Koori Community Safety Grants Program
Evaluation and Support

An Evaluation of Victorian Aboriginal Health Service
Strong Relationships, Strong Community Project

June 2016
<table>
<thead>
<tr>
<th>Acronyms</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AFHP</td>
<td>Aboriginal Family Harmony Project</td>
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<tr>
<td>ACCOs</td>
<td>Aboriginal Community Controlled Organisations</td>
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<tr>
<td>DSCV</td>
<td>Dispute Settlement Centre Victoria</td>
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<tr>
<td>DHHS</td>
<td>Department of Health and Human Services</td>
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<td>DJR</td>
<td>Department of Justice and Regulation</td>
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<td>EMS</td>
<td>Effective Management Solutions Pty Ltd</td>
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<tr>
<td>IFVRAG</td>
<td>Indigenous Family Violence Regional Advisory Group</td>
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<td>KJU</td>
<td>Koori Justice Unit</td>
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<tr>
<td>RAJAC</td>
<td>Regional Aboriginal Justice Advisory Committee</td>
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<td>RCFV</td>
<td>Royal Commission into Family Violence</td>
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<tr>
<td>VACCHO</td>
<td>Victorian Aboriginal Community Controlled Health Organisation</td>
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### Terminology

In this report the terms Koorie and Koori, Aboriginal and Torres Strait Islander and Indigenous are used in relation to specific policy and program names. The terms Koorie and Koori in general refer to Aboriginal people from the South-Eastern part of Australia. The term Aboriginal is used more broadly. In this report the term Aboriginal is used to embrace all Aboriginal and Torres Strait Islander peoples living in Australia.

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Executive Summary

From March to April 2016, EMS Consultants completed an outcomes evaluation to monitor and review the short, medium and long term outcomes of activities delivered as part of the Victorian Aboriginal Health Service Strong Relationships, Strong Community Project. The project was funded under the Department of Justice and Regulation’s Koori Community Safety Grants Program from 2013 to 2015.

This evaluation was intended to build on the interim evaluation, undertaken internally in 2014, and has three distinct areas of focus:
1. Building the competency and capability of staff in evaluation to ensure they can easily gather and collate relevant information, using appropriate methods, and effectively participate in the final evaluation process.
2. Evaluating the outcomes from the overall project and its activities.
3. Documenting the process and findings of the project evaluation, including what has been learned and recommendations relevant to project extension/ sustainability.

The evaluation involved staff and key stakeholders of the Victorian Aboriginal Health Service. Data was drawn from a range of program documents including program activity evaluation reports, digital stories, participant feedback sessions, project performance reports and facilitators’ reports.

Key Findings

After only three years it is not possible to predict what the long-term outcomes of the Strong Relationships, Strong Community project will be. However, there are some positive signs that the project activities are helping to achieve the short to medium outcomes.

Not all project activities were delivered as expected and some delays around the mediation services and social marketing/ education campaign were experienced. While the activities delivered in relation to these two project components – the VAHS Restorative Justice Model and the #KnowYourWorth campaign DVD – occurred very late in the project they appear to be promising and VAHS has committed to building on what has been achieved so far.

Assessing project outcomes against Best Practice principles of Aboriginal specific family violence prevention programs indicated that overall the project demonstrated best practice in terms of both design and delivery.

The women’s group, men’s group, art programs, women’s cultural camps and the youth camp have demonstrated the importance of cultural and community connection in assisting participants to build confidence and hope in a better future as well as developing life skills and personal resilience. For many participants, involvement in the program activities has been life changing.

All stakeholders consulted indicated that they believed the core project activities (healing programs and community education) should be ongoing. Further funding is also required to do more work around family violence prevention and in particular to build on the outcomes of the Youth Camp including a social marketing / education program led by young people. More targeted programs for men’s behaviour change are needed and additional therapeutic interventions to augment the women’s group warrant further investigation.

The strengths to the design and delivery of the Stronger Relationships, Strong Community project are considered to be:
1. It involves Aboriginal people directly in designing and delivering projects including taking on board feedback from project activity participants to ensure project activities remain relevant and meaningful.

2. It has strengthened the capacity of VAHS to provide support to community members impacted by family violence.

3. It has demonstrated how powerful the involvement of young people can be in the area of prevention. This needs to be built on, but the potential of a youth driven prevention program with a focus on breaking the cycle of family violence is evident.

4. It has contributed to building the evidence of the importance of running healing programs in dedicated culturally safe places and has lifted the profile of Minajalku.

5. Aboriginal people who have participated in project activities have become more confident and resilient and some have become role models within the Aboriginal and general community speaking out against family and community violence.

Recommendations
The following recommendations are made in response to the findings of this evaluation and, where relevant, with reference to the recommendations of the Royal Commission into Family Violence.

Recommendation 1
Continue to support the Women’s Group and strengthen other targeted support for women and their children impacted by family violence including counselling and support for children. (RCFV, Recommendations 23, 104 and 146).

Recommendation 2
Build on the momentum from the Youth Camp and launch of #KNOWYOURWORTH to provide a focus on building leadership skills and identifying and supporting young people to play a greater role in leading and advocating for healthy positive relationships and safer communities. (RCFV, Recommendation 146).

Recommendation 3
Explore the feasibility of incorporating a structured Men’s Behaviour Change Program (either run by VAHS or contracted to an existing Aboriginal provider) open to all community members with a “no wrong door” access policy. (RCFV, Recommendations 86 & 92). Access should incorporate a clear referral pathway from the existing Men’s Group to provide continuity of care/ support and service to participants.

Recommendation 4
Ensure the Women’s Group is supported through the development and implementation of a more structured, therapeutic group program specifically designed to support women dealing with or addressing the impacts of family violence in their lives. (RCFV, Recommendation 146).

Recommendation 5
Ensure future funding for cultural camps for women, men, young people, Elders and families is provided as part of the suite of Family Violence initiatives of VAHS which recognise the importance of cultural connection and connection to country as part of strengthening identity and supporting the healing process. (RCFV, Recommendation 146).

Recommendation 6
Ensure any future funding for VAHS family violence prevention and intervention programs include support to develop and implement a culturally relevant and meaningful monitoring and
evaluation framework. Support should include ongoing coaching and support for project and data management and evaluation. (RCFV, Recommendation 147).

**Recommendation 7**
More broadly, any future Koori specific funding program include support for the establishment of a “community of practice” for project staff to ensure:

- ideas and learnings are shared;
- strengthening the workforce through professional development covering service model development, establishing effective partnerships and collaborations, cultural safety in service delivery, project management and other relevant issues;
- collaborative evaluation efforts and identification of best practice; and
- professional networking.
1. Background

As part of the Victorian Government’s Reducing Violence against Women and their Children Grants Program, $2.4 million has been dedicated to the Koori Community Safety Grants Program (KCSGP). The funding supported four community-based projects that aimed to prevent violence in Koori communities, in particular against women and children. The projects seek to prevent violence before it occurs, or provide early intervention targeted at individuals/groups where there are strong signs that violence may occur.

The projects sought to prevent violence before it occurs, or provide early intervention targeted at individuals/groups where there are strong signs that violence may occur.

“This program will enable the community to respond to the many forms of family and lateral violence being experienced by Kooris, through a range of activities including men’s and women’s groups, family days, community camps, education workshops and media campaigns. Through the program there is also significant work going into increasing the skills of community workers to extend these positive activities beyond the life of the individual projects.”

Andrew Jackamos, [Former] Director, Koori Justice Unit

The grants provided opportunities for Koori community groups and organisations to work in partnership with each other and government to address violence in its many forms as experienced in the Koori community, which include but are not limited to family violence.

The overall goals of the program have been to:

- Reduce family violence and conflict in the Koori community
- Reduce intergenerational impacts of family violence
- Increase community safety
- Stronger, cohesive communities

As part of the program, four grants were awarded to Aboriginal Community Controlled Organisations (ACCOs) across the state to deliver a range of activities for Aboriginal communities. These projects have aimed to promote anti-violence messages, increase cultural engagement and provide skills development in areas relevant to violence prevention. Activities have involved families, youth, women, men, Elders and Community workers (Aboriginal and non-Aboriginal). Some activities were gender and age specific, whilst others involved families, including children, or all participants coming together.

This report focuses on the Victorian Aboriginal Health Service – Strong Relationships, Strong Community Project.

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1 Aboriginal Justice Agreement Phase 3, 2013, p50  
2 The organisations included the Victorian Aboriginal Health Service (VAHS), Rumbalara Aboriginal Cooperative, Mallee District Aboriginal Service (MDAS), and Lakes Entrance Aboriginal Health Association (LEAHA)
2. The Strong Relationships, Strong Community Project

Funding was provided to VAHS for the delivery of Stronger Relationships, Strong Community Project targeted to Koories of all ages, primarily living in the Northern and Western Metropolitan Melbourne. VAHS received $531,000 for 3 years from 2013-15 with the project managed by the Family Counselling Services Unit.

According to the Common Funding Agreement the project was to provide:

- A social marketing/ education campaign to improve violence prevention including written resources and on-line elements
- Six community education workshops
- Gender-specific healing programs (eighteen 8-week programs, a total of 144 sessions)
- Improved mediation services (in partnership with Dispute Settlement Centre Victoria, ten Koori mediators were to be trained with an aim to conduct 120 mediation sessions).

