JUSTICE

Evaluation of the Legal Support and Awareness to Address Sexual Harassment in the Workplace Initiative

Final Report

September 2023

Evaluation Branch
Internal Audit and Evaluation Sector

ACKNOWLEDGEMENT

ACRONYMS

2SLGBTQI+	2S: at the front, recognizes Two-Spirit people as the first 2SLGBTQI+ communities; L: Lesbian; G: Gay; B: Bisexual; T: Transgender; Q: Queer; I: Intersex, considers sex characteristics beyond sexual orientation, gender identity and gender expression; +: is inclusive of people who identify as part of sexual and gender diverse communities, who use additional terminologies.
BIPOC	Black, Indigenous and People of Colour
CFP	Call for Proposal
CLI	Community Legal Information of Prince Edward Island
CSL	Canada Steamship Lines
EWG	Evaluation Working Group
GBA Plus	Gender-based Analysis Plus
GBV	Gender-based Violence
IAID	Innovations, Analysis and Integration Directorate
JPIP	Justice Partnership and Innovation Program
LAD	Legal Aid Directorate
LISNS	Legal Information Society of Nova Scotia
NCLC	Northumberland Community Legal Centre
PEI	Prince Edward Island
PLEAC	Public Legal Education Association of Canada
PLEI	Public Legal Education and Information
PLEIS	Public Legal Education and Information Service
PLIAN	Public Legal Information Association of Newfoundland and Labrador
SHW	Sexual Harassment in the Workplace
STG	Sunwing Travel Group

TABLE OF CONTENTS

List of Tables

List of Figures

EXECUTIVE SUMMARY

Introduction

The evaluation of the Legal Support and Awareness to Address Sexual Harassment in the Workplace Initiative (SHW Initiative) was conducted by the Department of Justice Canada (Justice Canada) Internal Audit and Evaluation Sector. The evaluation covers the four fiscal years, from 2019-20 to 2022-23. The evaluation was conducted in accordance with the Treasury Board *Policy on Results* (2016), which requires departments to measure and evaluate performance and use the resulting information to manage and improve programs, policies and services. The evaluation examined relevance, design and delivery, effectiveness and efficeincy of the Initiative.

Program Description

The SHW Initiative was launched in 2018-19 to support the federal government in its goal of "Eliminating gender-based violence and harassment". The SHW Initiative is comprised of two components, the Public Legal Education and Information Outreach (PLEI) component, and the Legal Advice for Complainants of Workplace Sexual Harassment component.

The PLEI component supports the development and dissemination of PLEI in a pan-Canadian outreach campaign. The populations that could benefit from Initiative-funded projects are broad and include many different vulnerable groups. The goal is to better inform workers, especially the most vulnerable, about their rights, and resources they can access regarding sexual harassment in the workplace (SHW).

The Legal Advice component supports organizations that provide legal information, advice and ancillary services across each province and territory to persons who have experienced SHW regardless of their economic status. Services are made available through various modes of delivery, such as by telephone, in-person, or online. The Initiative ensures that the services are accessible to populations who may be more vulnerable to sexual harassment, such as workers in precarious jobs; those who provide personal services; women working in male dominated fields; youth; Indigenous and racialized women; persons with disabilities; those who identify as 2SLGBTQI+; and women newcomers to Canada.

The SHW Initiative is delivered with funding through the Justice Partnership and Innovation Program (JPIP) and the Legal Aid Program. During the period covered by the evaluation, Justice Canada allocated approximately $39 million to the SHW Initiative. Over the course of two Calls for Proposals (CFPs), the Initiative funded 45 projects, including four projects in the Legal Advice component (accounting for 43% of total project funding), 28 projects in the PLEI component (42% of total project funding), and 13 projects with activities consistent with both components (15% of total project funding).

Findings

Relevance

The SHW Initiative is well aligned with federal government priorities and federal roles and responsibilities. Budget 2018 highlighted that the impact of workplace sexual harassment and gender-based violence are significant, particularly for women for whom it can make working difficult, or even impossible. To address these issues, the Budget included targeted measures to combat workplace sexual harassment and gender-based violence (GBV). Due to the high proportion of women who have experienced SHW, the SHW Initiative also serves as Justice Canada's support for other government priorities relating to women and violence against women.

Target populations of the SHW Initiative are broad and include people who have experienced SHW, employers and employees. People who have experienced SHW have needs for both PLEI and legal advice whereas other employees need PLEI, primarily. The needs for employers focus largely on PLEI, including high quality training. Through data collection for the evaluation, individuals working in the legal community were identified as an additional target population with specific needs given their work with complainants of SHW. Individuals in the legal community need specialized training in workplace sexual harassment, sensitivity, trauma-informed responses and in serving diverse communities.

The evaluation found that funded projects are aligned with the needs of target populations. In the design phase of the Initiative, emphasis was placed on the most vulnerable populations to help empower these groups. A mix of legal advice, PLEI and joint legal advice/PLEI projects have been funded with organizations across Canada. The evaluation was able to determine that most project designs are comprehensive and responsive to target population needs (both known and those that emerge as the project is implemented). While some funded projects are specific to particular groups (such as newcomers) or types of workplaces (e.g., male dominated), others have a broader target population. This allows for the needs of the general population across Canada to be met, as well as for the inclusion of, and particular focus on many specific vulnerable groups.

A few gaps were identified that could be considered in future programming, such as a need to include increased supports for psychosocial needs. Access to legal representation was commonly mentioned as a gap for those who have experienced SHW, although it is outside the scope of the Initiative.

Effectiveness

The evaluation found that projects are contributing to increasing access to legal advice and PLEI. Making services and information available online, in multiple languages and available through intermediary organizations already known to those accessing the information are key enablers to accessibility. However, people who have experienced SHW are fearful and hesitant to seek information or advice, which limits their access to these resources. These include fears of being identified (particularly in rural/small communities) and lack of confidentiality.

