVP training event in Gippsland–resourced through PMVAW–to help instigate organisational action.

As a trained facilitator the manager then organised, and co-facilitated three one-hour sessions over a six month period to a team of supervisors (8–10), of which only one was female.

The timber mill built their own structure into the sessions, adapting scenarios to ensure relevance to their workplace. (MVP is a flexible program and its ausping body, Griffith University, approved the adaptions.) For example, ‘smoko room banter’ was used as a scenario to explore appropriate language use, and challenge attitudes.

A focus group revealed MVP participants had experienced personal impact from the training and, as a result, they were changing behaviours both in and out of the work place. Participants identified the first MVP session as ‘confronting’ when they were presented with MVAW statistics. Their understanding of the issue deepened as the sessions progressed and the third session was the ‘light-bulb’ moment for them, when they recognised their own potential as bystanders in PMVAW.

While there was concern employees would resist education about MVAW – considering it ‘none of their business’ – leadership was committed to pursuing the training, recognising that the broader context of increased media focus on family violence gave them “license to deal with it”.
The chief executive reported using his president’s address at a large industry gathering to encourage other organisations to address their own workplace cultures to help prevent MVAW.

Following the MVP training, focus group participants said they had made personal changes.

Comments from Timber mill employees included:

“A lot of things in the past you would have let slide, you would hear something and think it was a bit off but you didn’t understand that there could really be something else to that comment and that person’s belief could be taken further … it wasn’t until we learned the link was there between a person’s off-the-cuff remarks and that person’s attitude towards people. Now your ears prick up and you decide to say something if you think it falls into the category.”

“That was the key thing, not to let it go—we have a range of actions that as a bystander we can take, so we don’t just let it happen … I recognised that sitting on the fence is allowing that to continue; that’s the difference.”

“This stuff is primarily cultural and these cultural attitudes are based on attitudes, so what I see this program being about is … if we can challenge these attitudes at work, it should go hand in hand that we do it at home.”

Armed with these new paradigms, the executive has now developed and delivered a range of ‘bystander’ scenarios across various workplace domains, including occupational health and safety, at the ‘shop floor’. Bystander approaches in PMVAW will now be incorporated strategically into the training.

Executive members said they were committed to influencing workplace culture but that introducing a ‘social issue’ to their workplace risked disengaging workers. They commented that:

“We need to engage people and get them on board, then you can deepen the discussion around domestic violence rather than throwing it out there straight up – they will view the management here as a nanny state trying to tell them how to run their lives.”

Objective 3

**Promote key messages related to non-violent norms, understanding the nature and dynamics of MVAW and advocating gender equitable relationships across Gippsland.**

This objective was met across all action areas, through various mechanisms as described below. Key learnings included the importance of:
- Building shared vision, principles and language.
- Maintaining the integrity of the partnership strategy and approach.
- Recognising that how PMVAW messages are delivered is critical to community reception.

The Gippsland PMVAW Strategy is committed to reinforcing, through a range of strategies and across multiple platforms and settings, that MVAW is fundamentally supported by gender inequality.

There is strong evidence the PMVAW Strategy succeeded in widely communicating the links between gender inequality and MVAW. This led to meaningful change in behaviours at individual, community and organisational levels. PMVAW’s cross-sector approach proved critical in expanding a broader acceptance of the nature and dynamics of MVAW.

GWH, with PMVAW partners, did not simply communicate key messages, these were reinforced through targeted training and education, which in turn galvanised new campaigners and champions. Innovative ways were found to promote messages, whilst refusing to compromise the integrity of the PMVAW Strategy’s underpinning feminist principles. PMVAW partners collaborated to embed key messages into organisational practices and these were amplified through a rigorous social marketing campaign. The coherence and effectiveness of the PMVAW Strategy was exemplified in the social media campaign’s tagline ‘Make the Link’ emerging as a metaphor for the PMVAW Strategy as a whole.

*Make the Link*
Make the Link merchandise consists of posters, postcards, stickers and badges. The posters (Appendices 10, 11 & 12) include visual representations of the continuum of violence and depict the root causes of MVAW, beginning with rigid gender roles, sexist jokes and language leading to the most extreme form of MVAW—murder. A Make the Link website [http://makethelink.org.au/](http://makethelink.org.au/) launched in the final year of the PVMAW Strategy, asks people to notice inequality and create change, and provides multiple options for action.

There was progressive growth in activity and engagement through the social media campaign since it commenced in late 2014. The Make the Link Enews (email newsletter), which has a steadily growing circulation, had 316 subscriptions at the time of writing. In the 28 days prior to 15 December 2015 @MaketheLink had 703 followers (an increase of 90 in the last month), 224 tweets, 76,000 impressions, 2726 profile visits, and MAKETHELINK on Instagram has 296 followers.

An impressive outcome was the inclusion of the Make the Link campaign on the New York based Women’s News.org website: [https://storify.com/Womens_eNews/civil-society-commemorates-16-days-of-activism-aga](https://storify.com/Womens_eNews/civil-society-commemorates-16-days-of-activism-aga) as representative of how Australia, as one of 19 featured countries, commemorated 16 days of Activism.

At the regional level, Make the Link merchandise was prominent at events, such as the *Connecting Women across Gippsland Conference* held on White Ribbon Day in 2015. This event was supported by the Gippsland PMVAW Strategy and initiated by some of the PMVAW partners. Importantly, this campaign was recognised beyond the Gippsland region for its effectiveness and clarity in delivering key messages, as attested by the communication below.

---

**Earlier this year I worked with VicHealth to develop resources and tools to help improve citation of the National Community Attitudes to Violence Against Women survey.**

I developed a number of resources, including infographics, about attitudes to violence against women. While developing the concepts for these infographics I reviewed the Make the Link materials. I found the messages, infographics and the main tagline to be some of the best communications work I had seen in the violence against women space - certainly in regards to communicating gender equality. I thought the work on Twitter showed real leadership in communicating the change needed to prevent men's violence against women. It is clever work, and most importantly, it made a bold statement that directly linked gender equality with prevention - and therefore simplified an incredibly complex social problem and presented a clear solution.

From my research and review of current communications work in the...
prevention of violence against women space, clarity and consistency in messaging is often lacking, and messages are rarely easy to grasp. Make the Link has changed this. I would love to see it continue and for it to be given a funding boost to ensure this message and campaign is able to be extended and reach a wider audience.

Helen McDonald, Senior Associate, The Big Picture Strategic Services

Figure 11: Big Picture Strategic Services Comment on Make the Link Campaign

Action area: PARTNERSHIPS and GOVERNANCE

The Make The Link social marketing project took longer to implement than other core PMVAW projects. Reasons for this were tied to the commitment to a consultative approach taken by GWH in developing the Make the Link message and associated visual products, combined with hesitation by some partner organisations about the underpinning messaging. This included resistance to posters depicting the continuum of men’s violence against women, together with concern about how individual men might respond; that they may be offended by messages suggesting that in order to prevent MVAW, all men—not only abusive men—need to take responsibility. There were also expressions that the message was not sufficiently action based. Key learnings in this action area included the importance of:

- Building shared vision, principles and language.
- Maintaining the integrity of the partnership strategy and approach.

Building shared vision, principles and language

Resistance to the social marketing products by some PMVAW Steering Committee partners represented a considerable challenge for GWH to navigate. GWH was respectful of partner input, communicating willingness to consult, and engage in reflective practice, while taking an educative approach. Revised versions of the social marketing materials were presented at each Steering Committee meeting throughout the first two years. Training opportunities were offered to project partners, and statistics and research about the underlying causes of MVAW were shared. Early in the final year of the Strategy consensus to launch Make the Link was achieved.

PMVAW partners also identified the importance of ensuring a shared language and consistent approach to the promotion of key messages. One strategy for safeguarding this was to only approve funding applications for interventions on the proviso that they use and promote the key PMVAW messages.

Maintaining the integrity of the partnership strategy and approach

Developing the social marketing campaign required considerable patience and skill to effectively operate through a partnership framework, and genuinely include partners in decision-making. The collaborative, respectful approach taken by GWH
and the PMVAW coordinator built confidence in the partnership, resulting in comprehensive buy-in from partners, who had developed a sense of ownership over the social marketing project through the negotiation process. This confidence in the campaign was demonstrated through the wide dissemination of the final message, and supporting materials across networks.

Reflecting on the learnings from this process, key project leaders identified the need to ‘challenge without alienation’, and recognised the significance of language and its capacity to ‘take people with you’.

**Action area: LEADERSHIP and ADVOCACY**

As the above example illustrated, GWH showed exceptional leadership by bringing partner organisations on board through increasing knowledge and building confidence in the key messages. In addition to this, the capacity of leaders, in the workplace and community, to promote key messages related to non-violent norms and advocate for gender equitable relationships across Gippsland was undoubtedly strengthened by the PMVAW Strategy. The central theme emerging in this action area was the importance of resourcing Gippsland leaders and champions to support advocacy of PMVAW messages.

**Importance of resourcing Gippsland leaders and champions to support advocacy of PMVAW messages**

Leadership and advocacy capacity grew through widespread training and effective messaging about PMVAW concepts. The delivery of MVP training performed an important function in this, as the model encourages everyone to adopt a leadership role. GWH and the PMVAW Steering Group strategically targeted community and organisational leaders as participants for MVP train-the-trainer workshops.

Understanding the nature and dynamics of MVAW underpins the capacity of a potential leader or advocate to contribute to preventative action. Having identified a lack of leadership in this space, the PMVAW Strategy encouraged formation of a network for White Ribbon leaders across Gippsland. This was embedded in various community-based groups in the region.

