



Canadian Evaluation Society  
Société canadienne d'évaluation

## CES-CESEF Student Evaluation Case Competition 2018

Case for the Final Round

### Support to Promote a Collective Impact Approach

Proponent: Calgary Women's  
Emergency Shelter (CWES)

May 27, 2018

**This case was developed strictly for educational purposes.**

This Request for Proposals that forms the case does not entail any commitment on the part of Calgary Women's Emergency Shelter (CWES), the Canadian Evaluation Society (CES), the CES Educational Fund or any of the 2018 competition sponsors.



Canadian Evaluation Society  
Educational Fund

Fonds de la Société canadienne  
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## **Welcome to the Final Round of the 2018 Case Competition!**

Congratulations to all three teams for qualifying for the final round. We look forward to your presentations later today!

We thank Kim Ruse, Executive Director, Calgary Women's Emergency Shelter (CWES), for the information provided to support this case.

### **Scenario for the Presentations**

Your consulting firm has been asked to respond to the attached Request for Proposals issued by the CWES to assist it in preparing to promote the use of a collective impact approach to other Calgary agencies that are also involved in dealing with family violence and abuse.

The agency, supported by an advisory group of external evaluation experts, has requested a briefing from each firm on their proposal.

After considering the information conveyed in the briefings, the advisory group will recommend one of the proposals to CWES. The team that prepared the recommended bid will be declared the winner of the 2018 Student Evaluation Case Competition.

### **Rules for the Final Round**

1. Coaches must not communicate with their teams once the case document has been distributed to the teams.
2. Teams may use the Internet to search outside resources but may not consult with any individuals or organizations.
3. Organizers may interrupt teams briefly to take pictures of members at work preparing their presentations.
4. Presentations should be no longer than 20 minutes. A time-keeper will give warnings as the end of the presentation period approaches.
5. Teams may present in either or both official languages. Judges will ask questions in the team's language(s) of choice.
6. The judges will have up to 10 minutes after the presentation to ask questions of the team.

### **Assessment Criteria**

The following criteria will be used for judging the presentations:

- Thoroughness in addressing the requirements that are outlined in Section 2.0 of the RFP.
- Quality of the presentation in terms of clarity, flow of information, persuasiveness and interaction with the judges.
- Team members' involvement and collaboration in the presentation and in the subsequent question and answer session.

### **Questions or Problems**

To communicate with organizers during the competition, please contact one of the following:

| <b>Name</b>      | <b>Phone Number</b> |
|------------------|---------------------|
| Kathryn Radford  | 1-613-558-6457      |
| Michael Heimlick | 1-306-361-5904      |

**Request for Proposals:**  
**Support to Promote a Collective Impact Approach**  
**Proponent: Calgary Women's Emergency Shelter**  
**May 27, 2018**

## **1.0 Overview of The Agency and Programs**

### **1.1 About the Organization**

[Calgary Women's Emergency Shelter](#) (CWES) is a registered charity that assists individuals, families and communities to live free from family violence and abuse. Since its inception in 1974, the agency has grown from being solely an emergency shelter to a multi-service agency with eight programs. Today, CWES serves over 15,000 individuals annually. The agency is governed by a 15-member board, and has an annual operating budget of about \$7.5 million.

### **1.2 Response-Based Perspective on Family Violence and Abuse**

Since 2009, CWES has operated from the perspective that victims of abuse are responsive individuals who actively resist violence and abuse. Victims are not passive recipients, essentially lacking in self-esteem, assertiveness or an ability to establish boundaries.

This approach is referred to as a response-based approach or practice.<sup>1</sup> It sees perpetrators as fully responsible for their actions. Working with them is part of the solution to ending family violence and abuse. Efforts focus on teaching perpetrators strategies to control feelings of anger and to be responsible for their actions. By addressing violence as deliberate and not beyond a perpetrator's control, it makes the perpetrator accountable.

The traditional perspective, in contrast, focuses on victim-blaming. The typical question of why doesn't a victim leave the situation carries an undertone of criticism of the victim and reflects an assumption that a person who continues to live with an abuser cannot be totally 'normal'. This perspective assumes victims seek out and submit to violence. It ignores or hides victims' resistance, excuses perpetrators, conceals the violence, and blames and pathologizes victims.

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<sup>1</sup> Introduced by a Canadian therapist and researcher in 1977.

### **1.3 Programs and Services**

CWES offers the following eight programs, all free to clients:

- 1) 24-Hour Family Violence Helpline – introduced 2000
- 2) Emergency Shelter – since 1974
- 3) Child and Adolescent Services – introduced 2004
- 4) Community Services Counselling Program – introduced 1990
- 5) Court Program – introduced 2008
- 6) Healthy Relationships – introduced 1993
- 7) Men’s Counselling Service – introduced 1991
- 8) Take a Stand Initiative – introduced 2014 and relaunched 2018

#### **1) 24-Hour Family Violence Helpline**

The Helpline operates 365 days a year, providing support, information and confidential counselling. Often the first line of contact for a woman, family or individual who is in danger, it assists those looking for help and those looking for information about family violence and abuse.

Trained counsellors offer counselling, safety planning, referrals and information in multiple languages. They provide intake to CWES’ shelter and other programs; escape and safety planning; support in leaving an abusive partner or in being safe while with an abusive partner; parenting support; and help for men who want to stop being abusive. The Helpline responded to 11,998 calls in 2016, with 99% of callers reporting that their immediate needs were met.

#### **2) Emergency Shelter**

The Emergency Shelter provides safe and secure accommodation, food, clothing, support, referral services and counselling for women with children and single women. There are private family bedrooms so that mothers and their children can be together to feel safe and begin healing. As many women and children come with only the clothes on their back, CWES supplies essential necessities, such as soap, toothbrushes, shampoo, pajamas, undergarments, and shoes.