Multi-sectoral and multi-agency collaborations were successful and featured in almost two thirds of funded projects. The evaluation found that these collaborations facilitated knowledge-exchange and sharing of resources, which in turn helped increase outreach and facilitated the achievement of project outcomes. Collaboration and partnerships allowed funded projects to connect with more difficult to reach target groups, refer clients, and cross-promote services.

Design and Delivery

The evaluation found that the COVID-19 pandemic posed a challenge at both the Initiative and project level. Timelines, project design, delivery approaches and reach were all affected by the pandemic. However, the Initiative's flexibility in the face of the challenges posed by the pandemic was recognized by funded organizations.

The evaluation also found that several best practices were built into the Initiative at the design stage and required project designs to adopt a number of beneficial features. These features included adopting trauma-informed approaches, Gender-based Analysis Plus (GBA Plus), and encouraging the involvement and collaboration with organizations already trusted by targeted populations.

Funding applicants were expected to consider GBA Plus in the planning phase of their projects. However, the evaluation found a mixed understanding among funded organizations regarding how to implement GBA Plus during project delivery. In instances where projects had a strong understanding of GBA Plus, its use extended from project design to implementation. However, for many other projects there was limited evidence regarding the utilization of GBA Plus in the project delivery phase.

Efficiency

The Initiative included various design features that contributed to efficiencies. This included funding organizations with experience delivering PLEI since these organizations were well positioned to expand the topics and reach of their PLEI materials and to connect target populations with existing and new partners. Encouraging collaboration with other organizations was also seen to contribute to efficiency in project delivery by expanding their reach and services. Finally, a project dedicated to supporting collaboration and partnerships among Initiative-funded projects helped facilitate the sharing of best practices and knowledge exchange.

Recommendations

No recommendations are included as the SHW Initiative was implemented as expected and there are no identified barriers to the achievement of expected results.

1   INTRODUCTION

1.1   Purpose of the Evaluation

This report presents the results of the evaluation of the SHW Initiative. The evaluation was conducted in accordance with the Treasury Board *Policy on Results* (2016), which requires departments to measure and evaluate performance and use the resulting information to manage and improve programs, policies and services. The evaluation was undertaken by Justice Canada's Internal Audit and Evaluation Sector as part of its 2021-22 Departmental Integrated Audit and Evaluation Plan.

1.2   Evaluation Scope

The evaluation covers four fiscal years (FY), from 2019-20 to 2022-23. The scope was informed through a review of available information as well as consultations with the Evaluation Working Group (EWG) which included key representatives from the Innovations, Analysis and Integration Directorate (IAID) and the Legal Aid Directorate (LAD). The purpose of the consultations was to obtain input regarding issue areas and questions that may be of interest to explore through the evaluation.

The evaluation examined the relevance of the SHW Initiative in terms of its alignment with federal government priorities, roles and responsibilities, as well as the extent to which it is aligned with the needs of target populations. The evaluation also explored effectiveness focusing on early impacts, including the extent to which the SHW Initiative enabled access to legal advice, information and ancillary services, in addition to enabling target populations' access to legal information about their rights, obligations and responsibilities. Finally, the evaluation explored both the implementation, and efficiency of the SHW Initiative.

2   INITIATIVE PROFILE

2.1   Description

The SHW Initiative was launched in 2018-19 to support the federal government in its goal of "Eliminating gender-based violence and harassment". Sexual harassment is a form of discrimination based on sex[1] which can take a variety of forms[2] from mild transgressions to severe behaviour.[3] The *Canada Labour Code* defines sexual harassment as any conduct, comment, gesture, or contact of a sexual nature that is likely to cause offence or humiliation to any employee; or that might, on reasonable grounds, be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for training or promotion.[4] An individual has the right to be free from an unwelcome sexual advance or solicitation in the workplace. Over time, definitions have continued to evolve to better reflect an understanding of the way that sexual power operates in society.[5]

---

[1]   Ontario Human Rights Commission.   https://www.ohrc.on.ca/en/policy-preventing-sexual-and-gender-based-harassment/1-introduction

[2]   *Janzen v. Platy Enterprises Ltd.* (1989), *supra*, note 1 at para. 44447.

[3]   Ontario Human Rights Commission.   https://www.ohrc.on.ca/en/policy-preventing-sexual-and-gender-based-harassment/2-identifying-sexual-harassment

[4]   *Canada Labour Code.* (1985). Section 122. https://laws-lois.justice.gc.ca/eng/acts/l-2/page-1.html

[5]   Ontario Human Rights Commission.   https://www.ohrc.on.ca/en/policy-preventing-sexual-and-gender-based-harassment/2-identifying-sexual-harassment

The SHW Initiative is comprised of two components, the PLEI component, and the Legal Advice for Complainants of Workplace Sexual Harassment component. The two components are complementary and together are intended to help make workplaces free of harassment by:

- increasing public awareness and knowledge about SHW; and
- providing complainants of SHW with access to legal advice when dealing with workplace sexual harassment.

Public Legal Education and Information and Outreach

This component supports the development and dissemination of public legal education and information. The target populations that could benefit from SHW Initiative-funded projects are broad and include many different vulnerable groups.[6] The goal is to better inform workers, especially the most vulnerable, about their rights, and resources they can access regarding SHW. In addition to projects aimed at workers generally, this component also includes projects focussed on hospitality and service industry workplaces and male dominated industries and occupations to increase awareness and public knowledge around sexual harassment in these employment sectors.