The PMVAW Steering Committee also partnered with key Gippsland business alliances to host events. During the 16 Days of Activism in 2015, the PMVAW Strategy supported the visit of Australian of the Year Rosie Batty to Gippsland, where she addressed 570 people at three events across the region. PMVAW, under the leadership of GWH, used these public events as opportunities to encourage local
businesses to consider their own PMVAW actions, including delivering MVP training in their own organisations.

These events also offered an opportunity to strengthen and promote Make the Link through social media. GWH posted links and tweets that included images of local Members of Parliament, Rosie Batty and a host of other business and community leaders posing with Make the Link signage.

**Action area: COMMUNITY STRENGTHENING**

There are some compelling examples of the PMVAW Strategy’s Make the Link messages being adopted and promoted in wide and diverse community settings, including beyond the Gippsland region. Notable outcomes in this action area include:

- Social marketing and social media enabled reach across Gippsland and beyond the region to national and international audiences.
- Youth engaging with and deploying PMVAW messages by publically challenging the taken-for-granted VAW in Shakespeare’s Taming of the Shrew.
- Recognition that how PMVAW messages are delivered is critical to community reception.

**Social marketing and social media enabled reach across Gippsland and beyond the region**

PMVAW achieved considerable success through the social marketing campaign using social media, as well as in ‘old fashioned’ poster format, as illustrated in the following vignettes:

- American activist Ben Atherton, a spokesperson for the National Organisation for Men Against Sexism, and international public speaker on violence prevention, requested copies of Make the Link posters to use as slides during his ‘Voices of Men’ multi-media performance and trainings. He also used these during a keynote conference in India where he skyped the keynote and held the posters up to the camera.

- A Melbourne Secondary College used the posters as a teaching tool in its Year 9 health class about Respectful Relationships. The teacher commented: “*They were very clever posters and held the students’ attention. Lots of analogies can be made from the posters. I think they are a fantastic teaching tool when students already have some knowledge of this content.*”
o A Life Skills for Women program in East Gippsland incorporated the posters into one of the weekly topics, and these were then displayed in the Neighborhood House where the program was held. The facilitator observed: “The group was able to discuss the impacts of rigid gender identities, sexual harassment and power and control in regard to VAW and in doing so dismiss myths they may have held regarding causes of male violence. For several of the women present there was an ‘ah-ha’ moment.”

o The Wicked Pickets campaign, led by a community action group lobbying for the removal of sexist and derogatory language on Wicked Campers hire vans, promoted Make the Link merchandise and other materials on its Facebook page.

o Make the Link posters are displayed at local health care centres, GP clinics and in the emergency department of a regional hospital, indicating moves to mainstream the underpinning message through increasing people’s comfort level in confronting the links.

o Make the Link posters feature on the DJR Community Crime Prevention website for the Royal Commission into Family Violence and on the White Ribbon Australia and NZ websites.

o The Make the Link campaign was selected as representative of how Australia, as one of 19 featured countries, commemorated 16 days of Activism, on the New York based Women’s News.org website.

o The materials are now regularly used in training sessions and presentations by other women’s health organisations in Victoria and interstate and in prevention activities outside of the region, such as the Barwon Prevention Summit.

o Gippsland’s geographic vastness presented inevitable challenges in delivering PMVAW messages to isolated areas, particularly in the Far East sub-region. The East Gippsland PCP representative on the PMVAW Steering Committee identified Make the Link as key to keeping PMVAW alive in that area. Regular email communications were incorporated into the East Gippsland PCP newsletters, which reach a further 90 partners. Readership is tracked and the East Gippsland PCP representative reported that Make the Link was always one of the top three tagged subjects.
As an intervention, Make the Link was successful in achieving the purpose for which it was created, to provide a visual reference point to deliver core PMVAW messages. While the social marketing project began as an engagement tool, it evolved into an educative tool, and perhaps more importantly, a community strengthening strategy by informing people and communities that would not normally encounter authoritative information about the underpinning drivers of MVAW.

**The significance of challenging Shakespeare**

The Most Significant Change method informed cyclical feedback and critical reflection, while capturing stories of change. With a focus on impact and learning, many project stakeholders contributed by recounting their stories, and identifying the most significant of these to emerge from their own projects.

Many stories were collected, and elements of all are embedded throughout this report. The following story was selected as the one that most effectively demonstrated how community and cultural attitudes and practices were being challenged, and importantly changed.

‘Shakespeare’s Taming of the Shrew and Other Lies’ offers a re-examination and critique of history. Supported and resourced by the PMVAW strategy, the Groundwork Youth Theatre challenged a cultural ‘hero’ and tackled the deeply rooted dynamics of men’s violence against women.

The performance played to sell-out audiences across Gippsland and became a key event in this year’s 16 Days of Activism events. The story demonstrates both short and local term impact, with the promise of much more, arising from PMVAW’s educative work.

**Shakespeare’s Taming of the Shrew and Other Lies**

A youth theatre company based in the Wellington Shire, Groundwork Youth Theatre, performs at a local Shakespeare festival each year. In 2015 the theatre group was asked to perform Taming of the Shrew.

When the young actors of Groundwork Youth Theatre first read The Taming of the Shrew, they were expecting a fun romantic comedy… instead, they were appalled by the level of violence directed towards Katharina, the main female character by her husband.

The young performers debated whether they felt it was okay to perform the play at all. Together with their director they approached Gippsland Women’s Health for support.
Following conversations with GWH about the causes of MVAW and concern about the messages in the play, the director decided to re-write the script, incorporating suggestions from GWH.

The new script combined the voices of the young actors with Shakespeare’s original text to show how the original version actually depicted a violent relationship. It showed the significance of the issue today by incorporating some current statistics provided by GWH.

It also used conversation which occurred between theatre group members, representing realistic examples of how these issues can be explored.

The performance was then promoted as a “chilling and confronting exploration of the issue, in which modern attitudes to violence against women mirror Elizabethan attitudes of women and their roles within relationships and society."

The theatre group performed its original play, for the first time, to sell-out shows. It has now been given the opportunity to travel to England to perform this play in the UK for the 400th anniversary of Shakespeare’s death.

Part of the theatre group’s fundraising for the trip included performing Shakespeare’s Shrew during the 16 days of Activism in Wellington and Baw Baw Shires. The performances doubled as an awareness raising event prompting participants to consider how they can take their own action to prevent MVAW through challenging attitudes and environments that allow violence to continue.

In Wellington the White Ribbon Oath was taken by community leaders prior to the performance.

This story indicates how simple conversations can prompt or assist in groups of people making big changes that can have wide reaching impacts.

This story was selected because it demonstrates how the PMVAW strategy messages:

- Influenced cultural and attitudinal change beyond the core projects
- Reached, engaged and impacted on the attitudes of young people and their families
- Extended to community theatre
- Challenged taken-for-granted, ‘historical’ acceptance of VAW
- Critiqued and challenged the work of the ‘bard’; a cultural icon and literary hero
- Demonstrated the next level of engagement through community groups taking the message on board, and initiating their own actions (in consultation with GWH and the PMVAW coordinator)
Achieved a collective community approach—by connecting with the White Ribbon campaign and 16 days of activism, local government, community members, police, schools and youth theatre

- Has potential for international reach
- Produced an enduring cultural product in the form of a ‘new’ play
- Demonstrated possibilities for international reach.

How PMVAW messages are delivered is critical to community reception

The Gippsland PMVAW strategy had 18 partner organisations from sectors including local government, specialist family violence and sexual assault support services, family and children’s services, the regional sports assembly, the community legal service, community health services, tertiary education institutions, the private sector and the Family Violence Regional Integration Coordinator (see Appendix 3). Make the Link messaging had reach across all of these services and sectors, to multiple audiences.

However, success in engendering an understanding of the links between gender inequity, rigid gender stereotypes and MVAW depends on the way in which the problem is presented. For maximum engagement and impact, messages must connect with everyday life in the community. The Clothesline Project is one example of a highly effective engagement strategy.

Using the metaphor of ‘airing your dirty washing’ to shift attitudes that underpin and enable MVAW, the Clothesline Project involves tee shirts depicting survivors’ statements about sexual and physical abuse being hung in public places. It aims to literally bring private issues into public spaces, such as shopping centres. This community-based intervention was supported by PMVAW partners, and its profile increased significantly in Gippsland during the PMVAW Strategy.

Gippsland Community Legal Service (GCLS) used the project as another opportunity to ‘make the link’ and enjoyed considerable media coverage. One local newspaper article included the following comment from a GCLS worker:

“Comments like a ‘woman belongs in the kitchen’ may seem harmless to many, but ... it feeds a culture of family violence.”

(Latrobe Valley Express 14/10/14)

Action area: WORKFORCE and ORGANISATIONAL DEVELOPMENT

There are numerous examples of workforce and organisational change linked with the promotion of key PMVAW Strategy messages, and many of these have been articulated in the descriptions above. The presence of posters in local government workspaces prompted employees to seek Family Violence Leave. PMVAW messages
on public display established that sexist language and attitudes are not acceptable. Objectifying images of women were removed from council depot sites. Another effect was the expansion of workforce strategies into the community arena.

**Workforce strategies expand to community**

Two key community strengthening events were closely linked to PTW work at Baw Baw Shire Council.

Midway through the strategy, Baw Baw, in partnership with GWH, hosted a Community Conversation to Confront Violence Against Women. Approximately 160 people attended, including local parliamentarians and the then State Minister for Crime Prevention. A panel included police, sector workers and people affected by MVAW from the broader community. Maternal and childcare workers reported the event provided them with useful information when dealing with women affected by men’s violence. Feedback from participants following the event included:

“**Everyone had a story and there were lot’s of ‘aha’ moments; it allowed people to connect the dots.”**

“**It offered simple messages and raised awareness which gave people more confidence in services, for example; an improved and less judgmental policing approach.”**

On White Ribbon Day 2015 another significant community event was held in Baw Baw. The Connecting Women Across Gippsland Conference focused on PMVAW, gender equity and the empowerment of women and featured a number of high profile speakers and panels throughout the day.