Women receive counselling, resources, advocacy and support for a variety of situations, such as obtaining housing, dealing with legal issues and navigating the legal system, building a safety plan, and emotional support. Partnerships with resources commonly needed by victims of abuse are also brought onsite, ensuring greater accessibility to services, including workshops, weekly group counselling, a school liaison and a wellness centre. If a woman has an alternative place to stay or chooses to stay at home, she can be referred to a CWES Community Counsellor who can meet her in a safe place and give her the support she would get within the Emergency Shelter.

The Shelter can accommodate 50 women and children at any given time and provides a safe place to stay for an average of 21 days. In 2016, the Emergency Shelter housed 223 women and 312 children.

### **3) *Child and Adolescent Services***

Child and Adolescent Services are available to clients at the Emergency Shelter and in the community. Counsellors provide compassionate, age-appropriate activities and counselling for children in a safe, stable, interactive environment. Individual counselling is provided, as well as family counselling with parent and child, and family support.

Services focus on healthy family relationships, addressing safety planning, setting individual and family goals, connections to child-focused resources, and parenting support to help parents learn practical strategies to cope with parenting issues. The Children's Activity Centre within the Emergency Shelter provides a blend of structured and child-led play, where the focus with the children is on keeping oneself safe, identifying emotions, and socialization. The program served 352 children in 2016.

### **4) *Community Services Counselling Program***

This program serves women who want short-term, crisis-oriented support, or longer term counselling, while living in the community and who are unable or choose not to enter the Emergency Shelter. Community Services Counsellors provide counselling, in a safe place within the community, that supports safety planning, case planning, parenting support, and navigation of community resources for women and their children. The program includes a Community Services Indigenous Counsellor and a Community Services Older Adult Counsellor who support women 50 years and older. Over 90% percent of CWES clients are served by this program. In 2016, the program served 819 women.

### **5) *Court Program***

The Court Program prepares victims for interactions with the court system, making it easier to navigate. Court Case Coordinators facilitate clients' preparedness to interact with the court system and refer them to the appropriate professionals to assist in their journey with the court system. The program provides a single point of entry to the multitude of legal and court services available. They help women explore their options and provide information, referrals, safety planning for court, preparation to attend court and debriefing. They assist clients in connecting with legal advice, duty counsel, court workers, Crown Prosecutors, and police as needed, and they attend court with clients if possible. Of 416 women served in 2016, 96% reported they were better able to access the legal system to keep themselves and their children safe.

### **6) *Healthy Relationships***

Working with youth is key in the prevention of family violence and abuse in our community. CWES' Healthy Relationships Program focuses on youth 12 to 18 years of age in junior and senior high schools. It is designed for those who are concerned about healthy dating relationships; have difficulty maintaining healthy dating relationships or have experienced dating violence; are concerned about violence or its potential within the family; have experienced conflict and/or abuse within the family; and who struggle to create or maintain healthy relationships with others at school, at home, or in the community.

The program is offered in collaboration with the Calgary Board of Education, the Calgary Catholic School Board and the Rocky View School Division. Referrals are made by teachers and guidance counsellors or through school partner programs. Youth participate in group counselling sessions, discussing issues related to family violence, how to build healthy relationships, boundaries, abusive behaviour, and communication. The program also offers limited individual counselling as appropriate. Of 591 youth participating in 2016, 94% reported learning skills to help build healthy relationships.

### **7) *Men's Counselling Service***

This program offers non-judgmental individual and/or group counselling to men concerned about their anger and abusive behaviours negatively impacting their family members. It addresses the need for men to take responsibility for their abusive behaviours and their ability to change them. Women and children's safety is also a concern in this program, so counselling and safety planning is provided to the men's families. More than 430 men, women and children were helped by this program in 2016. In a recent study, over 75% of the women involved reported a dramatic change in their partner's abusive behaviour after attending the Men's Counselling Service.

### **8) *Take a Stand Initiative***

Family violence and abuse are community issues. This program educates and empowers community members to effectively support victims. Presentations are offered to organizations and groups to learn how to identify family violence and abuse in all its forms, ways to respond compassionately and positively to victims, and how to connect victims to resources. In its first year, 2014, 1,550 people in total attended 98 presentations, with 99% of participants indicating they were better able to respond to victims of family violence and abuse in supportive and non-judgemental ways. The Initiative was redesigned in 2016 and relaunched in 2018.

## 1.4 Separate Designs

Each program, except one, has its own logic model, and in some cases a service pathways diagram as well. These can be found in Appendix A. Child and Adolescent Services is the exception for which there is no logic model.

## 2.0 Requirements

### 2.1 Opportunity to Encourage a Collective Impact Approach

CWES knows that the eradication of family violence and abuse will require the collective efforts of many. While CWES provides many services, it knows that deeper collaboration and engagement is needed amongst agencies in Calgary. CWES would like to move forward in developing a collective impact initiative for Calgary and would like to demonstrate the value of such an approach to others.

Most collective impact initiatives involve several organizations coming together to tackle a common issue. Collective impact (CI) involves five core elements, as shown in Figure 1: a common agenda, progress measures, reinforcing activities, communications, and a single backbone organization. It is thought to provide a means of tackling deeply entrenched, complex social problems and achieving significant change. The backbone organization is crucial, providing dedicated staff to help the participating organizations collaborate in a structured fashion. CWES proposes to act as the backbone organization for a Calgary CI.