Legal Advice for Complainants of Workplace Sexual Harassment

This component supports organizations that provide legal information, advice and ancillary services (i.e., counselling and referrals to employment agencies) across each province and territory to persons who have experienced SHW regardless of their economic status. Services are made available through various modes of delivery, such as by telephone, in-person, or online. The SHW Initiative ensures that the services are accessible to populations who may be more vulnerable to sexual harassment, such as workers in precarious jobs; those who provide personal services; women working in male dominated fields; youth; Indigenous and racialized women; persons with disabilities; those who identify as 2SLGBTQI+; and women newcomers to Canada.

2.2   Resources

In Budget 2018, the federal government proposed to invest $50.4 million over five years (2018-19 to 2022-23) to address SHW. Of this amount, approximately half ($25.4 million) was earmarked for providing legal advice to people who have experienced SHW, and the other half ($25 million) was dedicated to the development of a pan-Canadian outreach program to inform workers about their rights.

The SHW Initiative is delivered with funding through the JPIP and the Legal Aid Program. During the period covered by the evaluation, Justice Canada allocated approximately $39 million to the SHW Initiative. The breakdown per fiscal year is presented in Table 1 below.

---

[6] 2021 SHW Initiative Reporting Template defines target populations as, but not limited to: employees in precarious employment (for example those who rely on tips, personal service workers); women; women in male dominated occupations/workplaces; Indigenous persons; visible minority groups; two spirit and 2SLGBTQI+ persons; newcomers; persons living with a disability; youth ages 13-17; rural remote populations; employers; non-justice related professional groups; official language minority groups; general public; ethno-cultural minority women 2SLGBTQI+ communities and gender-non-binary persons, non-status/refugee/immigrant women, persons living in northern, rural and remote communities, seasonal and temporary workers.

Table 1: Financial Resources Allocated to the SHW Initiative from 2019-20 to 2022-23

Categories	2019-2020[iii]	2020-2021	2021-2022	2022-2023
Operational funding[i,ii]	$111,714	$128,449	$126,898	$105,347
Legal Aid (Gs&Cs)	$2,347,327	$5,500,000	$5,717,557	$5,525,077
JPIP (Gs&Cs)	$4,173,377	$4,434,776	$5,785,065	$5,271,355
Total	**$6,632,418**	**$10,063,225**	**$11,629,520**	**$10,901,779**

Notes:

i. Operational funding includes resources related to salaries, employee benefits and operating & maintenance (O&M).

ii. Accommodation and SSC costs are excluded from this table as they go directly to their respective departments and they are not in Main Estimates.

iii. Note that the 2019-20 Legal Aid portion does not align with what was reported in Public Accounts for that fiscal year as a reprofile of lapsed funding was submitted and subsequently approved to redistribute lapsed funding to future years (2021-22, 2022-23 and 2023-24).

2.3   Overview of Funded Projects

The first Call for Proposal (CFP) was issued in 2018, seeking proposals for both components, PLEI and Legal Advice.

Project proposals were received and assessed by program officials representing both JPIP and Legal Aid, and a committee comprised of SHW experts from across Canada. The final selection of projects was made to offer geographic representation across Canada as well as include projects that focused on specific population groups disproportionately affected by or affected in different ways by SHW. Key considerations such as gender-based analysis, trauma informed practices,[7] multi-sectoral and multi-agency collaboration, cultural sensitivity, and support for official languages were also applied in project assessment and selection.

A second CFP was issued in 2021 that was aimed at supporting PLEI projects intervening in specific sector environments such as male dominated industries and service/hospitality workers. As a result of this CFP, 11 projects were funded and five organisations that had received project funding for the Legal Advice component through the first CFP received additional funding to provide PLEI. In total, 45 projects, delivered by 45 organizations were funded under both CFPs.

As noted in Table 2, projects cover all provinces and territories. There are also several projects funded through the SHW Initiative that are national in scope.

---

[7] The University of Plymouth (Social Work) provides a comprehensive definition of trauma-informed practices as a strengths-based approach, which seeks to understand and respond to the impact of trauma on people's lives. The approach emphasizes physical, psychological, and emotional safety for everyone and aims to empower individuals to re-establish control of their lives.

Table 2: Number of Projects by Province/Territory

Province/Territory	Legal Advice Projects	PLEI Projects	Legal Advice and PLEI Projects	Percentage of Total Approved Funding
Alberta	0	3	1	5%
British Columbia	1	4	1	12%
Manitoba	0	1	1	5%
New Brunswick	0	0	1	4%
Newfoundland and Labrador	0	0	1	3%
Northwest Territories	0	1	0	3%
Nova Scotia	0	0	1	5%
Nunavut	0	0	1	2%
Ontario	1	8	2	24%
Prince Edward Island	0	1	1	4%
Quebec	1	1	0	7%
Saskatchewan	0	2	1	7%
Yukon	0	1	1	8%
National	1	6	1	11%
Total	**4**	**28**	**13**	**100%**

Figure 1 indicates that the largest portion of the funding was allocated almost equally to projects focussed on PLEI (42%) and a combination of PLEI and Legal Advice (43%) followed by Legal Advice (15%).