The event emerged from a partnership between Gippsland Women’s Forum and Women in Gippsland, groups that have members from key Gippsland PMVAW partners, including Gippsland Centre Against Sexual Assault, Relationships Australia, Gippsland Women’s Health and Gippsland Community Legal Service. The PMVAW Strategy provided funds to support the event. Significantly, the conference chose to focus on PMVAW at the behest of one of Baw Baw Shire Council’s key PTW committee members, who is also a member of the community group.

Regrettably, this Baw Baw staff member’s position was made redundant in a recent organisational restructure, pointing to one of the key challenges for PMVAW—sustainability in the face of a complex environment. This is discussed further below in the discussion on challenges for the future. Before doing so, however, we offer a summary of the successes of the Gippsland PMVAW strategy.

---

18 The event was also sponsored by White Ribbon and key PMVAW partners Quantum and GippSport.
Promising Signs and Challenges

What worked well

The discussion above provides a comprehensive narrative on the major outcomes and impacts of the Gippsland PMVAW Strategy, which undeniably establishes the success of the cross-sector partnership approach in delivering PMVAW messages, and in implementing diverse initiatives. Key elements found by the evaluation to be driving these successes are outlined next, these include:

- The feminist leadership provided by Gippsland Women’s Health
- The partnership structure and approach
  - A partnership network map illustrates the increased connections and strength of relationships over the course of the Strategy (see partnership network map).
- Steering Committee governance
- Cross-sector strategy
- Training, especially Mentors in Violence Prevention.

The feminist leadership provided by Gippsland Women’s Health

The 'strong' feminist leadership of GWH was crucial. Leadership by a feminist organisation meant that the integrity of the work was not compromised. In addition to ensuring the drivers of MVAW were consistently critiqued and addressed at all levels, the approach of the coordinator and GWH as an organisation, was inclusive and respectful. For example, some initial resistance to Make the Link social marketing products was navigated successfully by GWH. Critical to this process was:

- respect for partner input;
- willingness to consult;
- reflective practice;
- educative approach about the dynamics of MVAW.

Further examples were evidenced through:

- The strength of the Make the Link messaging, and focus on ‘men’s’ violence.
- Inclusion of a wide range of organisations and individuals through a cross-sector strategy.
- Prioritising a culture of peer support.
- Effectively navigating potential White Ribbon issues.
The partnership structure and approach

The entire strategy and outcomes were driven and enabled by a well-informed, ‘flexible’ and inclusive partnership structure. The strength and functionality of the partnership grew over the 3 years, demonstrated by the results of the PDCI included above, which shows increased capacity across all four domains between June 2014 and October 2015: Partnerships development; Knowledge Transfer; Problem Solving, and Resourcing and Sustainability.

The partnership underpinned, supported and enabled the strategy, and core and emerging projects. The partnership structure, through the steering committee acted to:

- Keep the project on course
- Make informed decisions about changes in response to evaluative feedback
- Reduce duplication
- Increase depth and quality of intervention
- Harness knowledge and resources to support projects and new initiatives.

How these actions were carried out was fundamental. In other words, the ‘approach’, was equally as important as the ‘structure’. Without these two in combination, the substructure of the PMVAW strategy would have been weakened. The collaborative, respectful approach taken by GWH (and the PMVAW coordinator) built confidence in the partnership, ensured comprehensive buy-in from partners and helped to develop a sense of shared ownership.

Another successful feature of the partnership approach was leveraging established relationships. Co-ordination of PMVAW with the Gippsland service providers sector, through formal links to the Gippsland Family Violence Integrated Reform Strategy and SC–was vital. Drawing on their wider networks, GWH was able to utilise existing strengths, and initiate robust sub-regional structures—for example the SCN.

The impact of the partnerships between agencies and workers involved in PMVAW Project extended across the sector. The partnerships reflected a deepening understanding of the complexities of prevention work to address gender inequality leading to men’s violence against women. This meant that the impact of the PWVAW Strategy was not only widespread in Gippsland, at times it was profound. The PMVAW partnership reflected an iterative process, by which SC members enabled an increasingly sophisticated inter-agency response. More experienced members role modeled best practice, inspiring and by default, mentoring newer members to the sector. In addition, the respectful space also promoted the possibility of lateral thinking across sectors in creative ways to challenge MVAW. PMVAW Leadership
that ‘walked the talk’ fostered a sense of safety and respect that encouraged a generous sharing of ideas and co-construction of best practice wisdom.

At the evaluation summit (6th November 2015) key project leaders identified the need to ‘challenge without alienation’, the significance of shared language and the need to ‘take people with you’.

**Steering Committee Governance**

The SC ensured accountability, while fostering sharing and support. The SC met bi-monthly, monitored the plan and progress, and made decisions about changes and developments. The partnership approach worked effectively through the SC, which grew in size over the project’s duration. GWH was able to build a shared vision, principles and language among SC partners. (see [Partnerships network map](#))

PMVAW partners identified the importance of a consistent approach to promoting key messages; one strategy safeguarding this was to only approve funding applications for interventions on the proviso that they use and promote the key PMVAW messages.

**Cross-sector strategy**

Engaging sectors sitting outside health and human services/community services and facilitating collaborations between the former and latter, was key to expanding the work of PMVAW and promoting cultural and attitudinal change. For example, identifying sport as a critical setting and inviting GippSport to be a core PMVAW project partner was crucial for community strengthening. The involvement of local government also proved to be highly effective, with evident reach into community settings. At the same time, this presented some challenges – as described below.

**Training**

It is perhaps no surprise that an educative approach was effective in encouraging changes in attitudes and practices. Preparedness to deliver training widely across the region in an array of sites, including the CWA, churches and worksites meant that PMVAW had a presence in areas of the community that rarely have access to well researched, well delivered information about the drivers of MVAW. Through its knowledge of the region, GWH was able to take up every opportunity to deliver the Make the Link message.

Workforce training supported policy, practice and organisational culture change within local governments across Gippsland. The evaluation found that prior to workforce training managers and key workers often struggled to connect with the key messages. Following training, there was a clear shift in attitudes. At GippSport, ‘Women in your Club’ forums instigated immediate actions to change club practices.
to include women and girls. Other examples include shifts in attitudes at Ash Timber Mill.

Although various training programs were implemented, the most effective of these was Mentors in Violence Prevention (MVP), which met key tasks across all four action areas. MVP was a driving force linking PMVAW partners and many other stakeholders. For example: the South Coast Network, a sub-regional body of the PMVAW Strategy, was formed with a focus on delivering MVP across Bass Coast and South Gippsland LGAs. MVP also played a critical role in increasing numbers of new PMVAW champions in community settings. As a powerful tool for attitudinal and individual change, it translated into advocacy at social, organisational and community levels.

Whilst these successes establish a strong regional commitment and partnership structure for carrying the work of PMVAW into the future, the regional-level strategy was dependent on the support provided at wider levels, through policy and funding. Without this wider endorsement and resourcing, the capacity for the Gippsland PMVAW strategy to retain its current level of activity and success in addressing the drivers of MVAW is in jeopardy. Hence, moving forward there are some very promising signs, accompanied by a number of challenges.

Obstacles to progress
Many of the ‘obstacles’ identified here were addressed as they emerged during the three years of the PMVAW strategy and through this process, highlighted strengths. In summary, these were:

- Ambitious project design
- Diversity of organisational cultures
- Finding the right language ‘pitch’
- Difficulty of prioritising and resourcing PMVAW work for organisations outside the FV and community services sector
- Geography – size and diversity of the Gippsland region

**Ambitious project design**
As described, the PMVAW Strategy involved a complex design, embedded in a complex policy, funding and operating environment. This was both a strength and a weakness of the project. The multi-layered project plan took time for partner organisations, and the evaluation team, to comprehend, which meant that it took some organisations time to locate themselves and fully engage during the first year. In the first partnership focus group the majority of partner organisations were unable to identify the PMVAW governance structure. Following feedback, this was addressed, and in the final partnerships focus group, there was widespread, shared understanding of organisational relationships and core projects.
**Diversity of organisational cultures**

The cross-sector approach was again, more strength than weakness. However it did mean that for organisations that were unfamiliar with working in prevention, or the VAW space, there was some initial difficulty with adopting key messages and engaging with a prevention approach. Ways of working and organisational hierarchies also presented challenges for some projects. As discussed, this was in most part addressed through the SC, and skillful leadership of GWH and the PMVAW coordinator.

**Finding the right language ‘pitch’**

Initially there was difficulty with the use of language in the social marketing and media campaign. The poster messages were met with resistance by some partner organisations, SC members and workers in core project organisations. Again, this weakness became a strength through collaborative processes which fostered rich and honest discussion around the underlying causes of MVAW. Ultimately, as we have described, Make the Link achieved widespread support.

**Difficulty of prioritising and resourcing PMVAW work for organisations outside the FV and community service sector**

Despite the strong commitment of GippSport management, under-resourcing and entirely different core work from the health and community services sector, meant that gaining support at the organisational level to introduce the 50/50 clubs program was more difficult than had been anticipated. Through the evaluation process, this issue was picked up and addressed, and GippSport were able to adapt their approach and introduce initiatives that met the PMVAW objectives.

**Geography – size and diversity of the Gippsland region**

Distance and isolation factors contributed to problems with establishing a sub-regional group in East Gippsland. While initially engaged through the ‘Walk a Mile in Her Shoes’ event, capacity for involvement was insufficient to maintain the necessary level of involvement. This was being addressed in the latter stages of the Strategy through engagement with the East Gippsland PCP and, with the appointment of the MVP coordinator, the introduction of MVP training to East Gippsland agencies. A positive outcome in addressing this issue was news that these agencies are now considering funding extra MVP sessions.