The initial aims of the project were to:

- increase understanding of violence, provide skill development to increase community safety; and
- increase Koori community participation in mediation services.³

The detailed project deliverables specified in the Common Funding Agreement are presented in Appendix 1.

3. Program Evaluation Framework

3.1 Expected Outcomes

In the early stages of the project Koorie Justice Unit staff worked with VAHS Family Counselling staff to develop a Project Logic and Monitoring and Evaluation Framework.

The Monitoring and Evaluation Framework identified short-term, medium-term and long-term outcomes at individual, community and organisational levels. These are attached at Appendix 2 and summarised in table 1 below.

³ Common Funding Agreement, 23 January 2013.
Table 1: Expected short-term, medium-term and long-term outcomes

<table>
<thead>
<tr>
<th>Short Term Outcomes</th>
<th>Medium Term Outcomes</th>
<th>Long Term Outcomes</th>
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</thead>
<tbody>
<tr>
<td><strong>Individual/ community</strong></td>
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<td></td>
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<tr>
<td>More awareness of types of violence and their impacts</td>
<td>More able to recognise violent behaviour</td>
<td>Increased use of programs and services</td>
</tr>
<tr>
<td>Increased awareness of available services</td>
<td>Increased likelihood of using supports and services</td>
<td></td>
</tr>
<tr>
<td>Increased understanding of cyber bullying</td>
<td>Safer use of social media</td>
<td>Reduced cyber bullying</td>
</tr>
<tr>
<td>Increased respect for self and others</td>
<td>More trusting and respectful relationships and social supports</td>
<td>More respectful and equitable gender relations</td>
</tr>
<tr>
<td>Improved awareness of personal and health and safety issues</td>
<td>Improved communication skills and willingness to discuss problems</td>
<td>More respectful and equitable gender relations</td>
</tr>
<tr>
<td>Better understanding of different forms of communication</td>
<td>More trusting and respectful relationships and social supports</td>
<td>Improved community connections, social relations and less social isolation</td>
</tr>
<tr>
<td>Increased understanding of own identity (gender and culture)</td>
<td>Participants are empowered to make better informed choices</td>
<td></td>
</tr>
<tr>
<td>Increased awareness of lateral violence (what is it, how to stop it)</td>
<td>More proactive approaches to stop lateral violence</td>
<td>Increased capacity for community led responses to conflict and violence</td>
</tr>
<tr>
<td>Increased understanding of effects of substance abuse (including ICE) and mental health⁴</td>
<td>More opportunities to address drug usage (including ICE) and its impact</td>
<td></td>
</tr>
<tr>
<td>Improved understanding of mediation and its benefits</td>
<td>Cohort of skilled Aboriginal mediators able to resolve disputes</td>
<td>VAHS mediation service established in partnership with DSCV</td>
</tr>
<tr>
<td>Increased mediation and conflict resolution skills</td>
<td>Increased uptake to mediation services</td>
<td></td>
</tr>
<tr>
<td><strong>Organisations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased engagement and understanding between organisations</td>
<td>Stronger relationships/partnerships between organisations</td>
<td>Partner organisations value the approach and skills of Aboriginal organisations⁵</td>
</tr>
<tr>
<td></td>
<td>Collaborative and supportive approaches in delivering youth services</td>
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</table>

⁴ In reviewing the Program Logic as part of the evaluation it became clear that this aspect of the project became redundant as alternative targeted funding became available to VAHS through the State Government’s ICE Action Plan.

⁵ Goals of this long-term outcome include reduced conflict, violence and lateral violence in Aboriginal communities and Aboriginal people and their communities are more resilient, better equipped to cope with challenges and have improved wellbeing.
Ultimately, projects such as the *Strong Relationships, Strong Community* project are intended to achieve much bigger societal goals though, in reality, funding of only three years is not adequate for doing so. These societal level goals include:

- Reducing family conflict and violence in the Koori community
- Reducing intergenerational transmission of Aboriginal Family Violence and its impacts
- Increasing community safety
- Stronger and more cohesive communities.

### 3.2 Interim Evaluation

An interim evaluation of all four funded projects was undertaken by the Koori Justice Unit and finalised in June 2014.

Findings from the interim evaluation specifically related to VAHS’ *Strong Relationships, Strong Community* project included:

**Promotion**

Extensive community engagement was a strong feature of the Strong Relationships Strong Community project but some activities had to be rescheduled in order to secure the appropriate level of ‘buy-in’. A focus on trust building between project staff and community members was needed to ensure there was a good understanding of the project activities and people felt comfortable and confident in participating.

**Best Practice Design and Implementation**

- Design and delivery of programs were undertaken in accordance with best practice principles for effective primary violence prevention activities in Aboriginal communities\(^6\).
- The selection of project activities was indicative of deliberate attempts to respond to community concerns and information about emerging local issues.
- Activities catered for a broad spectrum of community members, family and age groups.
- The project included a mix of universal and targeted activities, aiming to impact at the individual, community and organisational level (consistent with recommendations made in the Indigenous Family Violence Prevention Framework).
- The project incorporated group based, gender-specific initiatives including regular men’s and women’s groups, art programs and camps complemented by individual counselling from Family Counselling Services staff.
- Activities were culturally appropriate for all groups included in the project.
- The appropriate use of Elders in project activities particularly camps and some of the art programs provided cultural strengthening and greater understanding of Aboriginal history.
- Interagency collaboration was evidenced through the partnership between VAHS and the Dispute Settlement Centre Victoria to deliver accredited mediation training.
- Training and skills acquisition was supported through the VAHS partnership with DSCV as well as training in lateral violence (delivered by Richard Frankland) and Mental Health First Aid training (delivered by VACCHO).

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\(^6\) **Strong Culture, Strong People, Strong Families; Victorian Government, 2008**
Short-term Outcomes

- Adult male and female participants in the regular healing groups indicated that their participation enhanced their capacity to be resilient, deal with personal issues and heal. Participants also reported being more willing to confide in others and seek assistance, and were more aware of available support services.
- Participants in the lateral violence training reported that the training had increased their understanding of lateral violence and its impacts on them and others.

Lessons Learned

- Cultural considerations are a critical aspect of activities at all levels of design, planning, promotion, engagement and delivery.
- A mix of universal and targeted activities is the key to culturally safe engagement in the project.
- Project initiation takes time – at least six months is required to engage with the local community and establish decision-making and advisory structures.
- There are opportunities to enhance the different types of violence, particularly lateral violence which often impacts on Aboriginal community organisations.
- Staff and organisational resources are limited with project staff often taking up more than one role.
- Assistance was required in developing appropriate evaluation tools and processes vital to data collection and program adaptability.

3.3 Final Outcomes Evaluation

The overall evaluation design has also provided for a final outcomes evaluation to be conducted at the conclusion of the project.

The final evaluation (the subject of this report) was intended to build on the interim evaluation and cover three distinct, though related components:

- Building the competency and capability of staff in evaluation to ensure they can easily gather and collate relevant information, using appropriate methods, and effectively participate in the final evaluation process.
- Evaluating the outcomes from the overall project and its activities.
- Documenting the process and findings of the project evaluation, including what has been learned and recommendations relevant to project extension/sustainability.

EMS Consultants were engaged by the DJR, Koori Justice Unit to undertake this independent final evaluation in 2015.

The evaluation was undertaken with the knowledge that no further funding was forthcoming under this program but that the learnings would inform future funding in this space following the release of the findings from the Royal Commission into Family Violence.
4. Final Evaluation - Overview

4.1 Expectations
The evaluation framework included a number of key evaluation questions. These were:

1. How well do the project and its activities work to address the underlying causes of Koori violence?
2. How effective is the project in delivering what is needed to the right people at the right time in the right ways?
3. How well does the project fit with, complement, make use of and build upon existing community strengths, resources and services?
4. What outcomes are achieved, for whom, and how worthwhile are they?
5. How cost effective, efficient and worthwhile is the project overall?
6. How well does the project build individual, community and organisational capability and capacity?
7. How much does the project incorporate best practice elements relevant to similar projects and outcomes?

While attempting to address the Key Evaluation Questions the consultants have also focused on the extent to which:
- Stated aims and objectives of the project were met
- Implementation aligned with the original design, and if not, why not
- Activities were consistent with best practice in terms of design and implementation
- Factors impacted (positively or negatively) on implementation
- Lessons were learned in terms of design, implementation and evaluation.

The Department of Justice and Regulation has also been keen to learn about:
- How to best engage with communities around family violence issues - what processes work;
- What can be effectively addressed in Aboriginal Family Violence preventative programs e.g. changes in attitudes and behaviours, increased knowledge and awareness, development of leadership on the issues; and
- Promising practice and what works.

Finally, VAHS set itself a number of objectives and this report also examines the effectiveness of the Strong Relationships, Strong Community in relation to:
- Increasing understanding of violence
- Providing skill development to increase community safety
- Increasing Aboriginal participation in mediation services
- Building capacity of Aboriginal men to choose alternatives to violence.
4.2 Methodology
The final outcomes evaluation has involved a number of components.

**Ethics Application**
An Ethics Application was submitted to and approved by the DJR Human Research Ethics Committee in June 2015.