Figure 1: Distribution of Funding by Component (2019-20 to 2022-23)

- Legal Advice (4 Projects)
- PLEI (28 Projects)
- Both Legal Advice and PLEI (13 Projects)
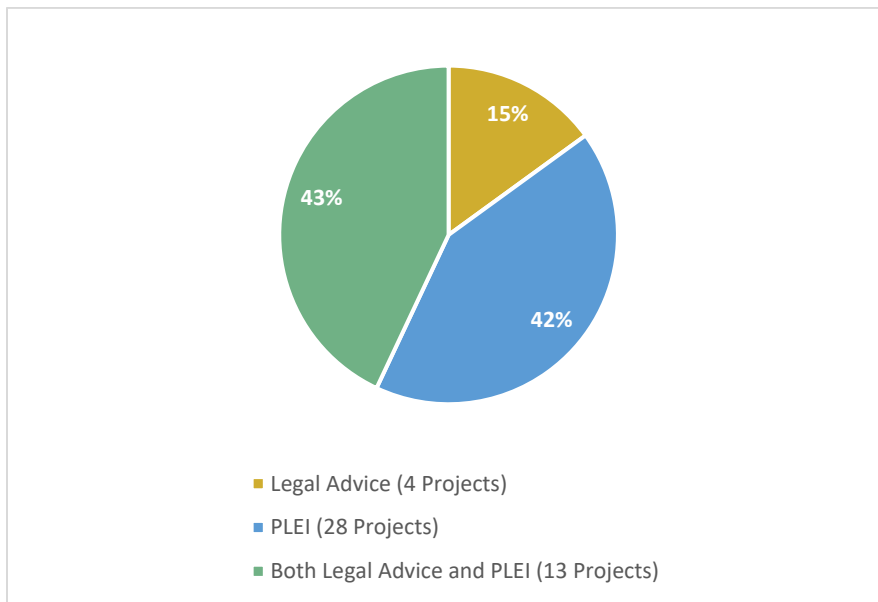
3 EVALUATION METHODOLOGY

The evaluation was guided by an evaluation matrix (evaluation questions, indicators, and data sources) that was developed through the evaluation scoping and design phase. The evaluation issues and questions are presented in Appendix A. The evaluation included multiple lines of evidence and employed the data collection methods described below.

3.1 Document and File Review

The document review provided descriptive information on the SHW Initiative's activities as well as information responding to evaluation questions. The review was ongoing throughout the evaluation and included the following types of documents:

- Administrative and internal documents for the SHW Initiative including project documentation and reports.
- Publicly available departmental and other government documents such as federal Budget Speeches and Minister's mandate letters.
- Financial budget information.

3.2 Academic Literature Review

The academic literature review provided descriptive information on the needs of target populations with respect to legal information and education, and access to legal advice. This review was limited to countries with cultures similar to Canada's and focused on interventions at the federal level.

3.3 Key Informant Interviews

A total of 17 interviews were conducted with 20 individuals representing the following groups:

- Justice Canada representatives (n=3)
- PLEI project representatives (n=10)
- Legal Aid project representatives (n=4) and
- Subject matter experts/advisors (n=3)

Subject matter experts included members of an advisory committee that was consulted during the development of the SHW Initiative.

3.4 Case Studies

Five case studies were conducted to provide an in-depth exploration of project activities and identify delivery challenges and best practices. Five themes were selected in discussions with the EWG. Case study themes, the associated projects that were selected and a description of each are presented in Table 3 below. Summaries of the case studies are included in Appendix B.

Table 3: Case Studies

Theme	Case Study Projects	Context
Networking	The Atlantic Region Network	The Atlantic Region Network is made up of five projects from four Atlantic provinces that received Initiative funding to provide PLEI or a mix of PLEI and legal advice. The five organizations were: the Community Legal Information of Prince Edward Island (CLI), the Legal Information Society of Nova Scotia (LISNS), the Public Legal Information Association of Newfoundland and Labrador (PLIAN), the PEI Human Rights Commission; and the Public Legal Education and Information Service of New Brunswick (PLEIS NB). The five projects met regularly to share information and resources and to support collaboration.
Information sharing/ outreach	The Public Legal Education Association of Canada (PLEAC)	PLEAC's project had a unique focus on collaboration and knowledge transfer between funded projects. It supported opportunities for partnerships, professional development, and for hosting conferences to bring the project delivery organisations together. Additional knowledge dissemination activities included a website for access to information on projects and initiatives across Canada related to workplace sexual harassment.
Transition from PLEI to PLEI and legal advice	The Public Legal Education and Information Service (PLEIS) of New Brunswick	This project was initially intended to focus on PLEI; however, it was later changed to add a legal advice component. In terms of PLEI, the project aimed to create education and training resources that explain the law, policies, practices, and procedures for dealing with SHW, both from an employment law and a human rights perspective. The project focused on multiple vulnerable populations including newcomers, women, and members of the 2SLGBTQI+ community. Regarding legal advice, the intent was to develop a workplace sexual harassment legal advice delivery model that included a roster of trained legal professionals and access to a hotline/referral service for anyone experiencing SHW.
Cross-sectoral collaboration	The White Ribbon Project	White Ribbon received project funding for cross-sectoral activities that bridged both hospitality and male-dominated sectors. White Ribbon collaborated with Canada Steamship Lines Group and Sunwing Travel Group to implement sexual harassment responses within their workplaces. White Ribbon adapted, developed and disseminated PLEI resources, promoted awareness of workplace sexual harassment, and built capacity of industry professionals through training on workplace sexual harassment.
Legal advice and information	The Help and Legal Centre of Northumberland	There are 20 legal clinics across Ontario, including rural and remote areas that are collaborating and taking a coordinated approach to provide services. These 20 clinics used SHW resources to produce legal education materials, hire staff to deliver the legal advice and services to clients, and organize and present various educational sessions.

3.5 Limitations and Mitigation Strategies

As this is a relatively new initiative, there was limited information available regarding projects' achievement of outcomes. Most projects are still delivering activities and have not yet entered the phase where they would be reporting on outcomes. Consequently, outcome information was only available for a minority of projects. Therefore, the evidence pertaining to the achievement of outcomes relies heavily on interviews with project funding recipients.

Securing participation in the evaluation from funding recipients posed a challenge, resulting in a lower number of interviewees. Efforts were made to be flexible regarding timing of interviews, which were booked over a three-month timeframe to maximize the available times to meet with available interview respondents.