**Figure 1. Collective Impact: Five Core Elements**



The concept, introduced in 2011, is based on the belief that no single policy, initiative or organization can successfully tackle the complex, multi-faceted social problems we persistently face.

Given the diversity of its programs and services, the agency feels it reflects some of the core elements of a CI initiative and would like to leverage its expertise to convince others to join a Calgary-wide CI initiative.

## 2.2 Proposal Requirements

As a way of promoting the value of collective impact, CWES requires a plan that brings together its programs and services in a way that illustrates a collective impact approach and which provides the basis for undertaking such an initiative with other Calgary agencies.

The proposal should include the following components:

1. A demonstration of your understanding of i) CWES' programs and services and ii) collective impact initiatives.
2. An agency-wide integrated logic model that groups program outcomes into clusters in a visually appealing format, i.e., do more than replicate CWES' table format that is used for its individual program logic models presented in the appendix.
3. An indicator table showing up to two indicators for each outcome cluster and which can also serve as common progress measures for a collective impact initiative.
4. Identification of two challenges the agency may face in trying to demonstrate the collective impact of its programs and suggested mitigation strategies.
5. Identification of three key messages the agency can use in promoting to other organizations the value of joining a collective impact initiative.
6. Identification of two professional evaluation competencies that have been strongly developed by your team's participation in the proposal process, with supporting explanation and noting each team member's involvement in applying the two competencies.<sup>2</sup>

## 2.3 Standards

The Canadian Evaluation Society *Code of Conduct for Program Evaluation*<sup>3</sup> is the standard used in Canada.

## 2.4 Budget

Teams are not expected to present a budget for this assignment. However to help you in understanding the anticipated scope of the work, a budget of \$50,000 has been allocated to cover an estimated 70 to 80 consulting days.

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<sup>2</sup> [Competencies for Canadian Evaluators](#).

<sup>3</sup> Available on the CES website at [www.evaluationcanada.ca](http://www.evaluationcanada.ca)

## Appendix: Program Logic Models and Service Pathways

Note: Please ignore numbers and other information in brackets. These are references to other CWES documents not required for the purposes of developing the agency-wide logic model.

### A1. 24-Hour Family Violence Helpline Logic Model (no Service Pathways diagram)

| Inputs  | Activities  | Outputs   | Short-Term Outcomes  | Mid-Term Outcomes   | Long-Term Outcomes   |
|---|---|---|--|---|--|
| <ul style="list-style-type: none"> <li>6 dedicated phone lines available 24 hours a day</li> <li>2 FTE dedicated Helpline counsellors, from 7am to 11pm, with support from Emergency Shelter team counsellors</li> <li>Database for data entry and analysis of program information (Outcome Tracker)</li> <li>On-going training (e.g. suicide intervention, Danger Assessment, etc.)</li> <li>Up-to-date information re: community resources</li> <li>Ongoing Consultation w/Research &amp; Evaluation Department</li> <li>Interpretation/translation services</li> </ul> | <b>Information &amp; Referral Calls</b> <ul style="list-style-type: none"> <li>Information about family violence and abuse</li> <li>Screening and assessment of callers</li> <li>Referrals to CWES programs and community resources</li> <li>Assisting populations requiring specialized services and equipment (e.g. interpretation, hard-of-hearing, physical disabilities/barriers to accessing services)</li> </ul> | <ul style="list-style-type: none"> <li>Number of callers</li> <li>Length of calls</li> <li>Types of calls</li> <li>Number of callers turned away</li> <li>Referrals made</li> <li>Services provided</li> <li>Number Crisis, Information, Requests for Space, Client Related, and Other Calls</li> </ul> | <ol style="list-style-type: none"> <li>Clients are satisfied and likely to refer<sup>1</sup> (Eval5)</li> <li>Immediate needs of callers for information and resources are met (Eval2)</li> <li>Needs of callers for immediate help are met (Eval1)</li> </ol> | <ol style="list-style-type: none"> <li>(ST1) Help seeking behaviours of victims and perpetrators will increase (5)</li> <li>(ST2) increases caller's ability to make informed decisions about their situations</li> </ol>   | <ol style="list-style-type: none"> <li>Perpetrators will be connected to resources that will support them to be less likely to act abusively,</li> <li>The capacity of friends, family, and formal supporters to respond effectively to victims/perpetrators will increase</li> <li>Victims will feel safer from the perpetrator,</li> </ol> <p>Ultimately, callers will experience a reduction in incidents of family violence and abuse.<sup>2</sup></p> |
|   | <b>Crisis and Request for Space Calls</b> <ul style="list-style-type: none"> <li>Risk and Danger Assessment</li> <li>Safety Planning</li> <li>Advocacy on behalf of callers for shelter space</li> <li>Liaison with other service providers</li> </ul>  |   | <b>Information &amp; Referral Outcomes plus:</b> <ol style="list-style-type: none"> <li>Immediate safety and crisis needs of callers are met (Eval4)</li> <li>Immediate needs of callers for emotional support are met (Eval3)</li> </ol>                      | <b>Information &amp; Referral Outcomes plus:</b> <ol style="list-style-type: none"> <li>Victims will have increased access to CWES shelter and services, and community-based programs for victims of family violence and abuse (referrals, ST 3 &amp; 4)</li> </ol> |  |