Geography also presented a barrier for organisations in South Gippsland, however as the case study above highlighted, this was addressed as the sub-regional group became established.
Moving forward

Challenges

Whilst the PMVAW successes establish a strong regional commitment and partnership structure for carrying the work of PMVAW forward, the regional-level strategy was dependent on wider level policy and funding support, which presents some challenges beyond the remit of the region. In particular these are:

- Sustainability
- Authorising environment

Sustainability

The Gippsland PMVAW Strategy has implemented measures to ensure the continuation of project work past this funding period. Planning for sustainability has been a consistent focus throughout the three-year strategy and GWH and the SC have worked hard to create increased opportunities for collaboration and resource sharing. Efforts towards achieving sustainability included the provision of widespread training to build capacity, knowledge and leadership, and the introduction of organisational protocols and policies.

Analysis of the PMVAW partnerships process shows trust has been built, sustainable relationships have formed, duplication has been minimised and there is a well-established commitment to actions as part of a shared agenda. The PMVAW social marketing project and online presence is also gathering momentum and effectively linking interventions. While a transformation process has begun, there is sound evidence to show that without continued funding opportunities to build on this work, achievements may be short-lived.

One example of negative impact due to reduced resourcing involves a local government organisation undergoing major organisational change that included restructuring, downsizing the workforce, and relocation of premises. A key department with a community development focus was lost, and this in turn resulted in the loss of a key position, that had been driving PTW in the organisation. This is evident in the GEPI, which shows regression in seven of nine aggregate scores over this 12 month period for this local government project (see Appendix 8). To the credit of those who remained in the organisation, PMVAW work is continuing, albeit with a lower profile and at a much slower rate. This is largely due to the initial work that was undertaken, such as introduction of FVL, and more recently, the conduct of a gender audit, which ensured a level of sustainability. In the group interview it was acknowledged by a human resources manager that although the past 12 months had been dominated by this organisational change, and little time had been available to attend to PMVAW work, there were some enduring effects from the first phase of PTW:
“[Gender equity awareness] is ingrained now, (there is a) social consciousness; we are inducting 30 new people this week and it will be part of the conversation.”

(Manager Human Resources. Baw Baw Group Interview, 15th September 2015)

Local government needs to be a leader in PMVAW work, however without dedicated funded positions, and with the current resource challenges in that sector, there is lack of capacity. The PTW council sites identified they had been ‘running lean’ and the extent of their achievements in PMVAW would not have happened without the part-time resource of a GWH project worker.

External funds allocated to PMVAW provided new opportunities across Gippsland, however a substantial amount of emergent work has been unfunded. The steering committee repeatedly expressed concern that organisations and individuals stretched themselves considerably to contribute, but this level of support was not sustainable. On a positive note, if further funding is forthcoming, there is now a cohesive and proven structure in Gippsland to effectively bring about change in the attitudes and behaviours that support MVAW.

“We have a robust group now and we know that having a central point of communication and contact works; together with resourcing, it enables us to do what we are doing”.

“Because of the structure you know where to go, it gives us a pathway to raising an issue or putting it on the agenda; we have a process for asking for funding and a central point which assists with any troubleshooting – you know you can go straight to them and they can help and direct you.”

(Focus Group, PMVAW Steering Committee members, 15th October 2015)

Additionally, the partnership approach has increased the capacity of councils that did not participate in PTW, but were members of the Steering Committee. Continued funding will support them to implement PTW in their organisations.

GippSport has made a commitment to PMVAW actions in its 2017–2017 strategic plan, and now reports against PMVAW to its umbrella organisation Regional Sport Victoria. It has formed new, sustainable partnerships with other PMVAW partners, but faces significant barriers to continuing and extending this work without access to a well-resourced partnership. An imposed change in focus, with the conclusion of Healthy Sporting Environments, will further reduce capacity to initiate PMVAW work in clubs. A project officer observed:

“We are now working on getting people involved in clubs … we won’t walk away from this work if clubs contact us but we can’t really push it now.”

(GippSport project officer, Group Interview, 15th September 2015)
Authorising environment

Deploying PMVAW messages, and embedding gender equity initiatives at the organisational level requires the support of a broader authorising environment. In Local Government, Health and Wellbeing Plans have enabled PMVAW strategies to be embedded as a priority, however resources are needed to ensure the work can be carried out.

“Having PMVAW in our Health and Wellbeing plan keeps it on the agenda – but it is also about being able to do this work as well as possible.”
(Wellington Shire Council SC member, Focus Group, 22nd October 2015)

Strengthened connections with Primary Care Partnerships have provided opportunities to embed sustainable PMVAW actions in sub-regions. This has been particularly successful with the South Coast PCP, which now facilitates the SCN. The network, however, has a strong focus on delivering MVP in South Gippsland and Bass Coast and this will require funding to expand. The East Gippsland PCP joined the Steering Committee later in the project but has since committed to working towards PMVAW, with the support of GWH, until its next strategic planning cycle 2017–2021. All Gippsland PCPs have stated that their capacity to work on PMVAW could be greatly enhanced if PMVAW was identified as one of the 7 key health priority areas they are tasked with ‘delivering against’. Frustration has been expressed that their funding parameters established by DHHS have minimal focus on the social determinants of health.

Concerns were also raised at the recent PMVAW SC planning meeting (10/12/15) about the apparent disappearance of PMVAW from VicHealth’s agenda. While National bodies, and the National Prevention Framework have been established, without a visible focus through the state’s principle Health Promotion organisation it is difficult for organisations, such as local government, to justify including PMVAW work in their health and wellbeing plans.

Despite the evident success of the Purple Hearts group, there is no continued funding allocated to support this program. Group Facilitators have reported that they will try to filter elements into Relationships Australia’s broader community development work, but the program that was delivered is not sustainable.

“We have the program but we won’t be able to resource it.”
(Purple Hearts Group Facilitator, Focus Group, 14th September, 2015)

Reaching ‘at-risk’ groups was a key task of the PMVAW Strategy, and the Purple Hearts program demonstrated one way that this can be achieved. Given the
heightened risk that women with disabilities face, further work in this area is urgently needed.

In promoting respectful relationships through Purple Hearts, RA group facilitators encountered challenges within the disability sector which were, at times, detrimental to the project objectives.

“A lot of the disability sector is still a bit uninformed about what violence is - especially financial, emotional, verbal, and particularly, social isolation forms of abuse ... the disability sector doesn't own the fact that they sometimes perpetuate violence around people with disabilities.”

(Purple Hearts Group Facilitator, Focus Group, 14th September 2015)

The time, travel and advocacy resources that have been supplied by partner organisations and individuals, often in-kind, have been critical to the success of the PMVAW Strategy. Partners have undertaken to continue with their commitment to the partnership, but all indicated they will have reduced capacity to contribute in 2016 without ongoing funding.

Suggestions

In the final stages of the funding period the Gippsland PMVAW Strategy had already surpassed its original objectives, and was preparing for the next phase. Due to the developmental and participatory action evaluation approach, this forward planning process was informed by the evaluation findings. The following suggestions, a number of which were presented to the PMVAW SC in December 2015, arise from the evaluation findings.

Expand and extend Bystander Education Training

- Expand the Mentors in Violence Prevention program to ensure maximisation of current achievements and momentum in ‘increasing access to resources promoting bystander approaches’.

- Explore options for embedding PMVAW bystander education programs, such as MVP, into existing organisational training and practices.

- Explore possibilities for delivering the MVP train-the-trainer program in new organisational settings, ie. to primary and secondary teachers as part of teacher Respectful Relationships in-service training; disability services; community mental health services.

- The evaluation indicates impact is greater when MVP is delivered in multiple, rather than single, sessions. Although it has been necessary for trainers to adapt to organisational demand and deliver training in a condensed format,
organisations and groups should continue to be encouraged to make a commitment to multiple sessions.

- Build accountability into the MVP train-the-trainer program to ensure trainers are ‘walking the talk’, and organisations are receiving the correct messages.

- Seek funding to appoint a MVP coordinator. This role is also essential for accountability, and there was a measureable increase in MVP activity with the appointment.

- The evaluation identified that it is crucial for PMVAW ‘champions’ to understand the underpinning drivers of MVAW for successful advocacy and delivery of PMVAW messages. Strong consideration should be given to ensuring all those identified as leaders and/or champions in PMVAW have completed MVP and/or Make the Link training.

- Given the indications that MVP training has been an effective PMVAW strategy, further evaluation and research would inform an evidence-base for developing and implementing appropriate and successful bystander training programs.

**Extend cross-sector reach and involvement**

- Leverage the emerging success of the Make the Link social marketing and social media campaign in achieving local, national and international reach by resourcing a project worker position.

- Explore options for expanding the reach of PMVAW activities within sporting clubs. The inherent challenges that accompany this will need to be addressed through provision of expertise and resourcing; as regional sports assemblies are new to PMVAW work and volunteers predominantly run sporting clubs.

- Identify, define and engage more widely with ‘at-risk’ groups, in particular Aboriginal women and children, women with disabilities, and CALD women.

- The evaluation indicated Purple Hearts achieved successes with some group participants. In order to build on work in this space, within a partnerships and prevention framework, it would make sense for organisations with similar programs and organisational objectives to partner up and collaborate.

- Given the success with reach into a youth setting, ie. Groundwork youth theatre company’s critique and ‘re’performance of 'Taming of the Shrew',
consideration might be given to involving young people and/or youth groups in the partnership. It will be important to ensure this is not tokenistic.

- Seek resources to support further work in cross-sector settings.
- Advocate to strengthen authorising environments at local government and state levels.
- Seek strategies to embed and appropriately resource PMVAW in the ‘core work’ of cross-sector organisations.