4 FINDINGS

4.1 Relevance

4.1.1 Alignment with Government Priorities and Federal Roles and Responsibilities

> The SHW Initiative is well aligned with federal government priorities related to sexual harassment in the workplace. It is also consistent with federal roles pertaining to assisting those who have experienced sexual harassment in the workplace.

Budget 2018 highlighted that the impact of workplace sexual harassment and gender-based violence (GBV) are significant, particularly for women for whom it can make working difficult, or even impossible. To address these issues, the Budget included targeted measures to combat workplace sexual harassment and GBV. These measures included both improving and increasing legal aid funding across Canada to support those who have experienced SHW, as well as the development of a pan-Canadian outreach program to better inform workers, particularly those most vulnerable, about their rights and how they can access help if they have been harassed in the workplace. The result of the Budget announcement was the establishment of the SHW Initiative, with its two areas of focus (i.e., legal information and advice, and PLEI) that are aligned with the two priorities in Budget 2018.

A review of academic research confirms that the SHW Initiative is consistent with one of the roles that can be played by government in this area, which is to assist those who have experienced SHW. This assistance can be provided through the funding of advice and support for people who have experienced SHW, guidance and education.[8, 9, 10] The other main role for governments identified in the literature is the implementation of laws to prevent future occurrences, which is outside the scope of the SHW Initiative.

---

[8] Choo, E. Y., & Seow Ping, N. T. (2021). Sexual Harassment in Workplace: A Literature Review. The International Journal of Humanities & Social Studies, 9, 29–34. https://doi.org/10.24940/theijhss/2021/v9/i8/HS2108-023

[9] Rivas, C., Vigurs, C., Cameron, J., & Yeo, L. (2019). A realist review of which advocacy interventions work for which abused women under what circumstances. Cochrane Database of Systematic Reviews. https://doi.org/10.1002/14651858.CD013135.pub2

[10] Addressing-violence-and-harassment-against-women-in-the-world-of-work-en.pdf. (n.d.). Retrieved January 26, 2023 from https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2019/Addressing-violence-and-harassment-against-women-in-the-world-of-work-en.pdf

Due to the high proportion of people who experience SHW that are women, the SHW Initiative also serves as Justice Canada's support for other government priorities relating to women and violence against women. This includes pillar four of the Gender Results Framework[11] as well as contributing to the Sustainable Development Goals related to GBV and Access to Justice.[12]

4.1.2 Addressing the Needs of Target Populations

> Target populations as originally identified for the SHW Initiative are varied and inclusive. Additional needs of these target populations and additional target populations have emerged and projects have adapted accordingly. Some gaps remain, including supports for psychosocial needs, and access to legal representation, although the latter is outside the scope of the SHW Initiative.

As noted in the SHW Initiative description in Section 2.1, the target populations that could benefit from SHW Initiative's projects are broad and include many different vulnerable groups. They include people with various socio-demographic characteristics, and employers and employees – specifically those in precarious employment, women in male dominated occupations/workplaces, and seasonal and temporary workers. Through the interviews, case studies and document review conducted for the evaluation, individuals working in the legal community were identified as an additional target population of the SHW Initiative.

Needs of Target Populations

People who have experienced workplace sexual harassment

One in three women in Canada indicate that they have experienced SHW. In addition, 25% of women and 17% of men reported that they had experienced sexual misconduct in their workplace in the previous year.[13] The literature reviewed also identified a number of risk factors that could contribute to a person experiencing this type of harassment. This includes vulnerability arising from undocumented status, language barriers, lack of knowledge about their rights, and isolation. Many workplaces also have limited or nonexistent sexual harassment policies, and most supervisors and managers have insufficient training. The prevalence of SHW is also higher for certain populations such as women, people with disabilities, sexual minorities, Indigenous peoples, racialized people, people living in remote areas, and individuals identified as not having status within a country. For example, a 2020 survey conducted by Statistics Canada identified that almost half (47%) of 2SLGBTQI+ workers had personally experienced sexual harassment, compared with just over one-fifth (22%) of non-

---

[11] The Gender Results Framework represents the Government of Canada's goals and strategic objectives with respect to gender equality. There are six pillars that include: education and skills development; economic participation and prosperity; leadership and democratic participation; gender-based violence and access to justice; poverty reduction, health and well-being; and gender equality around the world. The goal of Pillar 4 identifies eliminating gender-based violence and harassment and promoting security of the person and access to justice.
Source: https://cfc-swc.gc.ca/trans/briefing-information/transition/2019/tab6-en.html and https://women-gender-equality.canada.ca/en/gender-results-framework/gender-based-violence-access-justice.html
[12] Gender-based violence (GBV) is present in multiple Sustainable Development Goals including Goal 5 (Gender Equality), Goal 10 (Reduced Inequalities), and Goal 16 (Peace, Justice and Strong Institutions). Source: https://sdgs.un.org/goals
[13] Statistics Canada – Infographic: "Sexual Misconduct and Gender-based Discrimination at Work, 2020" https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2021061-eng.htm

2SLGBTQI+ workers. The academic literature also found that younger women and women in management positions were more likely to experience SHW.

However, underreporting is common. Some of the reasons why underreporting occurs were identified during the design phase of the SHW Initiative. Reasons include the fear of retaliation, fear of the impact on their career, including career advancement and worsening of workplace conditions, fear of the impact on their livelihood, and the fear of feeling embarrassed or ashamed. Funded recipient organizations noted these reasons for underreporting but also cited other explanations including lack of confidence that their accounts will be dealt with effectively, and the lack of economic resources that may impact their ability to seek legal advice about their options or report the sexual harassment.