**Review of monitoring and evaluation tools**
A review of the monitoring and evaluation tools used by project staff was undertaken and assistance provided to refine and develop these as needed. The consultants spent time with Project staff reviewing and improving their practice in terms of:

- Developing a standard approach to project activity feedback / evaluation
- Methods to improve and consolidate data collection and recording
- Approaches to continuous improvement

**Capacity building support**
Advice and support was provided to project staff in relation to project management and evaluation including the development and delivery of a 2 day training program for VAHS staff. In the relatively limited time available to the consultants to undertake capacity building activities with project staff, advice and support was provided around:

- Review of program feedback methods
- Developing an excel template for the recording of participant data
- Reporting on project activity outcomes

The consultants designed and delivered a two day Project Management and Evaluation training program in November 2015 to project staff as well as other members of the Family Counselling Services unit. Eleven people attended with ten participants providing feedback (see Appendix 3). The design of the training was developed in consultation with the Manager Family Counselling Services. All materials, exercises and overall content were designed incorporating examples and situations relevant to VAHS FCS staff and have been separately submitted to the DJR and VAHS for editing and delivery in other settings as appropriate.

**Stakeholder Consultation Process**
The evaluation consultation process involved consulting with Aboriginal community members as participants in activities, staff, facilitators and external stakeholders involved in or with an interest in the activities and events of the VAHS project to obtain a range of perspectives about program design, implementation and outcomes. (An example of stakeholder questionnaire/guide is presented in Appendix 4).

Tasks undertaken in this stage of the evaluation project included:

- Meetings and one on one interviews with members of the Steering Committee
- Meetings and one on one interviews with members of VAHS staff specifically involved in the delivery of project activities
- One on one interviews with relevant VAHS managers and the CEO
- Meetings and one on one interviews with key DJR staff
- Meetings and focus group with other stakeholders:

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7 Note: the Steering Committee effectively only met twice during the project and its membership was limited to the Executive Officer of the Northern Regional Aboriginal Justice Advisory Committee and representatives from the Department of Justice and Regulation.
– Aboriginal community members (men and women) – focus group sessions at Minajalku Healing Centre
– Young Aboriginal participants of the Youth program – focus group/debriefing session at the completion of the Youth Camp (co-facilitated with the Program Coordinator)
– Aboriginal Facilitators of project activities
– Workers from relevant Aboriginal organisations in the region including the Aboriginal Centre for Males Referrals Service (Preston) and the Bert Williams Hostel
– North Metro Coordinator of the Indigenous Family Violence Regional Action Group
– North Metro Regional Aboriginal Justice Advisory Group

• Questionnaires completed by Program Facilitators
• Compiling and analysing consultation notes after the consultation process was completed.

Between September 2015 and February 2016, EMS Consultants consulted with **57 key stakeholders** as shown below.

**Table 2: Stakeholders consulted during the evaluation process**

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<thead>
<tr>
<th>No.</th>
<th>Stakeholder Consulted</th>
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<tbody>
<tr>
<td>9</td>
<td>Staff and Managers – VAHS including Facilitators</td>
</tr>
<tr>
<td>3</td>
<td>Non-VAHS facilitators</td>
</tr>
<tr>
<td>9</td>
<td>RAJAC EO and IFVRAG representatives, DJR KJU and Crime Prevention Unit staff</td>
</tr>
<tr>
<td>10</td>
<td>NW RAJAC meeting</td>
</tr>
<tr>
<td>11</td>
<td>Aboriginal community members/participants - women</td>
</tr>
<tr>
<td>11</td>
<td>Aboriginal community members/participants – young people</td>
</tr>
<tr>
<td>4</td>
<td>Aboriginal organisations</td>
</tr>
<tr>
<td>57</td>
<td>Total number of Stakeholders Consulted</td>
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**Viewing Digital Stories**
At the time of the evaluation the digital stories of the women and men attending the healing programs at Minajalku had just been completed. Facilitators’ of the Men’s Group were concerned that the men who attended the group were at risk of being “over consulted” and suggested that the Digital Stories adequately captured how important the group was to the men and why. Subsequently both the Women’s and Men’s Digital stories were viewed and the content taken into account in this evaluation process.

**Review of Project Outputs and Outcomes**
Finally, the consultants have:

• Undertaken a review of data and project reports to assist in the documentation of project outputs
• Identified best practice within project design and delivery
• Developed suggestions for the future and recommendations based on lessons learned.
4.3 Evaluation Project Limitations
Capturing of information in the DJR KJU six monthly reporting template occurred regularly and appeared to be an accurate depiction of program activity. Most events were either photographed or filmed also providing a solid digital record of the project activities. The consultants also found that some form of project activity feedback/evaluation was undertaken for most groups and events, and formal reports were written up in most cases. However, this didn’t occur in a consistent manner and in some cases the evaluations of individual activities was not entirely related to the Program Logic making comparative analysis of the impact of different activities difficult. Other limitations/ challenges experienced during the project evaluation included:

- **Instability in staffing over the life of the project** – over the life of the project, four project coordinators were employed. It was clear that there were differences in both their level of skills and their approaches to project management resulting in different forms of evaluation and inconsistency in program report formats.

- **Recording of project activity participation** - data collection and recording was limited to paper-based methods with no electronic (database or excel) systems set up to record participant information, attendance and outcomes (with the exception of the Men’s Group where data on attendance is captured on one of the existing VAHS client databases).

- **Data management** - there was no evidence of a comprehensive, accessible electronic filing management system, rather much of the information on activities, including participation and feedback forms, were kept manually particularly early on in the project. However, promotional material and evaluation reports have been stored on the VAHS computer system and these were readily accessible to the consultants.
5. Strong Relationships, Strong Community Project Implementation

5.1 Project variations/ challenges

Did implementation align with original design?
There was reasonable alignment between the original project design and some aspects of the project including the gender-specific healing programs and the community education workshops. Having said this, it should be noted that the healing programs for both men and women were ongoing rather than short-term, structured and focused on family violence. There was a core group of participants attending these groups regularly with other people participating in the groups on an ad hoc basis.

There has been significant variation to the original project design in relation to the social marketing/ education campaign and mediation services although both of these project components gained traction towards the end of the project and there is a clear commitment by VAHS to continue to invest in these initiatives.

The project has delivered additional unanticipated outcomes including:
- Men’s and women’s art healing programs including painting, quilt making, ceramics, wood burning
- An art exhibition showcasing and enabling the women from the Women’s Group to sell their artwork
- Women’s cultural camps
- A Men’s cultural camp
- A program for young people focused on anti-violence and healthy relationships including the production of a DVD #KnowYourWorth (to be uploaded on the VAHS website in June and available on YouTube)
- Capturing the experiences, learnings and benefits of the group work of men and women on film – The Digital Stories – accessible on the VAHS website and YouTube
- Launch of the Digital Stories of the men’s and women’s groups at Minajalku
- Development of a restorative justice model as an alternative way of dealing with disputes and conflicts between VAHS staff and community members/ clients.

A detailed overview of project deliverables against the funding agreement is provided in Appendix 5.

What factors affected implementation?
It is the consultants’ view that the significant variation has occurred because of:

- Instability in staffing (including the Manager’s position for six months) and illness of project staff during the life of the project significantly impacted project progress. Good progress was made in the first half of the project funding, however the project experienced significant challenges in the last eighteen months. While the gender-specific healing programs continued during this time, little progress was made in relation to mediation and the social marketing / education campaign.
- The Project Co-ordinator role incorporated managing all project activities as well the operations of the Minajalku Healing Centre, diluting the capacity of the Project Coordinator to provide the focus needed to effectively manage the project.
- A lack of strong project governance, including the failure to establish a Steering Committee, left the project without much needed guidance, support and strategic linkages to other programs and organisations. This was evidenced by the continual changing of project plans resulting in changes to scope and timing of project activities.
- The variable skills of the Project Coordinators in project management and their overall understanding of project expectations / deliverables impacted project delivery.
• The failure to fully scope, plan and commit to how each project component would be rolled-out meant there was no clear or common understanding amongst key stakeholders of what could realistically be achieved within the VAHS operating environment.
• Organisational disruption due to change over of CEOs in the first year of the project caused some instability and community concern and drop off in project activity engagement.

6. Findings

6.1 How well did the project and its activities work to address the underlying causes of Koori violence?

Participants consulted in the evaluation process were asked what they thought were the factors that contributed to Aboriginal family violence. There was general agreement across stakeholder groups that these factors included:
• substance and drug abuse (ICE and alcohol in particular)
• being a member of or impacted by the stolen generations
• gambling
• mental health
• inter-generational trauma
• being raised in an abusive situation / trans-generational violence
• financial problems / unemployment
• loss of connection to culture and traditional lore.

In a recent review of published information on Indigenous women and violence, “what works and what is needed” from an Indigenous viewpoint was one of the key issues explored. In their report, Olsen and Lovett identified a range of factors that contribute to family violence and how it is experienced. They propose that there are a number of factors that are specific to Indigenous people and other factors that are also often present where Aboriginal family violence occurs (see Figure 1).