**Governance**
- Ensure the lead organisation for Gippsland’s PMVAW Strategy continues to be GWH. It is vital that this work is led by a feminist organisation.
- Identify and secure resources to support the PMVAW partnership approach and structure.

**Monitoring and evaluation**
- Establish monitoring and evaluation frameworks for all PMVAW initiatives to inform program development and capture impact.
- Document impact and evaluation to contribute to the evidence-base, with particular focus on PMVAW strategies in regional and rural areas.

**Closing Comments**

Conclusions do not figure well in a participatory action evaluation design, as figure 4 illustrates. While the 3 year Gippsland PMVAW Strategy has reached the end of one funding cycle, it is moving into a new cycle, with an action plan for the next 12 months already on the table. The steering committee, with cross-sector representation from across the region will continue to meet and support PMVAW work in Gippsland. As such, these closing comments are less summative and more reflective pause.

The Gippsland PMVAW Strategy clearly met its objectives through a functional, effective partnership approach and structure comprised of well-positioned member organisations. Led by a clear strategy and direction, the partnership built the capacity of stakeholders, who came from various backgrounds with differing knowledge levels about MVAW. Without this partnership, brought together by the bi-monthly SC meetings, the PMVAW reach across the region (and beyond) would not have been possible. The existing relationship between GWH and the Gippsland RIFVC enabled adoption and leverage of the regional model; adapting it to prevention work and including key partners with health promotion expertise.
The inclusive approach of GWH engendered trust, and fostered new connections, such as the RSA partnering with the local CASA. A flexible framework allowed for emergent activities; Orange Round, was ‘not in the plan’ and had never been attempted before, but the SC welcomed and supported initiatives like these as they arose. As partners became more comfortable working in prevention, the Strategy adapted accordingly.

“When we started we had a framework but it has been so incremental and developmental that lots of work has happened and evolved which has been triggered by this group and some of it is outside anything in the framework–and the social media has gone way beyond what we’d anticipated.”

(GWH CEO, Steering Committee Focus Group, 15th October 2015)

GWH was supported in its role as lead agency by the state-based women’s health sector ‘community of practice’ network. Community of practice meetings have been important forums for women’s health services to share what works well in the regional delivery of PMVAW, as well as common barriers and ways to counteract them. Critical to success has been the passion, commitment and credibility of those who led projects within the SC. Even in the face of competing priorities and with significant distances to navigate, SC members consistently attended meetings with numbers increasing at each meeting.

In evaluation forums participants identified the many and varied ways gender inequalities were evident in their workplaces, communities and homes. A lack of women in organisational leadership roles, inadequate facilities for females at sporting clubs, continued sexist jokes in the workplace and shortage of men doing the ‘heavy lifting’ for PMVAW. The challenges persist and are evident in the figures that show parts of Gippsland have the highest offending rates in the state. Even so, women—and men—are telling stories of change as a result of the PMVAW Strategy. They are challenging inequality and sexism, not only in the workplace and community settings, but also in their personal lives—two women revealed in MSC sessions that they had been empowered to leave abusive relationships as a direct result of PMVAW projects. GWH has committed core funding to continue several key roles over the coming 12 months, and there is goodwill for the continuation of the SC, although for this to be adequate and enduring, a resourced structure is needed.

Organisations, such as GippSport, struggle with restrictions in funding agreements that make it harder for them to carry out PMVAW work, which could have broader impact if accommodated within funding agreements. PMVAW’s reach in the wider community has started, but it is still in early stages in many locations. Remote
community groups and organisations in east Gippsland are expressing interest in becoming engaged. For this to be realised, resources and support are necessary.

Greater levels of understanding about prevention and ‘take up’ in terms of roles and responsibilities is evident but funds to increase capacity, within projects and at an organisational level, will accelerate these impacts. The complexity of the wider environment cannot be underestimated; as demonstrated, organisational change threatens the sustainability of PMVAW initiatives within workplaces. If a focus on PMVAW was written into key management and leadership position descriptions, ongoing actions would be legitimised.

Coordination of PMVAW with the Gippsland service providers sector, through formal links to the Gippsland RIFVSC has been vital. This collaboration needs to be retained moving forward.

Three year funding cycles are limiting in prevention and health promotion work, unless there is opportunity to leverage successes and continue the work that has begun. The Gippsland PMVAW Strategy has seen a number of sustainable changes in organisational policy and practice, however while much has been achieved, there is a long way to go to achieve widespread enduring cultural, attitudinal and structural change at community and organisational levels; work which always exceeded the scope of a 3 year prevention program. That said, the Gippsland PMVAW Strategy has demonstrated how this can be realised. Our evidence indicates that settings are now ready to move to the next stage. The groundwork has been done; organisations are asking for training and wanting to link in with the PMVAW Strategy, it would be a travesty for this work not to find the resources to continue. A realistic timeframe for interventions with guaranteed widespread impact would be six years. Projects that have demonstrated success should have the opportunity to continue building on this.

“Our dreams are large; we may not have achieved all of it but the level of ambition is what has driven it.”

(GWH CEO, PMVAW Evaluation Summit, 6th November, 2015)
References

Australian National Research Office for Women’s Safety (ANROWS) http://anrows.org.au/ (accessed 20/12/15)


(accessed 20/12/15)


Green, R. (n.d) *New Approach to Family Violence in Victoria*, Australian Domestic and Family Violence Clearinghouse, Best Practice Papers, Record #170


VicHealth 2014: National Survey on Community Attitudes to Violence Against Women: Australian’s Attitudes to Violence Against Women.


Appendices
Appendix 1: Gippsland PMVAW Program Logic Overview

Gippsland preventing men's violence against women strategy: A coordinated approach

Goal: To reduce violence against women and their children within the Gippsland Region.

Objective 1: Ensure a focus on strategies that promote respectful relationships between men & women, boys & girls are delivered across a range of settings in Gippsland

Objective 2: Increase access to resources promoting bystander approaches to preventing men's violence against women across Gippsland

Objective 3: Promote key messages related to non-violent norms, understanding the nature & dynamics of VAW and advocating gender equitable relationships across Gippsland

The Gippsland strategy outlines four broad action areas that will guide a coordinated approach to the Prevention of Men's Violence Against Women and their Children within the Gippsland Region.

**Partnership & Governance**

Key Tasks:
- Develop regional governance structures to guide prevention activity
- Develop shared vision, principles & language in the provision of prevention activity
- Develop & maintain clear linkages between key partners & stakeholders to support a coordinated approach
- Build capacity of key partners & stakeholders to identify factors that assist or impede PMVAW initiatives
- Engage partners to participate in evaluation activities

**Leadership & Advocacy**

Key Tasks:
- Identify & engage key leadership groups within Gippsland
- Increase understanding & acceptance of the PMVAW concept within these groups
- Build capacity of leaders across a range of settings to implement PMVAW initiatives
- Coordinate approaches that support the involvement of leaders & PMVAW champions to have the capacity to actively participate in preventative action
- Contribute to PMVAW policy development in the education & training sector

**Community Strengthening**

Key Tasks:
- Develop process for identification of 'at risk' population groups within Gippsland
- Link with sub-regional working groups to identify 'at risk' population groups
- Adapt universal initiatives to be inclusive of identified population groups & deliver selected/tailored actions to these 'at risk' groups
- Implement pilot program for women with disabilities across Gippsland
- Review pilot program & identify further PMVAW opportunities for preventative action targeting women with disabilities living in Gippsland

**Workforce & Organisational Development**

Key Tasks:
- Work with Local Government to identify workforce & organisational change PMVAW initiatives that are achievable, realistic and sustainable
- Coordinate a peer support model to assist with sharing of learnings and successes across all LGA's in Gippsland
- Investigate options for Local Government sustainable action for PMVAW in Gippsland
- Identify & implement initiatives promoting respectful relationships between men & women, boys & girls utilising the Inclusivity & Safety & Support models of the Healthy Sporting Environments
- Engage emergency & recovery management and volunteer services to deliver prevention activities

**Short-term Impacts**
- Increased awareness of the PMVAW concept in Gippsland
- Improved coordination structure for implementation of PMVAW initiatives

**Medium-term Impacts**
- Improved (end enduring) linkages b/w key partners & stakeholders
- Social media & new technologies will be utilised to assist individuals, organisations & communities to promote preventative action & access PMVAW resources & tools

Crinall K, McRae L, Laming C

Page 94 of 117
### Appendix 2: Data Sets

#### Gippsland PMVAW Strategy Evaluation Data Sets

<table>
<thead>
<tr>
<th>Data Set</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Most Significant Change</strong></td>
<td>MSC selection session: 20th August 2015, MSC change stories, Purple Hearts: 21 August 2014 &amp; August 2015 (collected by RA), MSC session planning documents: 20th August 2015</td>
</tr>
</tbody>
</table>
Appendix 3: Gippsland PMVAW Strategy Steering Committee Member Organisations

<table>
<thead>
<tr>
<th><strong>Chair</strong></th>
<th>Jodie Martin, GWH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Associate Members</strong></td>
<td></td>
</tr>
<tr>
<td>Julia Lambert - DHHS (Julie Hall is currently attending on her behalf)</td>
<td></td>
</tr>
<tr>
<td>Ross Dawson - Community Member</td>
<td></td>
</tr>
<tr>
<td>Karen Crinall - Federation University</td>
<td></td>
</tr>
<tr>
<td>Chris Laming - Federation University</td>
<td></td>
</tr>
<tr>
<td>Kerry Hamer - Gippsland Family Violence RIC</td>
<td></td>
</tr>
<tr>
<td><strong>Full Membership</strong></td>
<td></td>
</tr>
<tr>
<td>Wellington Shire Council</td>
<td></td>
</tr>
<tr>
<td>Windermere</td>
<td></td>
</tr>
<tr>
<td>Bass Coast Shire Council</td>
<td></td>
</tr>
<tr>
<td>Relationships Australia Victoria</td>
<td></td>
</tr>
<tr>
<td>South Gippsland Shire Council</td>
<td></td>
</tr>
<tr>
<td>Gippsland Community Legal Service</td>
<td></td>
</tr>
<tr>
<td>Baw Baw Shire Council</td>
<td></td>
</tr>
<tr>
<td>Quantum Support Services</td>
<td></td>
</tr>
<tr>
<td>GippSport</td>
<td></td>
</tr>
<tr>
<td>Gippsland Women’s Health Service</td>
<td></td>
</tr>
<tr>
<td>Primary Care Partnership (Rep from East Gippsland)</td>
<td></td>
</tr>
<tr>
<td>Latrobe Community Health Service</td>
<td></td>
</tr>
<tr>
<td>Salvation Army GippsCare</td>
<td></td>
</tr>
<tr>
<td>Latrobe City Council</td>
<td></td>
</tr>
<tr>
<td>Gippsland Centre against Sexual Assault</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 4: Gender Equity and PMVAW Index (GEPI)

**First level capacity** indicates engagement with gender equity and PMVAW concepts, and a commencing level of commitment, without necessarily taking any action.