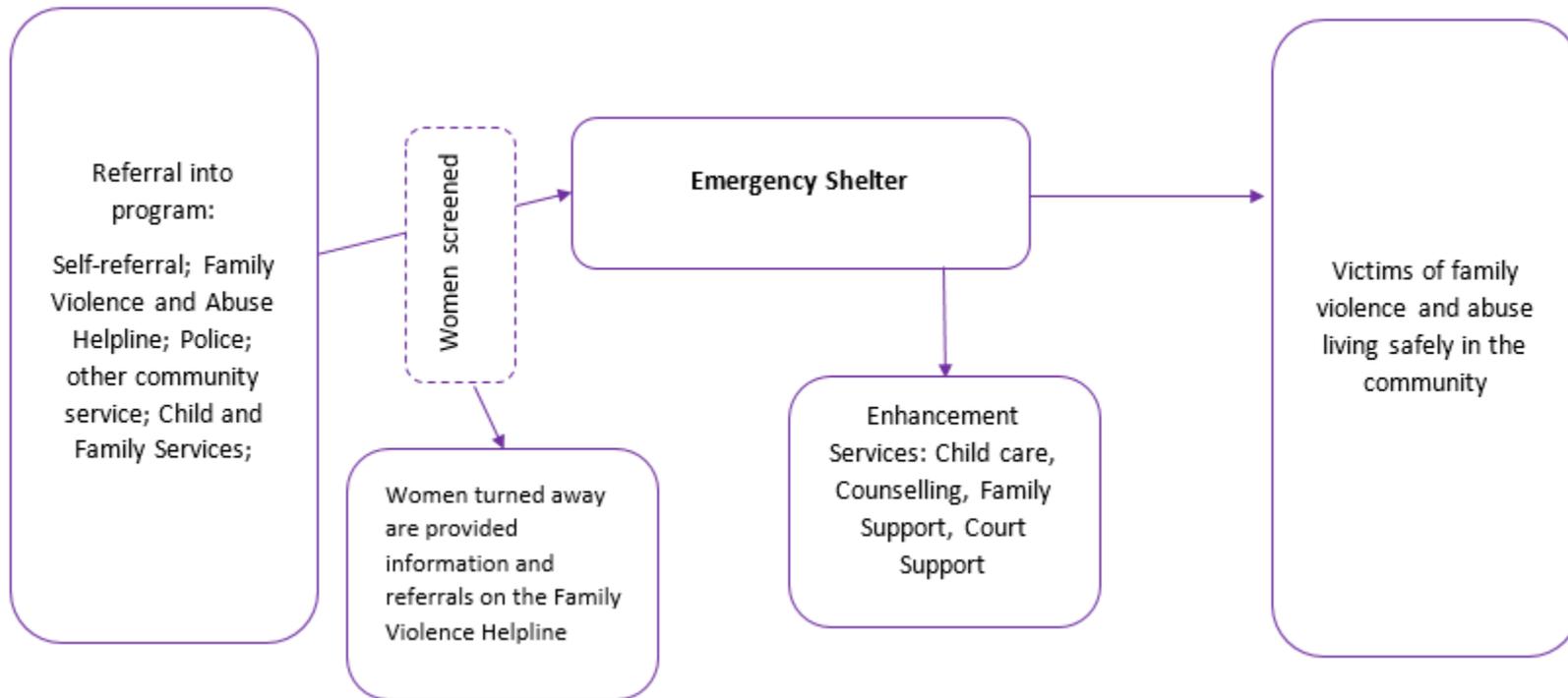
FTE – full-time equivalent

## A2. Emergency Shelter Logic Model and Service Pathways

### a) Logic Model

|  | Outputs   | Short term outcomes   | Mid term outcomes  | Long term outcome                              |
|--|---|---|--|--|
| Enhancing Safety Counselling   | <ul style="list-style-type: none"> <li># of women and children served</li> <li># of <u>turnaways</u></li> <li># bed nights</li> <li># occupied beds</li> <li># occupied bedrooms</li> <li># Danger Assessment completed</li> </ul>                            | <ol style="list-style-type: none"> <li>Women's immediate safety increases (Eval 4)</li> <li>Increased awareness of resources and increased access to services through referrals (5 b-k)</li> <li>Increase in victims who plan their futures after the shelter as the expert in their own lives. (12, service plan)</li> </ol>                                   | <ol style="list-style-type: none"> <li>Women experience an increase in dignity and safety. (dignity, RB, SR, DA, Safety Plan, 17)</li> <li>Barriers to Victim's resistance to violence; abuse and oppression in all its forms are reduced (ST 6-8).</li> <li>Victims of family violence and abuse have increased hope for the future (18)</li> </ol> | Women live free from family violence and abuse |
| Women experience dignity and are supported to plan their own futures as the experts in their own lives | <ul style="list-style-type: none"> <li># Victims who create formalized safety plans based on history of responses</li> <li># Service Plans Completed</li> <li># of referrals</li> <li>Victims receive a positive social response from program (10)</li> </ul> | <ol style="list-style-type: none"> <li>Victims increase formal awareness of how they have responded to their partner's violent and abusive actions (8)</li> <li>If victims are returning to a partner who is abusive they were able to talk openly to a counsellor, met their goals and have a safety plan in place (25, safety plan, goal plan, 27)</li> </ol> |  |  |