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6 Olsen, A; Lovett, R; Existing knowledge, practice and responses to violence against women in Australian Indigenous communities: State of knowledge, Australia’s National Research Organisation for Women’s Safety Ltd (ANROWS), Sydney, 2016
Figure 1: Contributions to family violence in Aboriginal communities

<table>
<thead>
<tr>
<th>FAMILY VIOLENCE</th>
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<tbody>
<tr>
<td>Colonisation: policies and practices</td>
</tr>
<tr>
<td>Dispossession and cultural dislocation</td>
</tr>
<tr>
<td>Dislocation of families through removal</td>
</tr>
<tr>
<td>Marginalisation as a minority</td>
</tr>
<tr>
<td>Unemployment</td>
</tr>
<tr>
<td>Welfare dependency</td>
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<tr>
<td>Past history of abuse (child and/or adult)</td>
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<tr>
<td>Destructive coping behaviours / addictions</td>
</tr>
<tr>
<td>Health and mental health issues</td>
</tr>
<tr>
<td>Low self-esteem and sense of powerlessness</td>
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The project has primarily focused on support, healing and assisting community members impacted by family violence and trauma to build resilience and confidence through ensuring every project activity embedded connection to culture and community and was run in a culturally safe place. Many of the project activities have included discussion and consideration of the impacts of colonisation, cultural disconnection and the impact of the stolen generations. Early efforts in the life of the project and the recent Youth program have also provided a focus on awareness and education about violence in the community - its causes and impacts.

It could be expected that violence, as a response to these factors will in the long run occur less often. However, it is too soon to confirm whether the project activities will result in a reduction in community violence and at this stage the evaluation framework is not considered robust enough to demonstrate the relationship (causal or correlational) between the two.

6.2 How effective is the project in delivering what is needed to the right people at the right time in the right ways?

There was a diversity of opinions amongst stakeholders consulted about whether the mix of activities was effective and whether they were the right mix of activities to raise awareness and help community members impacted by family violence.

There is no doubt that individual project activities delivered tangible benefits to participants. And, there was certainly evidence of where activities such as the Women’s and Men’s groups coupled with individual counselling and medical support have resulted in significant improvements to participants’ lives.

“My life was a mess before I came here. I had experienced family violence and many years of using drugs and alcohol. Having a Psychologist, Psychiatrist and the Women’s Group has really helped me.” Female participant
“You feel like you have this huge weight off your shoulders when you are here.” Male participant

The community education and awareness activities were also effective but delivered spasmodically. We believe that the project would have had greater impact if there had been a mix of supportive activities and community education and awareness raising about family violence throughout the duration of the project rather than just in the first year (Lateral Violence workshops, “I don’t want to play house”) and at the end of the project (Youth Camp and production of a DVD “#KnowYourWorth”).

6.3 How well does the project fit with, complement, make use of and build upon existing community strengths, resources and services?

Prior to the commencement of the project VAHS was already running Men’s and Women’s Groups in its Minajalku Healing Centre. Minajalku’s vision is to “Heal the hurt from the past and build and improve the health and wellbeing of Aboriginal people, their families and community.” The Centre is accessed by Aboriginal men, women, youth, Elders and children from a variety of backgrounds and at different stages of their lives and their healing journeys. Minajalku is not a program in itself but runs a range of Aboriginal programs and activities that are targeted to different groups of people requiring different types of healing. It does not specialise in any one area, as it aims to be inclusive of the needs of a broad cross section of the Aboriginal community and their needs. Minajalku allows for a holistic and culturally-appropriate approach to be taken to improve the health and wellbeing of VAHS clients and other Aboriginal community members.

Cultural connection and strengthening underpins all the programs run at Minajalku. The programs offered include:

- raising increasing awareness and knowledge of community awareness about the impacts of family violence on Aboriginal families and communities,
- providing support and healing to community members impacted by family violence, and
- programs to assist men, women and young people to build cultural strength and the skills and confidence to develop and maintain healthy and positive relationships.

The project has enabled VAHS to strengthen Minajalku and the programs and services it offers. Minajalku is a valued community asset and the project has increased the profile of the Centre within the community and across a range of other agencies and Government.

Using Minajalku as the centre of project activities has been mutually beneficial to participants and to VAHS and its broader client base.

“Minajalku and the programs run are a considered a “cultural resource for the community”, a safe place for naming and expressing emotions in a cultural context”. Program Facilitator

Minajalku itself has grown and strengthened through the project.

“As a safe place it provides opportunities for people to do all sorts of activities together, reconnect and grow stronger.” VAHS Manager.
As a testament to the way Minajalku has been able to thrive and grow. During the centre the Strong Relationships, Strong community project received a Strengthening Culture Award under the Department of Justice and Regulation Koori community Justice Awards.

“Minajalku now has buy-in from everybody and is recognised for its work in cultural strengthening which is critical to addressing family violence.” RAJAC member

Stakeholders also believed that the project had improved the capacity of the system to deal with family violence, specifically those agencies with a focus on assisting men including the Bert Williams Centre and the Aboriginal Centre for Males Referral Service. Over the life of the project there have been regular cross-referrals between these agencies and VAHS Family Counselling Services including the Men’s Group.

6.4 What outcomes were achieved, for whom and how worthwhile are they?

This section provides an analysis of project outcomes against project expectations. It should be noted that the project has only been funded for the last three years so evidence of positive long-term outcomes is limited.

6.4.1 Increasing understanding of violence
The project has promoted and increased the understanding of participants in project activities about violence in the community. Project activities that have particularly contributed to building the understanding of targeted groups included:

- Lateral violence staff workshop
- Education session for staff through the play – “I don’t want to play house” by Tammy Anderson
- Women’s Group and camps
- Youth program

At this stage it is difficult to see how the project has increased the understanding of the broader community given the lack of progress on project components such as the social marketing/ education campaign. Nevertheless, there is potential for VAHS to continue to build on the outcomes of the Youth Camp to build a social marketing/education campaign to promote anti-violence and healthy relationships messages based on the #KnowYourWorth video and it is our understanding that VAHS intends to do this.

6.4.2 Increasing Aboriginal participation in mediation services
This objective was not met. While a number of people attended formal training in mediation delivered by the Dispute Settlement Centre Victoria resulting in a reasonable sized pool of mediators available to VAHS, the development and implementation of a formal VAHS framework for providing an overarching mediation service proved challenging.

After negotiation with the Department of Justice and Regulation in 2015 it was agreed that this aspect of the project would be further developed in the form of a Restorative Justice Model. It was anticipated that after successful implementation this model would be shared with other Aboriginal community controlled organisations to provide an alternative to adversarial approaches to dealing with negative incidents between staff and clients/patients. This model, based on the Koori Court Model, ill initially focus on conflict and disputes between VAHS staff and clients/patients.
As well as aiming to ensure banning clients from VAHS because of unacceptable behaviour is a last resort this model aims to:

- reduce incidents conflict/disputes at VAHS / related to services delivered by VAHS;
- reduce lateral violence that can often occur if clients/patients feel aggrieved with how they are “treated” as a result of conflicts/disputes;
- assist community members who witness incidents (including children) to deal with trauma; and
- focus on healing and positive ways forward rather than retribution.

At the time of this evaluation, the model had been developed and approved by the VAHS Executive Team. There is a strong commitment from the CEO and senior managers to implement this model post this project, however implementation was still in the planning stage at the time of writing this report so it is not possible to provide any assessment on its effectiveness.

6.4.3 Providing skill development to increase community safety

The project has contributed to increasing the skills of VAHS staff in particular to help maintain a safe environment for community members, clients and staff including through:

- Lateral violence staff workshop
- Two mental health information sessions for community members
- Two mental health first aid training sessions for staff (also attended by community members)
- Mediation training

In addition, over the life of the project four information sessions for community members and workers (VAHS and other ACCOS) were facilitated by Dr. Graham Gee, Family Counselling Services, based on his doctoral research on building the capacity of health professionals to work more effectively with clients impacted by trauma and intergenerational trauma including trauma related to family violence.

The VAHS Restorative Justice Model will involve trained VAHS facilitators as well as Elders and respected community members. There is potential for this model to significantly increase the skills of VAHS staff and community members to reduce community violence, however training for these groups has not yet occurred.

Lessons have also been learned through the Men’s and Women’s groups with facilitators of both groups building their skills throughout the duration of the project. The Men’s Group has also provided opportunities for other men (employed by VAHS and external agencies) to observe and co-facilitate sessions to build their skills in running groups with vulnerable people facing multiple social and well-being issues in their lives.

6.4.4 Building capacity of Aboriginal men to choose alternatives to violence

The Men’s Group has run on a fortnightly basis throughout the project. The Men’s Group has been augmented through two art programs and a men’s camp providing hands-on opportunities for men to connect with culture. The group is important to participants as it provides social and cultural support in addition to the counselling support they can receive through the Family Counselling Service. The group is not specifically focused on family violence; rather it covers a range of issues the men are facing and helps them work through the challenges in their lives. These can include managing their anger, dealing with drug and alcohol addiction, lateral and family violence, family issues including separation from partners and children, social isolation and cultural disconnection.
“This program engages men and brings them into a socially and culturally safe place where they can just talk. It’s very hard to bring men in – that’s the big challenge. Everything starts from getting the men here. Before you can even think about therapy or any other intervention they have to be here.”    Group Facilitator

While not a requirement of attendance at the Men’s Group some of the participants have linked into other programs (either before, during or after attending the Men’s Group), for example Dardi Munworro, the Men’s Unit (also run at VAHS) and the Aboriginal Centre for Males Referral Service run by VACSAL. All of these programs offer more structured approaches/ interventions and support to facilitate behaviour change. For these men, some positive outcomes may have been achieved in relation to behaviour change and lifestyle choices but these changes have not been a specific outcome expected of the Men’s Group. Nevertheless, some stories about individual successful outcomes were provided through the consultation process, and for these men the benefits of participating are no doubt invaluable.

Having said this, it is our view that there is room for more work to be done with Aboriginal men to address their own family violence issues and behaviour. In addition to the work currently done with men in the Men’s Group, VAHS could consider how to more formally link the men with violence issues to other locally run men’s behaviour change programs and/or “buy-in” on a regular basis programs such as Dardi Munworro to further support the men attending the group who have family violence related issues.