**Second level capacity** indicates commitment to gender equity and PMVAW, demonstrated through actively resourcing and introducing strategies.

**Third level capacity** indicates integration of gender equity and PMVAW in policy and practice within organisational settings.

<table>
<thead>
<tr>
<th>1. Ensuring strategies that promote respectful relationships between men and women, boys &amp; girls are delivered across a range of settings in Gippsland.</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level capacity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. The need to promote and implement gender equity strategies across the network/organisation is recognised.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>2. Established commitment to gender equity policies and systems.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>3. The value of gender-equity training to meet PMVAW project goals is acknowledged.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>4. Leadership has committed to implementing PMVAW strategies.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Aggregate of first level</strong></td>
<td>Project partners recognise the need to deliver gender-equity strategies across Gippsland and have committed to their implementation.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

| **Second level capacity** | | | | |
|---|---|---|---|
| 1. Gender equity policies and systems are being integrated at the PMVAW project organisation. | ☐ | ☐ | ☐ | ☐ |
| 2. Gender awareness training is planned or provided. | ☐ | ☐ | ☐ | ☐ |
| 3. Gender equity initiatives targeted at meeting PMVAW goals are being resourced and implemented. | ☐ | ☐ | ☐ | ☐ |
| **Aggregate of second level** | PMVAW project organisations are actively resourcing, implementing and supporting strategies promoting respectful relationships between men and women, boys and girls. | ☐ | ☐ | ☐ | ☐ |

| **Third level capacity** | | | | |
|---|---|---|---|
| 1. Gender equity training, initiatives and programs have been embedded in the organisational structure of PMVAW project partner organisations. | ☐ | ☐ | ☐ | ☐ |
| 2. Strategies targeting PMVAW’s goals are well established and enjoy wider community support. | ☐ | ☐ | ☐ | ☐ |
| 3. There is evidence of commitment to ongoing implementation of PMVAW strategies past the life of the PMVAW project. | ☐ | ☐ | ☐ | ☐ |
| 4. Measures for monitoring PMVAW strategy outcomes are established. | ☐ | ☐ | ☐ | ☐ |
| **Aggregate of third level** | Sustainable gender equity strategies are being implemented, resourced and monitored with evidence of the establishment of respectful gender related norms and values. | ☐ | ☐ | ☐ | ☐ |
### 2. Increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.

<table>
<thead>
<tr>
<th>First level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The value of promoting bystander approaches to prevent men’s violence against women is recognised.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>2. Resources have been identified within the organisation to target bystander approaches.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**Aggregate of first level capacity**
There is a shared understanding of bystander approaches, and a commitment to resourcing them. ☐ ☐ ☐ ☐

<table>
<thead>
<tr>
<th>Second level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Resources appropriate to promoting bystander approaches to PMVAW are being allocated to the implementation of programs/strategies.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>2. Training and education raising awareness of bystander approaches is being undertaken within organisation.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>3. There is agreement on the most effective strategies for promoting the bystander approach, internally and externally.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**Aggregate of second level capacity**
Strategies appropriate to promoting bystander approaches are being resourced and supported. ☐ ☐ ☐ ☐

<table>
<thead>
<tr>
<th>Third level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is evidence the bystander approach is promoted widely and practiced.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>2. Resources to sustain and increase promotion of the bystander approach have been allocated.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>3. PMVAW partner projects’ own evaluations indicate increased community awareness of the bystander approach and its role in preventing men’s violence against women.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**Aggregate of third level capacity**
The bystander approach is established as an effective way to prevent men’s violence against women, and is embedded in the sustainable strategies of the PMVAW project organisation. ☐ ☐ ☐ ☐
## 3. Promote key messages related to non-violent norms, understanding the nature and dynamics of PMVAW and advocating gender equitable relationships across Gippsland.

<table>
<thead>
<tr>
<th>First level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of first level capacity**
There is shared agreement about the key PMVAW messages and how the PMVAW partnership will work to advocate gender equitable relationships.

<table>
<thead>
<tr>
<th>Second level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of second level capacity**
Non-violent norms and values are well established and underpin gender equitable advocacy strategies within the PMVAW project partner organisation.

<table>
<thead>
<tr>
<th>Third level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of third level capacity**
PMVAW’s key messages and advocacy strategies are widely implemented with provision made for their continuation. There is evidence the messages are impacting on target audiences.
## Appendix 5: Partnerships Development and Capacity Index (PDCI)

<table>
<thead>
<tr>
<th>Partnerships Development</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level capacity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partners believe PMVAW policies are necessary within workplaces.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>PMVAW partners can identify the outcomes the partnership network hopes to achieve from this project.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Partners can identify resources needed to achieve these outcomes and implement the project within their organisation.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There is evidence that partners understand the partnership structure and their own role within it.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Aggregate at first level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The PMVAW partnership has a shared commitment to implementing project actions, can identify outcomes and has an understanding of overall resources required to implement the project.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Second level capacity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partners can identify the partnership processes and strategies established to foster collaborative action.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There are partnership members who are already taking on a visible leadership role with regard to the PMVAW project within their organisations.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Partners can state the benefits to be gained within their organisation as a result of their own involvement in the PMVAW project.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There is tangible evidence that resources have been allocated to the implementation of PMVAW by partners.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Aggregate of second level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This partnership has the capacity to deliver the PMVAW project.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Third level capacity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of the PMVAW partnership have formalised arrangements within their own group/organisation to implement a PMVAW program.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Existing PMVAW project leaders have experience, knowledge and skills in capacity building efforts.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There is tangible evidence of investment in the PMVAW program by partner groups and organisations beyond the lead organisation (GWHS).</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Aggregate of third level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of PMVAW network have the capacity to integrate programs into their own mainstream practices, and consistency is demonstrated across the network in policies and practices.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
### Knowledge Transfer

<table>
<thead>
<tr>
<th>Level</th>
<th>Capacity</th>
<th>Description</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level capacity</strong></td>
<td>PMVAW project partners have identified which of their resources can be shared with others within the partnership in order to meet project outcomes.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partners are able to identify what resources, from outside the partnership network, may be required to further the project’s goals.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partners have identified how to adapt PMVAW project goals to meet the needs of their own target groups.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Aggregate of first level capacity</strong></td>
<td>The partnership has the capacity to <strong>develop</strong> a project that meets local needs.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Second level capacity</strong></td>
<td>PMVAW partners have already implemented some knowledge transfer activities.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The partnership has structural arrangements in place to support and facilitate knowledge transfer between participants.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partnership participants have reviewed the project overview, where necessary, and tailored initiatives within it to ensure potential outcomes meet project objectives.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Aggregate of second level capacity</strong></td>
<td>The PMVAW partnership has the capacity to transfer knowledge in order to implement a program, within the network, and achieve desired project outcomes.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Third level capacity</strong></td>
<td>PMVAW partner organisations/groups have mechanisms established to obtain internal feedback within their own organisation about progress towards achieving project outcomes.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PMVAW project programs have been incorporated into the mainstream activities of each group/organisation within the network.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partners have collaborated on policy development, ensuring a consistent approach across network organisations.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Aggregate of third level capacity</strong></td>
<td>Members of the PMVAW network have the capacity to integrate programs into their own mainstream practices, and consistency is demonstrated across the network in policies and practices.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
## Problem Solving

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level capacity</strong></td>
<td>PMVAW project partners have identified key players within the partnership to problem solve difficulties encountered in achieving desired project outcomes.</td>
</tr>
<tr>
<td></td>
<td>There is evidence project partners recognise particular strengths of key players within the partnership network.</td>
</tr>
<tr>
<td></td>
<td>There are known processes for project partners to collaborate on problem solving.</td>
</tr>
<tr>
<td><strong>Aggregate of first level capacity</strong></td>
<td>There is capacity within the partnership to work together to solve problems.</td>
</tr>
<tr>
<td><strong>Second level capacity</strong></td>
<td>Project partners agree on the need to work with others outside of their own network to solve problems, where necessary.</td>
</tr>
<tr>
<td></td>
<td>Project partners have demonstrated moving beyond the identification of problems to implementing actions to overcome problems within the partnership.</td>
</tr>
<tr>
<td><strong>Aggregate of second level capacity</strong></td>
<td>There is capacity to identify and overcome problems encountered in achieving desired PMVAW project outcomes.</td>
</tr>
<tr>
<td><strong>Third level capacity</strong></td>
<td>There are demonstrated examples of problem solving across the PMVAW partnership.</td>
</tr>
<tr>
<td></td>
<td>There is evidence of flexibility in problem solving across the PMVAW partnership.</td>
</tr>
<tr>
<td><strong>Aggregate of third level capacity</strong></td>
<td>There is capacity to sustain flexible problem solving across the PMVAW partnership.</td>
</tr>
</tbody>
</table>
## Resourcing and Sustainability