**b) Service Pathways**



**A3. Community Services Counselling Program Logic Model (no Service Pathways diagram)**

| Program component                               | Outputs   | Short term outcomes  | Mid term outcomes  | Long term outcome  |
|---|---|--|--|--|
| Initial intensive community counselling support | # women and their children served<br><br># women over 50 served<br><br># client hours (direct and indirect) | 1. Women recognize resistance and enhance personal safety (E9, MT1)<br><br>2. Women feel their basic needs are identified and next steps are considered<br><br>3. Women gain knowledge about available community resources and options (E2)<br><br>4. Women increase their understanding of the level of risk associated with their abusive partner and ways to minimize risk (DA, E6, E7) | 5. Women enhance their ability and resiliency in keeping themselves and their family safe (E8, MT 4, 5, 8)<br><br>6. Women consider options and next steps for themselves and their families (MT6)   | Women have safe and healthy relationships free of abuse and violence (CC - MT2, 3; OR MT6) |
| Longer-term community counselling support       | Total # referrals<br><br>Total # client contacts<br><br>Case loads<br><br># NCC contacts                    | 1. Women build on progress made towards increased safety and goals established in Community Counselling and/or a shelter stay (E6, E7, E8, Goals)<br><br>2. Women identify and develop personal goals (goals)<br><br>3. Women recognize and enhance their knowledge and awareness of family violence and abuse issues (DA, E6,7)   | 5. Women strengthen their emotional health, well-being, and resiliency (MT3, 4)<br><br>6. Women make progress towards their personal goals (goals, E3,)<br><br>7. Women recognize their own strengths in resisting abuse and feel empowered to build on these strengths (E9; MT11) |  |

NCC – non-caseload clients, i.e., clients who do not initiate intake with the program but become clients by virtue of being associated with an existing client

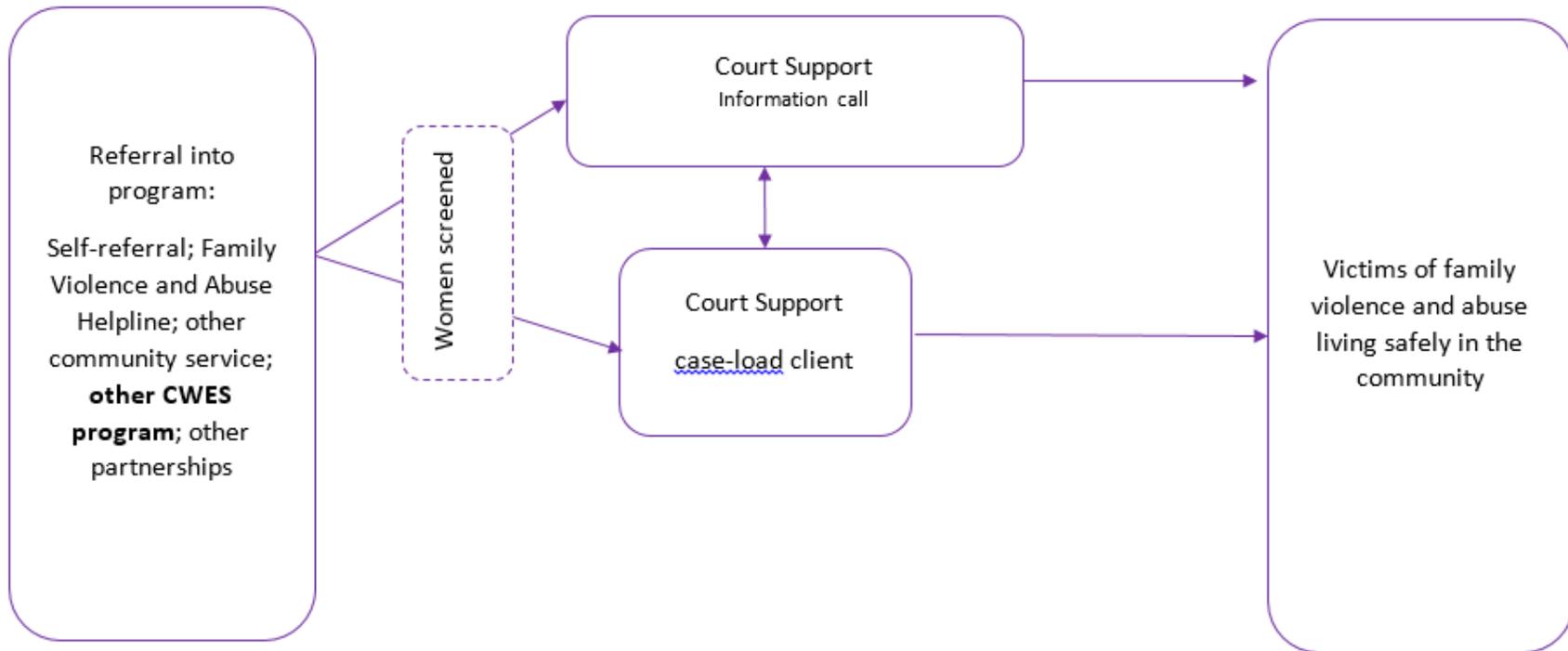
## A4. Court Program Logic Model and Service Pathways