6.4.5 Connection to culture
All VAHS Strong Relationships, Strong Community project activities for men, women, and young people have been grounded in cultural connection. Connection to culture and strengthening identity is fundamental to building stronger individuals and communities through healing, building confidence and hope in a better future, and developing the capacity to make positive life choices. Running the Men’s and Women’s Groups and the Men and Women’s art programs at Minajalku and the Women’s and Men’s camps have been particularly important for participants.

Throughout the consultations stakeholders consistently commented on the importance of having a dedicated culturally safe place for community members and where program activities were specifically aimed at connecting participants to their culture and community, strengthening their identity and building their confidence.

“It’s a safe space for men, a culturally safe space. The men get the chance for cultural practice which has been around for thousands of years – yarning and artifact making is comfortable. It can be really good for young men who don’t have the connection [to culture]. They get a chance to reconnect and strengthen their own cultural identity.”    External service provider

The camps are very important for the women. The women have to cope with many issues including being victims of child, sexual abuse and family violence. Going back to country and talking to local women Elders is very powerful in their healing.”    Program Facilitator

6.4.6 Building individual and community resilience
Support groups such as the men’s, women’s and youth groups and camps are critical components of the project because first and foremost they facilitate engagement. Sometimes early involvement in these groups has nothing to do with participants wanting to address issues of violence in their lives but facilitators/ coordinators are able to build trust and confidence, provide appropriate support and make referrals as appropriate.
Overall, evaluations of individual project activities indicated participants grew in confidence and self-esteem, enabling them to deal more effectively with stress and adversity in their lives.

“I can choose to ignore or respond positively to lateral violence rather than listen to negative things about me and my family.”
Attendee at Lateral Violence Workshop

“I find the art so healing. I was in a psych ward and then referred to [another organisation] and then they referred me to the group. The difference it has made to me is amazing. I hadn’t painted for years. It feels good, painting again and being part of the community. It’s been phenomenal”.
Female participant

There was also a significant "shift" for the women attending the Women’s Group and camps. In the post-camp (2015) participant survey most of the respondents indicated they had more confidence in their abilities with just over half indicating they also thought their ability to cope with problems in their lives had increased because of their participation in the program. The participants also indicated they would seek help for their problems from VAHS programs including Minajalku and the Family and Counselling Service demonstrating a strong connection and trust in the organisation to help them when needed.

“I loved it [the camp]. It was part of my healing. If it wasn’t for this program I would be lost” Women’s Camp participant

Feedback from the participants in the Men’s Group also showed the program made a difference. When asked “What is different for you as a result of being part of the Men’s Group?” participants said:

- Knowing that other men are also going through the same issues and you don’t have to do it on your own
- Feeling part of the community
- Have learned about cultural heritage
- More open with others, and can share feelings
- Being able to manage mood and emotions

They also mentioned they had:

- Learned tools and techniques to help with emotional well-being
- Self-growth and better interactions with others

6.4.7 Service engagement and collaboration
Overall stakeholders felt there could have been stronger connections and collaboration between related programs that may have enhanced support and delivered more positive outcomes for participants.

Some external programs and services did connect well with some of the programs. For example, early in the project, interagency collaboration was evidenced through the partnership between VAHS and the Dispute Settlement Centre Victoria to deliver accredited mediation training. In addition, VACSAL’s Aboriginal Centre for Males Referral Service worked with the Men’s Group and there was evidence of regular cross referrals. Some participants in the Men’s Group also participated in Dardi Munworro’s men’s behaviour change programs. Some external service providers attended sessions of the Men’s and Women’s Groups and provided information on services available. It was also clear that for some participants the VAHS’ approach to ensuring a range of supports were in place including Psychiatric support, counselling and the Women’s Group made very significant impacts on their wellbeing.
Internally it was noted that there could have been stronger linkages between the VAHS Men’s Group and the VAHS Men’s Unit which on the whole operated independently and there was little involvement or collaboration between VAHS and service agencies in the area dealing with supporting women experiencing family violence other than through providing information at some of the Women’s Group sessions.

Most people consulted mentioned they were aware of the participation and contribution of external agencies to programs like the men’s, women’s and young people’s programs. However “a lot more work could be done around developing collaborative approaches with other stakeholders working in family and community violence” (staff member) particularly, as for example, “Aboriginal women who are victims who use mainstream agencies can be re-traumatized by being serviced by culturally incompetent providers.” (IFVRAG member)

Our observation is that where connections and cross-referrals occurred it was mainly because of professional and personal relationships and individual practice rather than the application of a comprehensive cross agency service model. Our opinion is that there is an opportunity to review how service engagement and collaboration works across the whole of Family Counselling Services, including Minajalku, and a more robust model developed to ensure service engagement and collaboration is optimised when running projects like Strong Relationships, Strong Community.

6.5 How cost effective, efficient and worthwhile is the project overall?
The most obvious gains from the investment from the Department of Justice and Regulation and the Victorian Aboriginal Health Service are considered to be:
- the gender specific healing programs including the associated art programs and camps; and
- the workforce and community education and training programs run in the first half of the project to raise awareness and inform practice.

While not delivered on time and the impacts are not yet clear, the Youth Program and Restorative Justice Model appear to be promising provided that VAHS can continue to support implementation and follow-up.

Greater efficiencies may have been gained if staffing was stable over the duration of the project and if staff had higher levels of skills in project and data management. Similarly, the consultants feel that stronger governance arrangements may have provided opportunities for greater collaboration and connection with organisations in the region, potentially providing greater awareness in the community about the project.

Given the achievements and learnings to date, it could be expected that future programs and activities will build on what has been achieved and be able to deliver greater value for money in terms of positive change and an overall reduction in family and community violence.
6.6 How well does the project build individual, community and organisational capability and capacity?

Review of project data, feedback and consultations indicated that the project has built the capacity of individual participants, contributed to staff development, increased the organisation’s capacity to deliver support to community members impacted by family violence and increased the ability of some project participants particularly women and young people to speak up and take a stand against family and community violence.

The Youth Camp had a significant impact on the participants’ knowledge of family violence as well as their confidence and commitment to do something to address violence in the community. The post-camp survey indicated significant shifts in participants’ knowledge and capacity:

- What causes violence in the community
- The role of drugs and alcohol in violence and conflict
- Capacity to recognise family violence
- Capacity to recognise and act on the signs of unhealthy relationships
- Confidence to be able to form and maintain healthy relationships
- Confidence to talk to friends, family and other community members about family violence
- Confidence to speak out against violence
- Where to get help and advice about family violence

“I learned about different types of family violence that I didn’t know were family violence e.g. manipulation, demanding money. I’ve experienced this and didn’t realise it was wrong and it’s abuse. I will be able to pass on that knowledge to others and help them and refer them to services where they can get help”. Program participant

“I know more about family violence and healthy relationships and will be able to take a stand and help others and have patience with others going through stuff.” Program participant

As indicated above in relation to individual and community resilience, evidence of increased individual capacity to deal with and stand up against adverse issues in their lives including family violence was also clear in all other program activities.

“Elders in the Women’s Group are stronger and have a voice around not tolerating family violence and are speaking out about it at public community meetings for example the Aborigines Advancement League annual general meeting.” VAHS Manager

As an organisation VAHS has also learned a lot about “what works” for their clients and communities in relation to building capacity and capability in running programs aimed at addressing violence. For example, one of the Facilitators of the Men’s Group noted the capacity of VAHS to run effective Men’s Groups had increased through:

- VAHS non-Aboriginal staff building cultural awareness and grounding by attending, observing and assisting with facilitation;
- Timeout services staff being able to come along and can learn skills around running groups; and
- Aboriginal workers occasionally coming together to debrief and share learnings about what works with their clients.
Senior managers also realised relatively early in the project that running a “mediation service” in VAHS was not feasible given the complexities of community and family relationships between staff and clients and internal organisational constraints. Rethinking this aspect of the project and a decision to develop the Restorative Justice Model as an alternative way of dealing with negative incidents should be viewed positively though at this stage remains untested.

The capacity to review and improve on programs was also highlighted in interviews with senior managers and staff who indicated that through their experience to date it had become clear that in future the Women’s Group should be augmented with a structured therapeutic program to assist women to develop specific strategies and skills to deal with the impacts of trauma related to family violence.

6.7 How much does the project incorporate best practice elements relevant to similar projects and outcomes?


The consultants considered how well the project design and implementation phases of the Strong Relationships, Strong Community Project aligned with “Best Practice Principles for Aboriginal specific family violence prevention programs”. Our observations reinforce what was found in the interim evaluation and are presented in Table 3 below.