<table>
<thead>
<tr>
<th>Level of Capacity</th>
<th>Description</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First level capacity</strong></td>
<td>Partners acknowledge the need to invest their organisation’s time and resources to project objectives. Partners identify the benefits in sharing resources for the purpose of policy and project development.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Aggregate of first level capacity</strong></td>
<td>There is evidence of a shared commitment by partners to resource the PMVAW project.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Second level capacity</strong></td>
<td>Partners are investing time and resources into a partnership approach to implementing PMVAW goals. There is evidence of investment in education and training of partner members to facilitate the achievement of PMVAW project goals. Partner members are investing in developing and maintaining responsive relationships within the network.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Aggregate of second level capacity</strong></td>
<td>The PMVAW partnership has the capacity to develop human, intellectual and social capital.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Third level capacity</strong></td>
<td>Partners have committed their own resources to develop policies and plans for the whole partnership. Key champions have been identified by the partnership and have the skills and commitment necessary to continue furthering project goals. PMVAW project goals, and the allocation of resources, have been incorporated into the organisation processes of partner organisations.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>Aggregate of third level capacity</strong></td>
<td>Members of PMVAW are committed to, and have the skills necessary to, resource and maintain PMVAW project goals beyond the initial term of funding.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
### Appendix 6: PMVAW Question Bank

<table>
<thead>
<tr>
<th>Evaluation Objective</th>
<th>Key Questions</th>
</tr>
</thead>
</table>
| To gain a complex understanding of the success of the partnership approach created through the project | What does partnership mean and how did it work throughout the project?  
Was there a change in understanding about partnership for prevention as a result of the project?  
How did each the projects measure up against its objectives?  
What similar models have been applied successfully elsewhere and how does this model compare?  
What role did partnerships play in operationalising the 4 action areas?  
How were the 4 action areas integrated?  
Did a partnership approach enhance outcomes in each of the 4 action areas?  
What role did governance play?  
Was the partnership approach reflected in community bystander initiatives for PMVAW? |
| To ascertain what worked well and did not work and why | What were the outcomes?  
What are the successful elements of this prevention approach that can be replicated elsewhere? Why were they successful?  
Were there unintended outcomes, what were they? Why did they occur?  
What areas for improvement can be identified?  
What areas can be identified, where improvement was needed and didn't take place?  
Why weren't these addressed? |
| To identify the changes in the behaviour of individuals, groups and organisations involved in or targeted by the Gippsland Regional Prevention of Men’s Violence Against Women Strategy. | What areas/elements of cultural change were targeted by the projects?  
Did cultural change occur? To what extent? What were the main drivers of the changes that occurred?  
What were the rates of participation in the various projects?  
What reasons can be identified for the participation rate?  
What encouraged a deeper level of engagement in the prevention projects?  
What made a difference at an individual level?  
What are examples of change at a group level?  
What changes were evident in the organizational context?  
Were these reflected in (or reflective of) policy and governance?  
Were there specifically regional issues and strategies identified regarding PMVAW? |
| To capture the process of partnership development | What was the relationship of the partnership organisations before, during and after PMVAW?  
How did the partner organisations work together?  
How often did partnership organisations meet?  
Was there a communication strategy – what was it? |

Further questions were determined by the GEPI and PDCI Partnerships and Gender Equity Capacity Index
Appendix 7: GEPI – Wellington Shire Council

First level capacity indicates engagement with gender equity and PMVAW concepts, and a commencing level of commitment, without necessarily taking any action.

Second level capacity indicates commitment to gender equity and PMVAW, demonstrated through actively resourcing and introducing strategies.

Third level capacity indicates integration of gender equity and PMVAW in policy and practice within organisational settings.

| 3. Ensuring strategies that promote respectful relationships between men and women, boys & girls are delivered across a range of settings in Gippsland. |
|---|---|---|---|---|
| First level capacity | Not at all /very limited | Somewhat | Substantial | Entirely |
| 5. The need to promote and implement gender equity strategies across the network/organisation is recognised. | ☐ | ☐ | ☑ | ☑ |
| 6. Established commitment to gender equity policies and systems. | ☐ | ☐ | ☑ | ☑ |
| 7. The value of gender-equity training to meet PMVAW project goals is acknowledged. | ☐ | ☐ | ☑ | ☑ |
| 8. Leadership has committed to implementing PMVAW strategies. | ☐ | ☐ | ☑ | ☑ |

Aggregate of first level

Project partners recognise the need to deliver gender-equity strategies across Gippsland and have committed to their implementation.

| Second level capacity | Not at all /very limited | Somewhat | Substantial | Entirely |
| 4. Gender equity policies and systems are being integrated at the PMVAW project organisation. | ☐ | ☑ | ☐ | ☑ |
| 5. Gender awareness training is planned or provided. | ☐ | ☐ | ☑ | ☑ |
| 6. Gender equity initiatives targeted at meeting PMVAW goals are being resourced and implemented. | ☐ | ☐ | ☑ | ☑ |

Aggregate of second level

PMVAW project organisations are actively resourcing, implementing and supporting strategies promoting respectful relationships between men and women, boys and girls.

| Third level capacity | Not at all /very limited | Somewhat | Substantial | Entirely |
| 5. Gender equity training, initiatives and programs have been embedded in the organisational structure of PMVAW project partner organisations. | ☑ | ☑ | ☐ | ☐ |
| 6. Strategies targeting PMVAW’s goals are well established and enjoy wider community support. | ☑ | ☑ | ☐ | ☐ |
| 7. There is evidence of commitment to ongoing implementation of PMVAW strategies past the life of the PMVAW project. | ☐ | ☑ | ☑ | ☐ |
| 8. Measures for monitoring PMVAW strategy outcomes are established. | ☑ | ☑ | ☐ | ☑ |

Aggregate of third level

Sustainable gender equity strategies are being implemented, resourced and monitored with evidence of the establishment of respectful gender related norms and values.
4. **Increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.**

<table>
<thead>
<tr>
<th>First level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. The value of promoting bystander approaches to prevent men’s violence against women is recognised.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Resources have been identified within the organisation to target bystander approaches.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of first level capacity**
There is a shared understanding of bystander approaches, and a commitment to resourcing them.

<table>
<thead>
<tr>
<th>Second level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Resources appropriate to promoting bystander approaches to PMVAW are being allocated to the implementation of programs/strategies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Training and education raising awareness of bystander approaches is being undertaken within organisation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. There is agreement on the most effective strategies for promoting the bystander approach, internally and externally.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of second level capacity**
Strategies appropriate to promoting bystander approaches are being resourced and supported.

<table>
<thead>
<tr>
<th>Third level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. There is evidence the bystander approach is promoted widely and practiced.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Resources to sustain and increase promotion of the bystander approach have been allocated.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. PMVAW partner projects’ own evaluations indicate increased community awareness of the bystander approach and its role in preventing men’s violence against women.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of third level capacity**
The bystander approach is established as an effective way to prevent men’s violence against women, and is embedded in the sustainable strategies of the PMVAW project organisation.
### 3. Promote key messages related to non-violent norms, understanding the nature and dynamics of PMVAW and advocating gender equitable relationships across Gippsland.

<table>
<thead>
<tr>
<th>First level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of first level capacity**

There is shared agreement about the key PMVAW messages and how the PMVAW partnership will work to advocate gender equitable relationships.

<table>
<thead>
<tr>
<th>Second level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of second level capacity**

Non-violent norms and values are well established and underpin gender equitable advocacy strategies within the PMVAW project partner organisation.

<table>
<thead>
<tr>
<th>Third level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Aggregate of third level capacity**

PMVAW’s key messages and advocacy strategies are widely implemented with provision made for their continuation. There is evidence the messages are impacting on target audiences.
### Appendix 8: GEPI - Baw Baw Shire

<table>
<thead>
<tr>
<th>First level capacity</th>
<th>Not at all /very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. The need to promote and implement gender equity strategies across the network/organisation is recognised.</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>10. Established commitment to gender equity policies and systems.</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>11. The value of gender-equity training to meet PMVAW project goals is acknowledged.</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>12. Leadership has committed to implementing PMVAW strategies.</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☑</td>
</tr>
</tbody>
</table>

**Aggregate of first level**

Project partners recognise the need to deliver gender-equity strategies across Gippsland and have committed to their implementation.

<table>
<thead>
<tr>
<th>Second level capacity</th>
<th>Not at all /very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Gender equity policies and systems are being integrated at the PMVAW project organisation.</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>8. Gender awareness training is planned or provided.</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>9. Gender equity initiatives targeted at meeting PMVAW goals are being resourced and implemented.</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☑</td>
</tr>
</tbody>
</table>

**Aggregate of second level**

PMVAW project organisations are actively resourcing, implementing and supporting strategies promoting respectful relationships between men and women, boys and girls.

<table>
<thead>
<tr>
<th>Third level capacity</th>
<th>Not at all /very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Gender equity training, initiatives and programs have been embedded in the organisational structure of PMVAW project partner organisations.</td>
<td>☑</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>10. Strategies targeting PMVAW’s goals are well established and enjoy wider community support.</td>
<td>☑</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>11. There is evidence of commitment to ongoing implementation of PMVAW strategies past the life of the PMVAW project.</td>
<td>☑</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>12. Measures for monitoring PMVAW strategy outcomes are established.</td>
<td>☑</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**Aggregate of third level**

Sustainable gender equity strategies are being implemented, resourced and monitored with evidence of the establishment of respectful gender related norms and values.
6. Increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.