### a) Logic Model

| Inputs   | Activities  | Outputs   | Short term outcomes  | Mid-term outcomes   | Long term outcome   |
|--|---|---|--|---|---|
| <ul style="list-style-type: none"> <li>• 1 FT Supervisor</li> <li>• 2 FT Court Support Counsellors</li> <li>• Telephone/Cell phones/Fax</li> <li>• Long-distance calls</li> <li>• Laptop/Internet</li> <li>• Funding (External / Internal)</li> <li>• Office supplies/stationary supplies</li> <li>• Office space/Counselling space</li> <li>• Access to Evaluation Team</li> <li>• Food stipend</li> <li>• Transportation (taxi/bus)</li> <li>• Mileage and vehicle insurance</li> <li>• Parking costs</li> <li>• Professional Development Fund</li> <li>• Access to administration services</li> <li>• Partnerships with community agencies for referrals</li> <li>• Business card/brochure/name tag ID</li> <li>• Tech Support</li> </ul> | <ul style="list-style-type: none"> <li>• Provide emotional support and short term in person / telephone counselling</li> <li>• Connect with referring agencies and/or client to establish clients' needs</li> <li>• Accompany clients to court and legal appointments</li> <li>• Provide information about legal system</li> <li>• Educate clients about how to present themselves in court</li> <li>• Provide basic definitions of some commonly used legal terminologies</li> <li>• Assist clients in accessing, filing and understanding appropriate court orders and documents</li> <li>• Information sharing with referring agency and other community organizations</li> <li>• Advocacy on behalf of client</li> <li>• Provide translation and interpretation</li> <li>• Develop community partnerships through public speaking and presentations</li> <li>• Participate in on-going program evaluation related to program</li> </ul> | <ul style="list-style-type: none"> <li>• # of women and children served</li> <li>• # of <del>turnaways</del> referrals</li> <li>• # of referrals provided</li> <li>• # services provided</li> <li>• # types of orders obtained</li> </ul> | <p>Clients understand the legal process they are going through.</p> <p>Clients understand their rights within the legal system.</p> <p>Clients are emotionally supported while accessing the legal system.</p> <p>Clients increase knowledge of legal information and resources.</p> <p>Clients increase knowledge of safety planning for themselves and their family.</p> | <p>Clients feel confident in their ability to access the legal system.</p> <p>Clients use their knowledge to increase their ability to navigate the legal system.</p> | <p>Clients effectively utilize the legal and justice system, advocating for themselves to achieve better results in their legal situations.</p> |