Table 3: Assessment of project components against “Best Practice Principles”

<table>
<thead>
<tr>
<th>DESIGN - Best Practice Principles</th>
<th>Observations/ Assessment</th>
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<tbody>
<tr>
<td>1. Cultural grounding of programs</td>
<td>Met – All project activities were delivered in an Aboriginal cultural respect and safety framework incorporating connection with culture and Aboriginal knowledge to strengthen identity, build resilience and engage community.</td>
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<tr>
<td>2. Community grounding of programs</td>
<td>Met – Program participants have had the opportunity over the life of the project to have significant input into the design of the Strong Relationships, Strong Community Project activities. Activities have been delivered by local Elders as well as respected Aboriginal community members, artists and facilitators.</td>
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<tr>
<td>3. Composite programs, integration and holistic approaches</td>
<td>Partially met - The project included a mix of universal and targeted activities, aiming to impact at the individual, community and organisational level (consistent with recommendations make in the Indigenous Family Violence Prevention Framework). Integration across activities was not always planned or consistent though there were certainly some cross-referrals between project activities and other programs. Linkages into some key programs within VAHS and the broader Aboriginal services sector was however clearly missing.</td>
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<tr>
<th>DELIVERY - Best Practice Principles</th>
<th>Observations/ Assessment</th>
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<tbody>
<tr>
<td>4. Engagement of men, women and children in programs</td>
<td>Met – Activities were culturally appropriate for the groups targeted.</td>
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<td>5. Ensuring the involvement of appropriate Elders</td>
<td><strong>Met</strong> - Cultural camps, art programs and community education aspects of the project involved Elders sharing their knowledge of culture and lore and building the understanding of participants – Aboriginal and non-Aboriginal – of the role of culture in strengthening families and communities.</td>
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<tr>
<td>6. Self-empowerment and self-esteem as capacity building by-products</td>
<td><strong>Met</strong> – Self-empowerment was clearly part of the philosophy and approach of the women’s and men’s groups. This was particularly evident in the women’s group where some participants were still experiencing and/or living with the consequences of family violence.</td>
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<td>7. Examining intergenerational family history and colonial experience as a healing element</td>
<td><strong>Met</strong> – all activities involved staff with experience in delivering programs with a focus on strengthening cultural identity and connection. Programs at Minajalku have a strong emphasis on healing which inherently involves acknowledging and dealing with the impacts of colonisation.</td>
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<td>8. Culturally competent responses, including group approaches</td>
<td><strong>Met</strong> - Cultural safety was the first priority of all program activities. Group based programs and approaches were fundamental to how activities were structured.</td>
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<td>9. Capacity building through networking partnerships and interagency collaboration</td>
<td><strong>Partially met</strong> – There was some evidence of partnerships and collaborations with other agencies particularly the Men’s Group and VACSAL’s Aboriginal Centre for Males Referral Service. External agencies were involved in presenting or participating in some activities, however these have not resulted in meaningful collaborations or partnership arrangements that can provide ongoing support to VAHS activities.</td>
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<tr>
<td>10. Information collection and dissemination</td>
<td><strong>Met</strong> – Stories of success have been shared effectively in relation to many aspects of the project immediately after their completion including through “launches”, “exhibitions”, and the production of digital stories about the men’s, women’s and young people’s programs. Most publishable information has been uploaded to the VAHS’ website and YouTube. Staff have been particularly effective in digitally recording (either through photography or the production of DVDs) project activities e.g. camps, art programs, youth camp, men’s and women’s groups. The overall “story” of the project was also documented, submitted to the RAJAC Community Safety Awards and subsequently recognised as best practice in cultural strengthening.</td>
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<tr>
<td>11. Training and Skills Acquisition</td>
<td><strong>Met</strong> – Staff and participant training and information sessions increased their understanding of causes (including lateral violence), dynamics and impacts of Aboriginal family violence, the role of drugs and alcohol as drivers of violence and how workers/ staff can advocate for violence prevention in the community.</td>
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<tr>
<td>DELIVERY - Best Practice Principles</td>
<td>Observations/ Assessment</td>
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<tr>
<td>12. Flexibility and adaptability of projects</td>
<td>Met – The Strong Relationships, Strong Community activities allowed for flexibility and facilitators adapted activities to meet participant complex needs as well as in response to participant feedback.</td>
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<tr>
<td>13. Sustainable funding</td>
<td>Partially met – It is unclear at this stage whether the program is sustainable in its current form. Certainly VAHS is pursuing further funding opportunities as well as testing fee for service offerings at Minajalku. At the time of this evaluation some short-term funding has been obtained for a Coordinator position at Minajalku. Some revenue is also being raised through fee for service massage services and the selling of art work produced by the men and women attending groups at Minajalku.</td>
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7. Lessons Learned

7.1 A greater focus on young people
Although not a specific deliverable of the project, the Strong Relationships, Strong Community project has started to make inroads with young Aboriginal people in relation to increasing their awareness and understanding of family violence. Young Aboriginal people who participated in the Youth Camp clearly built their knowledge about family and community violence including how to recognise the signs of unhealthy relationships. A number of these young people have committed to "stepping up" to be role models and champions of strong, safe families and communities and are currently undertaking training to be facilitators of programs for young people.

"Family violence is still around the community and its not going anywhere soon. We need to help others speak up who have experienced family violence.” Youth Camp Participant

If there is to be a continued focus on prevention, more work needs to be targeted to young people and the role they can play in being role models and champions of strong, safe families and communities.

7.2 Staff support and training
The evaluation process identified a lack of formal training provided for the Project Coordinator/s about how to manage the project and the evaluation process so they could effectively support the delivery of and report on the project activities. Staff were provided with a range of training opportunities including all of the training/ community education programs on Aboriginal Mental Health First Aid, Lateral Violence and Tammy Anderson’s play all of which helped build understanding and awareness of family/ community violence.

Project management and evaluation training was provided to VAHS staff by the consultants but this occurred late in the life of the project. Overall, actual delivery of project components worked well but without appropriate and timely training, project management and evaluation activities were less than ideal throughout the duration of the project.

Having said this, VAHS did invest in some support to Project Coordinator/s in the second half of the project and this has resulted in some improvements in project planning and evaluation of
individual activities. However, we do not believe that the knowledge and skills brought to the project through this support have been effectively transferred to project staff and the organisation as a whole.

It is our view that a closer collaborative relationship between funding bodies such as the Department of Justice and Regulation and VAHS project staff around project management and evaluation would be valuable in future programs.

7.3 Community of practice
Discussions with DJR representatives indicated that establishing and supporting a “community of practice” across the Koori Community Safety Grants Program funded agencies may have supported individual organisations and their project staff to share ideas and learnings with each other and improve their practice as project coordinators. In addition, the consultants suggest that targeted training and development opportunities, particularly around Aboriginal family violence service models and project management and evaluation could have been more effectively and efficiently delivered through shared learning and development activities for the funded agencies.

7.4 Project governance
The failure of VAHS to establish an effective cross-sectoral steering committee is considered to have been detrimental to the project particularly when compared to some of the other projects funded under the Koori Community Safety Grants.

In other projects, organisations that could influence system change were at the table and not only provided guidance for the project but also formed strong independent partnerships playing an important advocacy role for their projects both within their own workplaces as well as in the broader community.

Any future program of this nature should be supported through an effective governance framework.

7.5 Sustainability
Most stakeholders consulted believed that family violence is a difficult issue to address with only three years funding and that more resources are needed to build on the gains made so far. To achieve lasting change requires ongoing funding and effort, rather than short-term and piece-meal efforts. In particular, providing flexible funding to develop and deliver the activities that address local needs and that supports sustainability of the employment of project staff is important.
8. Conclusions

For Aboriginal and Torres Strait Islander people, cultural concepts such as connection to land, culture, spirituality, ancestry and family and community are common protective factors “which can serve as sources of resilience and can moderate the impact of stressful circumstances on social and emotional wellbeing at an individual, family and community level.” (p81).  

Approaches to raising awareness and preventing Aboriginal family and community violence are most effective if they are culturally grounded and safe and designed and delivered by Aboriginal people and organisations. Projects/approaches to tackling Aboriginal family violence from a prevention and intervention point of view need to be contextualised and ensure these factors are well understood and where possible addressed. As Oslen and Lovett report:

“.. the support needs of Indigenous people affected by family violence are not well met through general approaches and service models. Communities and advocates have called for more holistic approaches to the issue including recognising the continuing impact of colonisation, poverty, housing and other health and social issues.” 10(Page 5)

Holistic approaches are particularly needed when violence in families/communities becomes “normalised”, where violence is considered to be a common part of life. In these situations education, prevention and intervention programs are critical and multi-component programs that address the broader wellbeing of Indigenous families and communities including the ongoing impacts of colonisation are thought to make the most difference.

For people already impacted by family violence healing approaches based on reconnection with culture and country can be powerful. At the same time, effort must be made in relation to prevention through community education and awareness raising. All groups in communities (men, women, elders, young people) can play an important role in this space, though we believe that investment in the leadership of young people is likely to have the most impact on breaking the cycle of community violence.

The strengths of the design and delivery of the Strong Relationships, Strong Community project are considered to have been:

1. It involves Aboriginal people directly in designing and delivering projects including taking on board feedback from project activity participants to ensure project activities remain relevant and meaningful.

2. It has strengthened the capacity of VAHS to provide support to community members impacted by family violence.

3. It has demonstrated how powerful the involvement of young people can be in the area of prevention. This needs to be built on, but the potential of a youth driven prevention program with a focus on breaking the cycle of family violence is evident.

4. It has contributed to building the evidence of the importance of running healing programs in dedicated culturally safe places and has lifted the profile of Minajalku.


10 Olsen, A; Lovett, R; Existing knowledge, practice and responses to violence against women in Australian Indigenous communities: State of knowledge, Australia’s National Research Organisation for Women’s Safety Ltd (ANROWS), Sydney, 2016, Op Cit, page 5
5. Aboriginal people who have participated in project activities have become more confident and resilient and some have become role models within the Aboriginal and general community speaking out against family and community violence.