For those who have experienced SHW, they need support to better understand and navigate both legal and non-legal options available to them, access to no-barrier legal advice, support/funding to access legal representation when this is needed, and additional supports, such as psychosocial support, and accompaniment throughout the process.

Employers/Employees

In terms of helping address SHW, employers' needs are related to prevention and human resources management, including the development and application of related policies and protocols, monitoring and enforcement of these policies and protocols, as well as communicating these and their commitment to employees.

Employees need to understand their rights and their role as bystanders to SHW. The need for educating and providing better information to employees regarding sexual harassment was identified by funding recipient organizations and the academic literature reviewed for this evaluation. Approximately one third of employees surveyed as part of Statistics Canada's 2020 Sexual Misconduct and Gender-based Discrimination at Work infographic indicated that their employer had neither provided them with information on how to identify or report workplace sexual harassment and sexual assault, nor with information on how to confidentially access resources for workplace sexual harassment and sexual assault. It was also noted that it appears that sexual harassment training is lacking in rural workplaces such as on farms.

In terms of the training itself, several funding recipient organizations noted that existing sexual harassment and related training is often dry, culturally uninformed, is disciplinary and top-down, rather than co-constructed and is not organization-specific. They also noted that training needs to be designed to clarify the definition of sexual harassment for participants. It is also essential that the needs of the specific target populations be considered when designing training. For example, the development of multiple language options will help address language barriers. There are also more complex needs that need to be considered when designing training. For example, foreign agricultural workers may face additional barriers related to employment precarity and immigration status that need to be considered in designing and delivering effective training.

Legal Community

Several needs were identified for individuals working in the legal community. These included specialized training in workplace sexual harassment, sensitivity, trauma-informed responses and serving diverse communities. Addressing these needs would support lawyers' abilities to deliver services to people who have experienced workplace sexual harassment, as well in their day-to-day activities supporting clients in a variety of areas.

Extent to which SHW Initiative Addresses Needs

To better understand the needs of each of the target populations, Justice Canada conducted research and consulted an advisory/expert committee during the planning phase of the SHW Initiative. These steps helped to ensure that the focus of the SHW Initiative and subsequently the projects selected would be as relevant as possible and well positioned to meet the needs of vulnerable populations.

The vulnerable populations identified through research and subsequently targeted during the first CFP included: workers in low-wage and/or precarious jobs; those who provide personal services or rely on tips;[14] women, especially those who work in male-dominated industries; youth; Indigenous and racialized women; persons with disabilities; those who identify as 2SLGBTQI+; and newcomer women. The second CFP enabled the SHW Initiative to target more specific workplace sectors.

As previously mentioned, a total of 45 projects have been funded by the SHW Initiative, including four focused on Legal Advice, 28 focused on PLEI and 13 that include both Legal Advice and PLEI. While some funded projects are specific to particular groups such as newcomers or types of workplaces, (i.e., male dominated workplaces), others have a broader target population. This allows for the needs of the general population across Canada to be met, as well as for the inclusion of, and particular focus on many specific vulnerable groups. Funded projects or components of funded projects commonly focused on 2SLGBTQI+ identified persons, persons living in rural areas, persons with disabilities, those employed in male-dominated industries, and migrant women. Additionally, many projects had multiple target populations such as people who experienced SHW and employers, or people who experienced SHW and the legal community.

At the time of the evaluation, projects were in various stages of implementation and reporting, limiting the availability of information; therefore, it is not possible to report the number of projects focusing on each of the target populations. This being said, comprehensive project designs and a variety of activities and ongoing adaptations suggest that projects are responsive to target population needs.

As funding recipients' understanding of the target population needs evolved and they became aware of additional target populations that could benefit from the project activities, they in turn adapted projects accordingly to meet these needs. Some funding recipients adapted by adding new services and partners to reach and engage these populations. For example, PLEIS was approved for an amendment to their agreement to include a lawyer referral service for clients seeking legal advice and the Atlantic Region Network's RISE project added lawyers to their roster who could assist with immigration components. Although legal representation is beyond the scope of the SHW Initiative, for those clients who want to pursue their alleged harassers legally, some funded organizations adapted to address this need by expanding their networks to develop pro-bono rosters and providing referrals to organizations who could potentially provide legal representation.

While the funding has been valuable and important, given the pervasiveness of SHW, until workplace cultures and norms change, most interviewees noted that the needs of target populations are likely to persist without meaningful, continuous support.

---

[14] Personal services may include employment categories such as restaurant servers, hospitality industry service professionals, massage therapists, and those in the health and beauty industry.

Gaps in Meeting Needs

Despite the adaptations made by projects as noted in the previous section, several gaps were identified. These include:

- Ongoing supports to address psychosocial needs. These ongoing supports include counselling and/or accompaniment throughout the process for complainants of SHW.
- Increased connections with the immigrant and newcomer settlement sectors. While identified as an overall gap, it was noted that multiple funded organizations were able to leverage existing partnerships with other organizations that had different expertise and capacity, specifically for immigrant and newcomers to Canada. These latter organizations were much better positioned to provide services to some of the targeted populations.
- Bilingual resources. For example, l'Association des juristes d'expression française de l'Ontario explained that the extent to which legal resources are available in French depends on the province or territory, but in general, PLEI training, practical tools, and the availability of legal services in French are rare. This situation could also be an issue for English language minority communities in Quebec.
- Access to legal representation. While not every person who has experienced SHW chooses to hold their alleged harasser accountable in the legal system, the limits of legal advice funded by the SHW Initiative were perceived as a gap. As complainants are often financially vulnerable, they are unable to pay for legal representation and unless they can find an organization to help them obtain free legal representation, the gap creates an abrupt end of support.