FT – full-time

**b) Service Pathways**

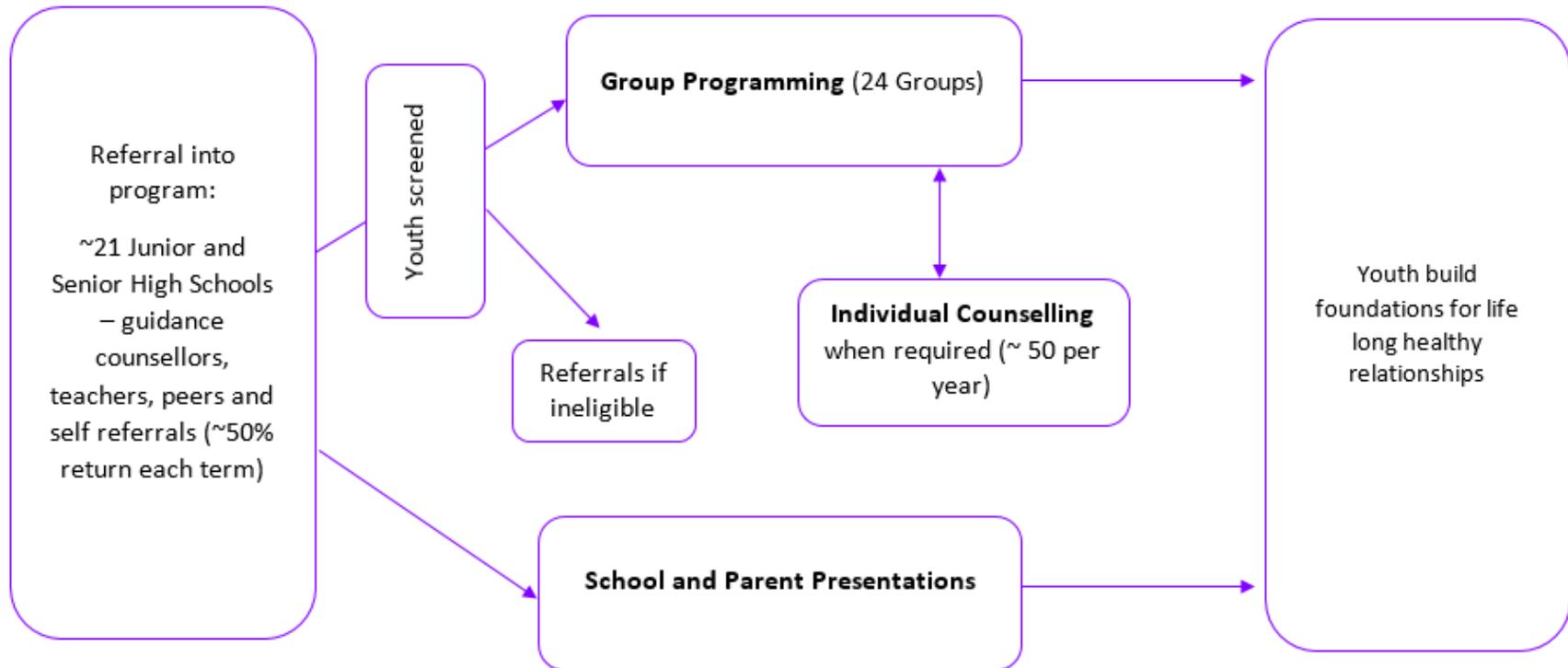


## A5. Healthy Relationships Logic Model and Service Pathways

### a) Logic Model

| Inputs  | Activities   | Outputs   | Short-Term Outcomes   | Mid-Term Outcomes  | Long-Term Outcomes   |
|---|--|---|---|--|--|
| <ul style="list-style-type: none"> <li>• Program facilitators</li> <li>• Program manager</li> <li>• Accessible, convenient space in schools</li> <li>• Program evaluation (on-going)</li> <li>• Online case management program</li> <li>• Access to professional development</li> <li>• materials On-going training</li> <li>• opportunities and sharing best practices for facilitators</li> <li>• Program materials and resources</li> <li>• Support from school personnel</li> </ul> | <ul style="list-style-type: none"> <li>• Process and/or experiential group programming with youth in school settings</li> <li>• Individual counselling sessions</li> <li>• Present at school assemblies, parent meetings as requested</li> <li>• Attend staff meetings</li> <li>• Attend regular meetings with school liaison</li> <li>• Facilitators meet with the program manager on a monthly basis to facilitate program development (staff meetings)</li> <li>• Advocacy calls and referrals as required</li> <li>• Conduct screening interviews to assess potential participants</li> <li>• Attend sessions with parents and/or parent-teacher interview information</li> <li>• Sessions upon request</li> </ul> | <ul style="list-style-type: none"> <li># screening interviews</li> <li># school group sessions held</li> <li># individual participants in groups</li> <li># individual school group sessions attended</li> <li># individual youth counselling sessions</li> <li># advocacy contacts made</li> <li># referrals made</li> <li># youth at in-class presentations</li> <li># facilitator-staff meetings</li> <li># meetings with school liaison held</li> <li># school staff meetings attended by facilitators</li> </ul> | <ol style="list-style-type: none"> <li>1. Participants report experiencing safety in programming (2,3,4,11)</li> <li>2. Youth are engaged in the program (FIT)</li> <li>3. Youth are satisfied (net promoter score - 12)</li> <li>4. Increased ability to express healthy relationship concepts (6)</li> <li>5. Increased healthy relationship skills (7)</li> <li>6. Establish internal locus of control (8)</li> <li>7. Establish network of support (9)</li> </ol> | <ol style="list-style-type: none"> <li>1. Increased help seeking</li> <li>2. Youth have healthier relationships (13)</li> <li>3. Youth support friends to have healthier relationships (10)</li> <li>4. Youth have increased well-being (FIT)</li> </ol> | <p>Youth build foundations for life long healthy relationships</p> |