Despite these successes, more needs to be done. The project continues to gain traction and the learnings to date are important, highlighting the need to keep building on and improving the existing activities to provide more integrated, wrap around services, extending its reach into the Aboriginal and broader community and finding new opportunities to develop additional program activities to help strengthen family violence prevention efforts in the community.

9. What Next for the Strong Relationships, Strong Community Project?

All stakeholders consulted were concerned about the capacity of VAHS to continue its work in this space without further funding. The cessation of the funding at a time of uncertainty about future funding for family violence initiatives has been unsettling for staff, the organisation and the community (particularly community members currently attending the Women’s and Men’s Groups). All stakeholders indicated they felt it was critical that the project continue to be funded and ongoing in order to keep tackling family violence issues in the Aboriginal community in the north-western metropolitan region.

Towards the end of the funding period the findings of the Royal Commission into Family Violence were handed down and there are clear opportunities for VAHS to identify how they can build on what has worked within the framework of the recommendations and the new strategic plan on Family Violence being developed through the Department of Premier and Cabinet.

The Royal Commission into Family Violence has highlighted the need to do more to prevent family violence occurring, to intervene as early as possible when there is a risk of violence or its escalation, and to support recovery from violence. The report recognises that an integrated approach to family violence is needed encompassing prevention, early intervention and crisis responses with activities and programs targeted to different age and gender groups. The report also acknowledges that in an Aboriginal context, strengthening identity and connection to culture is a key factor in preventing and addressing family violence. The Strong Relationships, Strong Community Project has provided some good examples of project activities that demonstrate how this can happen.

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10. Recommendations

The following recommendations are made in response to the findings of this evaluation and, where relevant, with reference to the recommendations of the Royal Commission into Family Violence.

Recommendation 1
Continue to support the Women’s Group and strengthen other targeted support for women and their children impacted by family violence including counselling and support for children. (RCFV, Recommendations 23, 104 and 146).

Recommendation 2
Build on the momentum from the Youth Camp and launch of #KNOWYOURWORTH to provide a focus on building leadership skills and identifying and supporting young people to play a greater role in leading and advocating for healthy positive relationships and safer communities. (RCFV, Recommendation 146).

Recommendation 3
Explore the feasibility of incorporating a structured Men’s Behaviour Change Program (either run by VAHS or contracted to an existing Aboriginal provider) open to all community members with a “no wrong door” access policy. (RCFV, Recommendations 86 & 92). Access should incorporate a clear referral pathway from the existing Men’s Group to provide continuity of care/support and service to participants.

Recommendation 4
Ensure the Women’s Group is supported through the development and implementation of a more structured, therapeutic group program specifically designed to support women dealing with or addressing the impacts of family violence in their lives. (RCFV, Recommendation 146).

Recommendation 5
Ensure future funding for cultural camps for women, men, young people, Elders and families is provided as part of the suite of Family Violence initiatives of VAHS which recognise the importance of cultural connection and connection to country as part of strengthening identity and supporting the healing process. (RCFV, Recommendation 146).

Recommendation 6
Ensure any future funding for VAHS family violence prevention and intervention programs include support to develop and implement a culturally relevant and meaningful monitoring and evaluation framework. Support should include ongoing coaching and support for project and data management and evaluation. (RCFV, Recommendation 147).

Recommendation 7
More broadly, any future Koori specific funding program include support for the establishment of a “community of practice” for project staff to ensure:
- ideas and learnings are shared;
- strengthening the workforce through professional development covering service model development, establishing effective partnerships and collaborations, cultural safety in service delivery, project management and other relevant issues;
- collaborative evaluation efforts and identification of best practice; and
- professional networking.
## Appendix 1: Common Funding Agreement – Summary of Activities to be Delivered

<table>
<thead>
<tr>
<th>Employment</th>
<th>• Employ a full-time Project Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>• Establish a project working group with partners and representatives from KJU, FVPLS, EHHAWS, VACSAI, VicHealth, MAYSAR, Yappera, Bubup Willam, Wurundjeri TLCHC, VACCA, DSV, VALS and others</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>• Form an advisory group to develop and implement community campaign strategies.</td>
</tr>
<tr>
<td><strong>Campaign</strong></td>
<td>• Develop, implement and maintain the VAHS website to promote the project elements including self-referrals to mediation and healing programs</td>
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<tr>
<td></td>
<td>• Develop and distribute printed materials to promote information about project elements and healthy relationship images.</td>
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<tr>
<td></td>
<td>• Consider the development of a Facebook page</td>
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<tr>
<td></td>
<td>• Seek to evaluate community attitudes ad opinions of promotional materials using a broad range of mediums such as talk back radio and Facebook “likes”</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>• Identify and develop education workshops (two per year) to support the community gain a better understanding of violence and support services</td>
</tr>
<tr>
<td><strong>Sessions</strong></td>
<td>• Consolidate information obtained from each workshop and develop a community report</td>
</tr>
<tr>
<td><strong>Healing</strong></td>
<td>• Develop and implement an 8-week healing program (3 per year for female and 3 per year for males with a total of 48 sessions per year)</td>
</tr>
<tr>
<td><strong>Program</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mediation</strong></td>
<td>• Form an advisory group to develop and implement the mediation service, in partnership with the Dispute Settlement Centre of Victoria.</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>• Develop a memorandum of understanding describing the formal processes including financial commitments, provision of mentoring and support, and referral criteria for implementing a Koori community based mediator service</td>
</tr>
<tr>
<td></td>
<td>• Encourage participation of Koori mediators in the community campaign and promotional materials</td>
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<tr>
<td></td>
<td>• Provide mediation training to 10 people</td>
</tr>
<tr>
<td></td>
<td>• Provide four mediation sessions per year per mediator (total of 40 mediation sessions per year).</td>
</tr>
<tr>
<td><strong>Data Collection</strong></td>
<td>• Develop data collection tools and mechanisms to capture evidence of project activities, outputs and outcomes with the support of the KJU and independent evaluator</td>
</tr>
<tr>
<td>and Evaluation</td>
<td>• Provide data and information to the KJU and independent evaluator to assist in the evaluation of the project</td>
</tr>
<tr>
<td></td>
<td>• Participate and assist in the independent evaluation</td>
</tr>
</tbody>
</table>
Appendix 2: Project Logic and Expected Outcomes

**STRONG RELATIONSHIPS, STRONG COMMUNITY- DRAFT PROGRAM LOGIC**

**ACTIVITIES**

- Community Campaign
  - Advisory Group
  - VAHS website and FB page
  - Promotional materials
  - VAHS social media policy
  - Community Campaign strategies
- Men’s and women’s healing programs, including visits to country
  - 6 x 8-week healing programs delivered per year (3 for men, 3 for women) including visits to country (48 sessions per year total)
- Education sessions/Training
  - Six workshops held—Including Laternal Violence and Aboriginal Mental Health Training
- Meditation service-conflict resolution
  - 10 participants trained in mediation and delivering sessions (100)
  - Implement Aboriginal community based mediator service

**OUTPUTS**

**ORGANISATIONAL ACTIVITIES**

- Project Working Group
  - Group established.
  - TOR and MOUs in place.
  - Meeting on quarterly/six monthly basis.

- Recruit Project Coordinator
  - One FT Project Coordinator employed.

**SHORT TERM**

- More awareness of types of violence and their impacts
- Increased awareness of available services
- Increased understanding of risks of cyber bullying
- Increased respect for self and others
- Improved awareness of personal health and safety issues
- Better understanding of different forms of communication
- Increased understanding of own identity (gender and cultural)

**MEDIUM TERM**

- More able to recognise violent behaviour
- Increased likelihood of using supports and services
- Safer use of social media
- More trusting and respectful relationships and social supports
- Improved communication skills and willingness to discuss problems
- Participants are empowered to make better informed choices
- Increased awareness of lateral violence (what is it, how to stop it)
- Increased understanding of effects of substance abuse (including ice) and mental health
- Increased understanding of mediation and its benefits
- Increased mediation and conflict resolution skills
- Partnership between DSCV and VAHS developed
- Increased engagement and understanding between organisations

**LONG TERM**

- Increased use of programs and services
- Reduced cyber bullying
- More respectful and equitable gender relations
- Improved community connections, social relations and less social isolation
- Stronger connection to culture
- Stronger identity and self esteem
- More proactive approaches to stop lateral violence
- More opportunities to address drug usage (including ice) and its impact
- Cohort of skilled Aboriginal mediators able to resolve disputes
- Increased uptake of mediation services
- Stronger relationships/partnerships between organisations
- Partner organisations value the approach and skills of Aboriginal organisations
- Increased capacity for community led responses to conflict and violence
- VAHS mediation service established in partnerships with DSCV

**GOALS:**
- Reduced conflict, violence and lateral violence in the Aboriginal community
- Aboriginal people and their communities are more resilient, better equipped to cope with challenges and have improved wellbeing
Appendix 3: EMS training on Project Management and Evaluation

The two day program covered:

- Elements of Project Management
- Benefits of Project Management
- Project Logic Models
- Project Design
- Project Planning
- Project Implementation
- Monitoring Project Implementation
- Types of Evaluation
- Managing Evaluation
- Managing Data
- Evaluation Reports
- Writing Case Studies

Ten of the eleven participants filled in an evaluation sheet. The following feedback was received through the evaluation training program participant evaluation sheets:

Overall, rating of the training (0-10) = 9.1
Contribution of training to over understanding about project management = 9.0