4.2 Effectiveness

4.2.1 Enabling Access to Legal Information about Rights, Obligations and Responsibilities Related to SHW

> Many different types and formats of information were produced to enable targeted populations to access legal information about their rights, obligations and responsibilities. The materials produced are relevant and are viewed as being useful to diverse communities.

Information materials of different types and in multiple formats were produced to enable target populations to access legal information about their rights, obligations and responsibilities regarding SHW. The most common types of information/educational materials produced included pamphlets, resource lists, summary sheets, policy and procedure guides, information videos and online e-courses (see Figure 2 as an example of information materials that were developed). These materials were distributed through training sessions, workshops/webinars/presentations and campaigns, community walks, and through online platforms.

Figure 2: Example of Information Material Produced through RISE

Source: https://www.risepei.com/resources/guide-for-workers
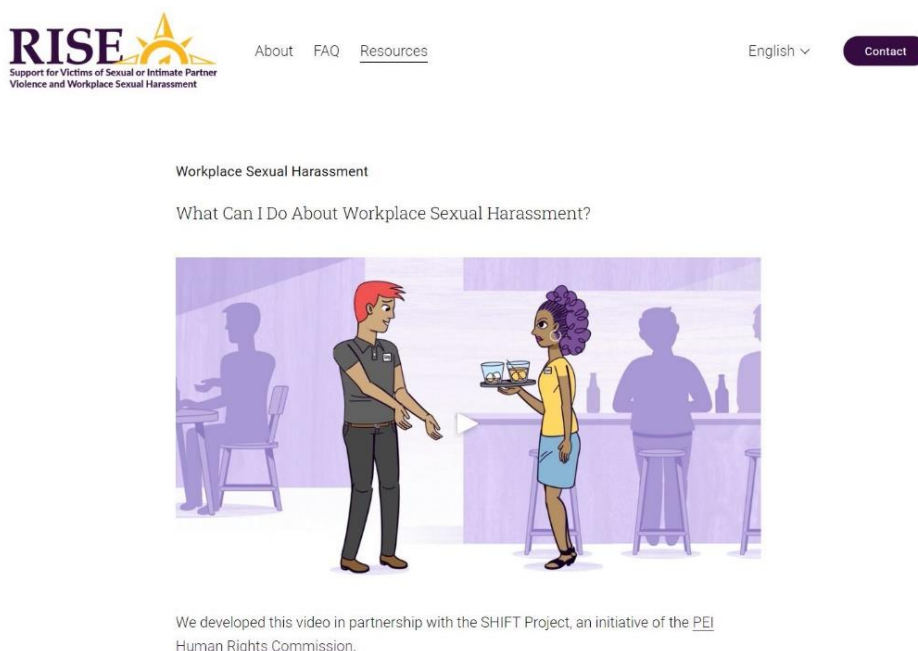
Due to the different ways in which organizations reported on their outcomes, and varied states of project completion and related reporting, it is not possible to report an aggregate number of educational materials or training developed and delivered as part of the SHW initiative. However, many PLEI project funding recipient interviewees mentioned that their legal education materials are being widely distributed through different channels including community organizations, employers, group networks, online, and at public libraries.

All funding recipient interviewees indicated their projects had been successful in providing legal information about rights, obligations and responsibilities related to workplace sexual harassment. Interviewees shared that materials developed were recognized as useful and meaningful by diverse communities, that feedback from users of their services has been very positive, and that lawyers involved have benefitted from participating in trauma-informed training. For example, the RISE project, as part of the case study for the Atlantic Region Network, reported positive feedback from the community about its PLEI services in their most recent project report. The case study on the White Ribbon project also found evidence of positive feedback from participants attending sessions on SHW.

One of the facilitating factors enabling target populations to access legal information was the availability of information in multiple languages, including in the minority official language. Another facilitating factor is the use of or partnerships with trusted intermediaries, such as group-specific community organizations or public libraries. Target populations are more likely to be exposed to PLEI through organizations they already trust and turn to for services and support in other areas of their lives.

Interviewees identified various hindrances to target populations accessing legal information regarding their rights, responsibilities and obligations. For example, lack of internet access, insufficient promotion of information/educational resources available in workplaces and lack of awareness of available resources were all identified as possible impediments. The most mentioned hindrance was discomfort

reaching out for services or information. Interviewees explained that if those who have experienced SHW are not comfortable reaching out, then this is a barrier to enabling access to information.

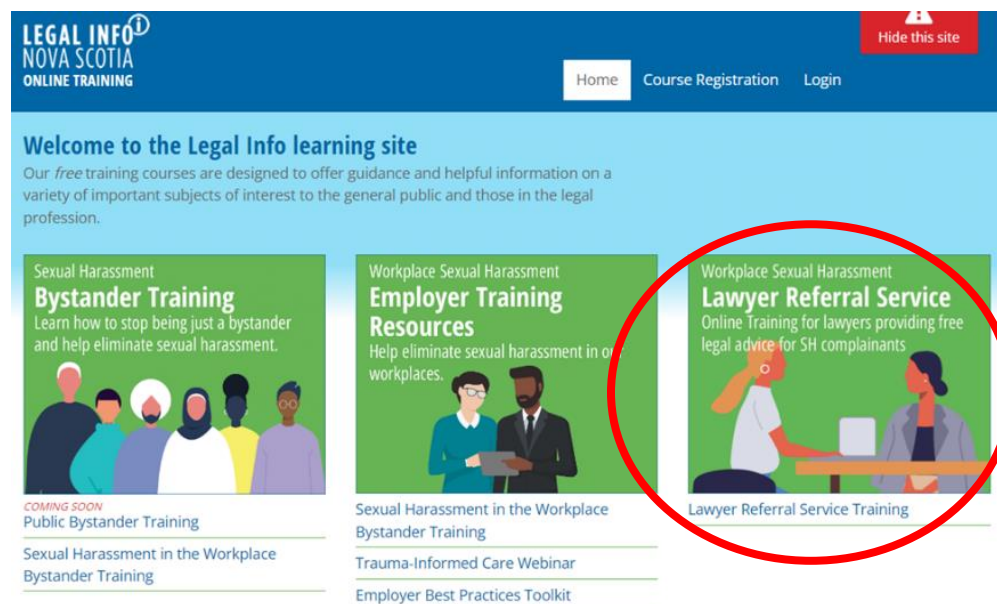## 4.2.2 Enabling Access to Legal Advice, Information and Ancillary Services