<table>
<thead>
<tr>
<th>First level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. The value of promoting bystander approaches to prevent men’s violence against women is recognised.</td>
</tr>
<tr>
<td>6. Resources have been identified within the organisation to target bystander approaches.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Aggregate of first level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a shared understanding of bystander approaches, and a commitment to resourcing them.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Second level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Resources appropriate to promoting bystander approaches to PMVAW are being allocated to the implementation of programs/strategies.</td>
</tr>
<tr>
<td>8. Training and education raising awareness of bystander approaches is being undertaken within organisation.</td>
</tr>
<tr>
<td>9. There is agreement on the most effective strategies for promoting the bystander approach, internally and externally.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Aggregate of second level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategies appropriate to promoting bystander approaches are being resourced and supported.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Third level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. There is evidence the bystander approach is promoted widely and practiced.</td>
</tr>
<tr>
<td>8. Resources to sustain and increase promotion of the bystander approach have been allocated.</td>
</tr>
<tr>
<td>9. PMVAW partner projects’ own evaluations indicate increased community awareness of the bystander approach and its role in preventing men’s violence against women.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Aggregate of third level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>The bystander approach is established as an effective way to prevent men’s violence against women, and is embedded in the sustainable strategies of the PMVAW project organisation.</td>
</tr>
</tbody>
</table>
### 3. Promote key messages related to non-violent norms, understanding the nature and dynamics of PMVAW and advocating gender equitable relationships across Gippsland.

<table>
<thead>
<tr>
<th>First level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. There is agreement on the key messages related to non-violent norms.</td>
</tr>
<tr>
<td>8. Project partners are clear about the purpose of PMVAW and their role within it.</td>
</tr>
<tr>
<td>9. PMVAW project partners are committed to advocating for gender equitable relationships in their organisation and across Gippsland.</td>
</tr>
</tbody>
</table>

**Aggregate of first level capacity**
There is shared agreement about the key PMVAW messages and how the PMVAW partnership will work to advocate gender equitable relationships. ☐ ☐ ☒ ☐

<table>
<thead>
<tr>
<th>Second level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Norms and values related to gender equity are commonly known and accepted within the PMVAW partner organisation.</td>
</tr>
<tr>
<td>8. Leadership within the organisation is clearly and visibly committed to the promotion of PMVAW key messages and advocacy strategies.</td>
</tr>
<tr>
<td>9. Programs promoting non-violent norms and advocating for gender equitable relationships have been identified and resources have been allocated to them.</td>
</tr>
</tbody>
</table>

**Aggregate of second level capacity**
Non-violent norms and values are well established and underpin gender equitable advocacy strategies within the PMVAW project partner organisation. ☐ ☐ ☒ ☐

<table>
<thead>
<tr>
<th>Third level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Programs and strategies promoting key messages related to non-violent norms and gender equitable relationships are being delivered.</td>
</tr>
<tr>
<td>8. Organisational structures accommodate ongoing support for promoting and embedding PMVAW’s key messages in practice.</td>
</tr>
<tr>
<td>9. There is evidence of familiarity with PMVAW’s key messages and increased understanding of non-violent norms and gender equality.</td>
</tr>
</tbody>
</table>

**Aggregate of third level capacity**
PMVAW’s key messages and advocacy strategies are widely implemented with provision made for their continuation. There is evidence the messages are impacting on target audiences. ☐ ☐ ☒ ☐
## Appendix 9: GEPI – GippSport

![Checkboxes for October 2014 and September 2015](image)

**First level capacity** indicates engagement with gender equity and PMVAW concepts, and a commencing level of commitment, without necessarily taking any action.

**Second level capacity** indicates commitment to gender equity and PMVAW, demonstrated through actively resourcing and introducing strategies.

**Third level capacity** indicates integration of gender equity and PMVAW in policy and practice within organisational settings.

| 7. Ensuring strategies that promote respectful relationships between men and women, boys & girls are delivered across a range of settings in Gippsland. |
|---|---|---|---|
| First level capacity |
| 13. The need to promote and implement gender equity strategies across the network/organisation is recognised. | ☐ | ☐ | ☐ | ☐ |
| 14. Established commitment to gender equity policies and systems. | ☑ | ☐ | ☐ | ☐ |
| 15. The value of gender-equity training to meet PMVAW project goals is acknowledged. | ☐ | ☐ | ☐ | ☐ |
| 16. Leadership has committed to implementing PMVAW strategies. | ☐ | ☐ | ☐ | ☐ |

**Aggregate of first level**

Project partners recognise the need to deliver gender-equity strategies across Gippsland and have committed to their implementation.

| Second level capacity |
|---|---|---|---|
| 10. Gender equity policies and systems are being integrated at the PMVAW project organisation. | ☑ | ☐ | ☐ | ☐ |
| 11. Gender awareness training is planned or provided. | ☐ | ☑ | ☐ | ☐ |
| 12. Gender equity initiatives targeted at meeting PMVAW goals are being resourced and implemented. | ☐ | ☐ | ☐ | ☐ |

**Aggregate of second level**

PMVAW project organisations are actively resourcing, implementing and supporting strategies promoting respectful relationships between men and women, boys and girls.

| Third level capacity |
|---|---|---|---|
| 13. Gender equity training, initiatives and programs have been embedded in the organisational structure of PMVAW project partner organisations. | ☑ | ☐ | ☐ | ☐ |
| 14. Strategies targeting PMVAW’s goals are well established and enjoy wider community support. | ☑ | ☐ | ☐ | ☐ |
| 15. There is evidence of commitment to ongoing implementation of PMVAW strategies past the life of the PMVAW project. | ☑ | ☐ | ☐ | ☐ |
| 16. Measures for monitoring PMVAW strategy outcomes are established. | ☑ | ☐ | ☐ | ☐ |

**Aggregate of third level**

Sustainable gender equity strategies are being implemented, resourced and monitored with evidence of the establishment of respectful gender related norms and values.
8. Increase access to resources promoting bystander approaches to preventing men’s violence against women across Gippsland.

<table>
<thead>
<tr>
<th>First level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The value of promoting bystander approaches to prevent men’s violence against women is recognised.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>8.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources have been identified within the organisation to target bystander approaches.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
</tbody>
</table>

Aggregate of first level capacity
There is a shared understanding of bystander approaches, and a commitment to resourcing them. | ☐ | ☐ | ☒ | ☐ |

<table>
<thead>
<tr>
<th>Second level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources appropriate to promoting bystander approaches to PMVAW are being allocated to the implementation of programs/strategies.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>11.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and education raising awareness of bystander approaches is being undertaken within organisation.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>12.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is agreement on the most effective strategies for promoting the bystander approach, internally and externally.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
</tbody>
</table>

Aggregate of second level capacity
Strategies appropriate to promoting bystander approaches are being resourced and supported. | ☐ | ☐ | ☒ | ☐ |

<table>
<thead>
<tr>
<th>Third level capacity</th>
<th>Not at all/very limited</th>
<th>Somewhat</th>
<th>Substantial</th>
<th>Entirely</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is evidence the bystander approach is promoted widely and practiced.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>11.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources to sustain and increase promotion of the bystander approach have been allocated.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
<tr>
<td>12.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PMVAW partner projects’ own evaluations indicate increased community awareness of the bystander approach and its role in preventing men’s violence against women.</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>☐</td>
</tr>
</tbody>
</table>

Aggregate of third level capacity
The bystander approach is established as an effective way to prevent men’s violence against women, and is embedded in the sustainable strategies of the PMVAW project organisation. | ☐ | ☐ | ☒ | ☐ |
3. Promote key messages related to non-violent norms, understanding the nature and dynamics of PMVAW and advocating gender equitable relationships across Gippsland.

<table>
<thead>
<tr>
<th>First level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. There is agreement on the key messages related to non-violent norms.</td>
</tr>
<tr>
<td>11. Project partners are clear about the purpose of PMVAW and their role within it.</td>
</tr>
<tr>
<td>12. PMVAW project partners are committed to advocating for gender equitable relationships in their organisation and across Gippsland.</td>
</tr>
</tbody>
</table>

Aggregate of first level capacity
There is shared agreement about the key PMVAW messages and how the PMVAW partnership will work to advocate gender equitable relationships.

<table>
<thead>
<tr>
<th>Second level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Norms and values related to gender equity are commonly known and accepted within the PMVAW partner organisation.</td>
</tr>
<tr>
<td>11. Leadership within the organisation is clearly and visibly committed to the promotion of PMVAW key messages and advocacy strategies.</td>
</tr>
<tr>
<td>12. Programs promoting non-violent norms and advocating for gender equitable relationships have been identified and resources have been allocated to them.</td>
</tr>
</tbody>
</table>

Aggregate of second level capacity
Non-violent norms and values are well established and underpin gender equitable advocacy strategies within the PMVAW project partner organisation.

<table>
<thead>
<tr>
<th>Third level capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Programs and strategies promoting key messages related to non-violent norms and gender equitable relationships are being delivered.</td>
</tr>
<tr>
<td>11. Organisational structures accommodate ongoing support for promoting and embedding PMVAW’s key messages in practice.</td>
</tr>
<tr>
<td>12. There is evidence of familiarity with PMVAW’s key messages and increased understanding of non-violent norms and gender equality.</td>
</tr>
</tbody>
</table>

Aggregate of third level capacity
PMVAW’s key messages and advocacy strategies are widely implemented with provision made for their continuation. There is evidence the messages are impacting on target audiences.
Appendix 10: Make the Link Poster

To end men’s violence against women we need to challenge the foundations of violence.

Source: Mentors in Violence Prevention
Appendix 11: Make the Link Poster
Appendix 12: Make the Link Poster