### b) Service Pathways

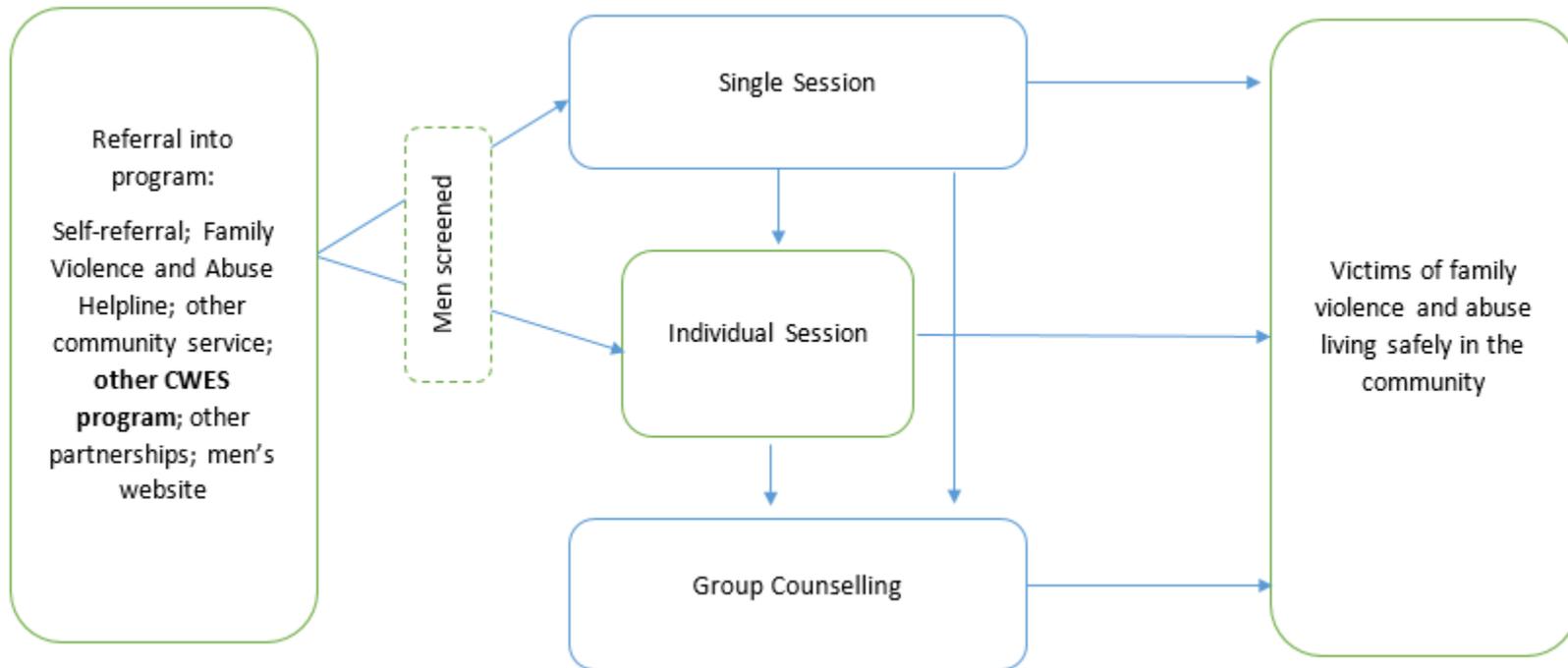


## A6. Men’s Counselling Service Logic Model and Service Pathways

### a) Logic Model

| Program component                             | Inputs   | Activities   | Outputs   | Short term outcomes   | Mid-term outcomes  | Long term outcome   |
|---|--|--|---|---|--|---|
| Men’s Short Term Counselling (Single Session) | <ul style="list-style-type: none"> <li>• Manager</li> <li>• Therapists</li> <li>• Administrative support (PT)</li> <li>• Counselling spaces</li> <li>• Educational /resource materials</li> <li>• Safety protocols &amp; policies</li> </ul> | <ul style="list-style-type: none"> <li>• Individual counselling (for men and women)</li> <li>• Group counselling (for men only)</li> <li>• Staff consultation with other professionals trained in the response-based approach</li> <li>• Development of skill in therapeutic approaches that promotes a language of responses, and discourages a language of effects</li> <li>• Safety checks and individualized safety planning (for women only)</li> </ul> | Total # referrals<br><br># Clients Served (total, short, long, group & women)<br><br># client hours (direct and indirect)<br><br>Total # client contacts<br><br># Non Caseload contacts | <ol style="list-style-type: none"> <li>1. Perpetrators are engaged in FV&amp;A counselling (FIT)</li> <li>2. Perpetrators decrease violence, abuse and harassment (westmarland survey)</li> <li>3. Perpetrators increase internal locus of control, awareness of impact of actions on others (Men’s Evaluation Tool A- mid-term, discharge; westmarland survey)</li> <li>4. Perpetrators increase respectful communication (Westmarland Survey)</li> <li>5. Perpetrators increase victim’s `space for action` (Westmarland Survey)</li> <li>6. Perpetrators begin to create safety for their (ex) partners, (Westmarland Survey)</li> </ol> | <ol style="list-style-type: none"> <li>1. Perpetrator’s Well-being increases (FIT)</li> <li>2. Perpetrator increases satisfaction with relationships (Eval A)</li> <li>3. Victim’s sense of safety increases (westmarland survey)</li> </ol> | Women, men, and children have safe and healthy relationships free of abuse and violence |
| Men’s Group                                   |  |  |   |   |  |   |
| Men’s Long Term Counselling                   |  |  |   |   |  |   |
| Women’s Counselling                           |  |  |   | <ol style="list-style-type: none"> <li>7. Victims experience a positive social response (RB survey)</li> <li>8. Victim’s resistance is supported (RB Survey)</li> </ol>   | <ol style="list-style-type: none"> <li>4. Victim’s well-being increases (FIT)</li> <li>5. Victim’s safety increases (RB Survey)</li> </ol>   |   |

**b) Service Pathways**



### A7. Take a Stand Initiative Logic Model (no Service Pathways diagram)

| Goal   | Input  | Activity  | Output   | Short Term Outcome   | Mid Term Outcome  | Long Term Outcome   |
|--|--|---|--|--|---|---|
| Educate and empower community members to effectively recognize family violence and abuse, to positively respond to victims and be comfortable making referrals to appropriate specialized services, via a call to individual and community action to end family violence | <p>Program manager</p> <p>Program evaluation team</p> <p>Partnerships with community groups and organizations</p> <p>Facilitators</p> <p>Presentation materials: laptop, projector, speakers, flip chart easel, printed handouts</p> | <p>Build community capacity via education with:</p> <ol style="list-style-type: none"> <li>Community groups</li> <li>Service providers</li> <li>Medical professionals</li> <li>Legal professionals</li> <li>Police</li> <li>Corporate groups</li> <li>Faith-based groups</li> </ol> <p>Administer family violence education externally, offering a range of educational modules</p> <p>Develop and distribute appropriate materials (presentations, handouts, promo materials)</p> <p>Foster new and established collaborations with various community organizations and groups</p> <p>Create and maintain database of all public education activities and contacts</p> | <p># presentations</p> <p># participants</p> <p># of hours</p> <p>Increase in traffic to CWES website and social media resources</p>   | <p>Increase in participants' awareness and knowledge of the prevalence, impacts and types of family violence and abuse</p> <ul style="list-style-type: none"> <li>Survey</li> </ul> <p>Stereotypes and myths held by participants about victim blaming and responsibility of perpetrators are challenged</p> <ul style="list-style-type: none"> <li>Survey</li> </ul> <p>Increase in participants' ability to recognize signs of domestic violence, to effectively respond to signs and/or disclosure, including referring victims to appropriate resources/services</p> <ul style="list-style-type: none"> <li>Survey</li> </ul> <p>Increase in participants' awareness of their role in addressing family violence within their communities</p> <ul style="list-style-type: none"> <li>Survey</li> </ul> | <p>More likely to recognize people in their social networks who have experienced or are experiencing family violence and abuse</p> <ul style="list-style-type: none"> <li>Follow-up survey and focus group</li> </ul> <p>More likely to believe a victim's disclosure of violence</p> <ul style="list-style-type: none"> <li>Follow-up survey and focus group</li> </ul> <p>If/when presented an opportunity to support a victim, participants are more likely to provide a positive social response</p> <ul style="list-style-type: none"> <li>Follow-up survey and focus group</li> </ul> | <p>More individuals impacted by family violence access formal services</p> <p>Individuals in helping positions (formal and informal) are better able to respond support victims</p> <p>Increased community awareness and activism to reduce family violence</p> <p>Change in social norms supporting violence, abuse and inequality over time</p> |
| Increase Access to Services  | <p>Community Services Counsellors</p> <p>Helpline counsellor</p> <p>Community Members, Service providers</p>   | <p>Provide education to community members as to how to provide a positive response when interacting with victims of family violence and abuse</p> <p>Refer victims of family violence and abuse to formal resources/services</p> <p>Provide short term counselling, referral and bridging counselling to long term services.</p>  | <p># of ISS calls made to Helpline</p> <p># of ISS referral calls made to Helpline</p> <p># women and men served</p> <p># of women and men referred as a result of an ISS intervention</p> | <p>More victims receive the support and services they need</p> <p>Community capacity building (individuals are better able to support those affected by family violence and abuse)</p>   | <p>Increased numbers of victims and perpetrators access supports over time (CWES and other family violence providers)</p>   | <p>More individuals impacted by family violence access family violence and abuse services</p>   |