Participant Feedback

<table>
<thead>
<tr>
<th>What Participants liked the most about the training program</th>
<th>Key things learned from the training program</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Informative</td>
<td>• Importance of evaluation</td>
</tr>
<tr>
<td>• Plain English delivery, pitched across diverse program workers</td>
<td>• Greater understanding of project management</td>
</tr>
<tr>
<td>• Great templates and resources</td>
<td>• Significance of project management evaluation on reporting and funding</td>
</tr>
<tr>
<td>• Group and mutual respect.</td>
<td>• Planning essential to success</td>
</tr>
<tr>
<td>• Clear and concise</td>
<td>• Start documenting case studies</td>
</tr>
<tr>
<td>• Easy to follow</td>
<td>• To make excel work for data capture to extract and make better reports</td>
</tr>
<tr>
<td>• Practical tools and templates and practice</td>
<td></td>
</tr>
<tr>
<td>• Accessibility the training was pitched well and the groups worked effectively</td>
<td>• Importance of following a framework when submitting application for a project.</td>
</tr>
<tr>
<td>• Clear presentation</td>
<td></td>
</tr>
<tr>
<td>• Trainers’ experience and delivery</td>
<td></td>
</tr>
<tr>
<td>• Increased knowledge of project management evaluation</td>
<td></td>
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</tbody>
</table>
Appendix 4: Example of Evaluation Question Guides – Stakeholder Consultations

Project Staff (Non-Program Participants)
Focus Group/Interview Guide

OVERALL PROJECT

1. What do you see as the main causes of Aboriginal FV in this community?
   (Brainstorm/multiple choice)
   a. Financial problems/unemployment
   b. Substance and drug abuse e.g., alcohol, ICE
   c. Overcrowded homes
   d. Loss of identity/low self esteem
   e. Loss of connection to culture
   f. Childhood experience of abuse
   g. Access to Pornography
   h. Being a member of the Stolen Generations
   i. Gambling
   j. Other

2. Who is the VAHS Strong Relationships, Strong Community Project important to? Why?

3. How well is the project known in the community?
   a. People who need the program know about it
   b. Fairly well known
   c. Not well known at all

4. What is it about this project that works well?

5. What has not worked so well with this project?

6. How could the overall project be improved?

7. How much has this project supported existing approaches or plans in VAHS related to FV?
   a. Fully supported
   b. Partially supported
   c. Not supported
   d. Not sure

8. How well has this project improved relationships between parts of the justice system and the community?
   a. Considerably
   b. Partly
   c. Not at all
   d. Not sure
PROJECT DESIGN

9. Did the mix of projects/activities work well?
   
   Yes   __
   No    __
   Partly ___
   
   a. If Yes/Partly – how?

10. Which aspects of the project are best practice?

PROJECT OPERATIONS

11. How were the programs and project activities promoted?
   
   a. Noticeboards ___
   b. Word of mouth ___
   c. Flyer ___
   d. Newsletter ___
   e. Advertising – social media/written/radio/TV ___
   f. Not sure ___
   
   Could the promotion/marketing have been improved? How?

12. How effective was the promotion and marketing in attracting community members?
   
   a. Very effective ___
   b. Partly effective ___
   c. Not at all ___
   d. Not sure ___

PROGRAM/PROJECT PARTICIPATION

13. Which programs/ project activities did you contribute to?

   Education programs __
   Men’s Group __
   Women’s Group __
   Art therapy programs __
   Women’s camps __
   Youth Camp __
   Restorative Justice Model __
   Social marketing/ education campaign __

14. Did the program/ project activities meet your expectations?
   
   Yes ___
   No   ___
   Partly ___

15. What has it meant to you to be part of the project?

16. What did you like about the project?
17. What were the three best things about the project?
   a. One _______________________
   b. Two _______________________
   c. Three _______________________

18. What didn’t work well? Why do you think that was?

19. What could be improved/added to the project?

PROJECT OUTCOMES

20. What changes have you seen for participants because of their involvement in programs and project activities?

21. What changes have you seen for families and the community as a result of the project?

22. Have you seen a reduction in FV incidents and crime in the community as a result of the project?
   Yes, a lot ___ 
   Yes, partly ___ 
   No ___ 
   Not sure ___ 

23. Now that the project has been run, do you find that you’re not seeing the same people involved in FV?
   Yes, a lot ___ 
   Yes, partly ___ 
   No ___ 
   Not sure ___ 

24. How has running the project increased the capacity of the ORGANISATION to improve services for people affected by FV?

25. In what ways has the program strengthened/increased the resources and capacity of the COMMUNITY to tackle FV?

26. What has changed for you as a result of being involved in the project?

Could you tell me whether you agree or disagree with the following two statements?

27. Mainstream agencies understand better how to work effectively with Aboriginal organisations and clients as a result of the program.
   Strongly Agree ___ 
   Agree ___ 
   Disagree ___ 
   Strongly disagree ___ 
   Not Sure ___ 

38
28. The program has improved relationships and networks between agencies dealing with FV

<table>
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<tr>
<th></th>
<th>___</th>
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<th>___</th>
<th>___</th>
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</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>___</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>___</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
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<td></td>
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<tr>
<td>Not Sure</td>
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</table>

FUTURE OF THE PROJECT

29. The funding for the project ends in a few months. What should / could be done to ensure community members affected by FV continue to be supported?

30. Any other comments?

Thank you for being involved in this focus group/ interview
### Appendix 5: Project deliverables against CFA Expectations

<table>
<thead>
<tr>
<th>PROJECT COMPONENT</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td></td>
<td>Four Project Coordinators were employed over the life of the project causing significant disruption to project planning, delivery and evaluation activities.</td>
</tr>
<tr>
<td>Employment of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Officer</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>Not completed</td>
<td>VAHS was not able to establish and maintain a Project Working Group.</td>
</tr>
<tr>
<td>Establish Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Group</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### EDUCATION SESSIONS

| Staff Education  | Completed       | Workshops delivered:                                                                                                                      |
| and Awareness     |                 | - Lateral Violence (2013)                                                             |
| Raising Workshops |                 | - Mental Health First Aid Training x 4 (2013)                                           |
|                   |                 | - “I don’t want to play house” (2014)                                                |
|                   |                 | - Trauma and Resilience (2 in 2014, 2 in 2016)                                         |
|                   |                 | - Youth Camp (2016)                                                                  |

### HEALING PROGRAMS

| Women’s Group     | Ongoing weekly (48 sessions per year) | Rather than deliver 3 x 8 week programs per year, VAHS ran ongoing, weekly Women's Group sessions augmented by 3 x 8-10 week art healing programs and 2 cultural camps |
| Women’s Camps     | Completed       | Two short camps were held “on country” in 2014 and 2015                              |
| Women’s Art Healing Programs | Completed | Three art healing programs held – painting (culminating in Art Exhibition December 2014), “Say no to FV” quilt making project, ceramics project. |
| Men’s Group       | Ongoing fortnightly (24 sessions per year) | Rather than deliver 3 x 8 week programs per year, VAHS ran ongoing, fortnightly Men’s Group sessions augmented by 2 x 8-10 week art healing programs |
| Men’s Art Healing Programs | Completed | Two art healing programs completed – wood burning and ceramics                        |

### MEDIATION SERVICES

<p>| Mediation Training | Completed | 12 staff and community members attended mediation training with Dispute Settlement Victoria |
| Delivery of 40 mediation sessions per year | Not completed | VAHS negotiated with DJR for a variation to the project to develop a Restorative Justice Model for settling disputes and conflicts between VAHS patients/ clients and VAHS staff. |</p>
<table>
<thead>
<tr>
<th><strong>Restorative Justice Model</strong></th>
<th>Partially completed</th>
<th>An internal working group was established to oversee the development of the model. The model has been developed and been endorsed by VAHS Executive team. Implementation had not been completed at the time of the end of the project.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>COMMUNITY CAMPAIGN</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Website</strong></td>
<td>Not completed</td>
<td>Work was completed on website content. However, internal issues concerning the structure of the VAHS website made it difficult for the content to be uploaded.</td>
</tr>
<tr>
<td><strong>Facebook</strong></td>
<td>Completed</td>
<td>A Minajalku Facebook page was launched in February 2016. Programs are promoted through this page. Opportunities exist to build on using this FB page to deliver, promote and share messages and events around family/ community violence.</td>
</tr>
<tr>
<td><strong>Community campaign strategies</strong></td>
<td>Not completed</td>
<td>The Youth Camp occurred very late in the life of the project. The camp provided an opportunity for VAHS to work with young people on developing ideas around a community campaign focused on anti-violence and healthy relationships messages. These were captured in the #KnowYourWorth video. There is potential for VAHS to continue to work on this aspect of the project.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>DATA COLLECTION AND EVALUATION</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Collection</strong></td>
<td>Partially completed</td>
<td>Attendance records kept but only manually for all project activities except for the Men's program. Feedback from project activities was collected on a regular basis. Data was regularly collated and included in DJR reporting templates providing a complete record of program participation.</td>
</tr>
<tr>
<td><strong>Evaluation</strong></td>
<td>Completed</td>
<td>Tools were developed throughout the project and standardised in the last 2 years of the project, based primarily on the tools suggested by KJU. Staff participated in the independent evaluation providing evaluation reports completed on project activities, participating in consultations and either facilitating or co-facilitating focus group discussions with project participants.</td>
</tr>
</tbody>
</table>