Projects are facilitating target population access to legal advice and information. Not only is more advice and information available, but projects are increasing the accessibility of existing advice and information, particularly through online resources. Having advice and information available in multiple languages is an important facilitator to access. The main factor hindering access is fear on the part of people who have experienced SHW of being identified and a perceived lack of confidentiality.

As mentioned previously, 17 organizations received funding to provide Legal Advice services. Results of interviews and case studies confirmed that funded projects are enabling complainants to access legal advice and information. Further, evidence suggests that projects are contributing to increasing access to justice as they provide those who have experienced workplace sexual harassment with information on different options available to them. However, some interviewees noted that, for some people who experienced workplace sexual harassment, the number of hours of legal advice that are available, and the extent of the service provided (for example, no legal representation or individual accompaniment/step-by-step support for the person through the recourse they have chosen) may not be sufficient to meet their needs.

Northumberland Community Legal Centre (NCLC) provides legal services to low-income residents of Northumberland County in Ontario. From an initial six collaborating clinics in their original proposal, NCLC's project grew to include a total of 20 legal clinics from across Ontario, including eight in the South-West, eight in Eastern-Central, and four in Northern Ontario. The collaborating clinics then worked together to take a coordinated approach to producing public legal education materials, hiring staff to deliver legal advice and services to clients, and organizing and delivering educational offerings in their regions.

The accessibility and reach of available information, particularly via online resources has also increased. These online resources included websites that provide plain language information about workplace sexual harassment, as done by the Atlantic Region Network's Community Legal Information of Prince Edward Island project, resource apps such as those provided through the Safe Spaces app and the Safe at Work app developed by the Atlantic Region Network's Legal Information Society of Nova Scotia (LISNS) project, trauma-informed information resources made available online, as well as social media and media campaigns. Other non-online resources included lawyer referral programs to provide independent legal advice as well as training for lawyers and legal professionals on providing trauma-informed services.

Figure 3: Example of Online Training for Lawyers Providing Legal Advice

Source: https://lms.legalinfo.org/

Based on the project information available at the time of the evaluation, it is not possible to report demographic information, sector, or target population of those who were able to access legal advice, information and ancillary services.

As with access to information about rights, obligations and responsibilities mentioned above, one of the facilitating factors that enabled target populations to access legal advice and information included having services and resources available in different languages. Additionally, having information available in multiple languages that target populations can consult, rather than having to speak to someone about their experience, results in less stigma and shame experienced as part of their sexual harassment. For example, RISE (part of CLI) provides services in French and English and their publications are available in Arabic, Chinese, Vietnamese, Spanish, Farsi, Tagalog, French and English.

Several challenges to accessing legal advice and information were noted during interviews. For example, those living in rural and remote communities are hesitant to access advice or report SHW for fear of losing their employment in a community where there is a dearth of employment opportunities and because of the stigma associated with less anonymity in smaller communities. Tied to the lack of anonymity, the Atlantic Region Network case study also noted confidentiality concerns as a hindrance. Clients are hesitant of sharing the name of the person who harassed them or their employer with a lawyer (for the purposes of conflict-of-interest checks), for fear that information will be shared with the person who harassed them and/or their employer and consequently be fired or the harassment worsen. It was also reported that some clients are reluctant to seek legal advice because they mistakenly believe that sharing their experiences with a lawyer will mean they will need to take legal action (taking legal action is not necessarily the desired option for all those who experience workplace sexual harassment).

4.2.3 Impacts of Multi-sectoral and Multi-agency Collaboration

> Multi-sectoral and multi-agency collaborations helped increase project outreach and contributed to the achievement of project outcomes. Partnerships were used to connect with more difficult to reach target groups, to refer clients, and to cross-promote services between the collaborating organizations. Knowledge exchange and sharing of resources had a positive impact on outcomes.

The SHW Initiative requested that projects include multi-sectoral and multi-agency collaboration, where appropriate, as "supporting complainants of workplace sexual harassment is complex and requires collaboration across sectors. Multi-sectoral approaches that involve organizations from various segments of society (e.g., non-profit, governmental, for-profit, academia) with complementary sets of expertise (e.g., violence against women, health, and/or justice/law enforcement) are required to address complex social issues like workplace sexual harassment."[15] In response, a majority of Initiative projects included multi-sectoral or multi-agency collaborations. Based on application forms from those projects that were funded, 18 of 28 (64%) indicated that their projects included multi-sectoral and/or multi-agency collaborations. In addition, there is also evidence that some projects that did not begin as multi-sectoral or multi-agency collaborations later established partnerships with other organizations. The rationale provided by interviewees for adding partnerships included improving the ability to reach target populations and increasing the ability to meet client needs, including ongoing psychosocial supports.

Projects that featured collaborations saw positive benefits in terms of efficiency, outreach and outcomes. These benefits are described below.

Efficiency

The PLEAC project received funding to support collaboration and partnerships among Initiative-funded projects. To facilitate the sharing of best practices and knowledge exchange, Initiative-funded organizations participated in learning webinars, meetings, working groups, an online discussion forum and in-person conferences. Bringing organizations together to connect, share and learn from one another helped facilitate opportunities for mutual support and build partnerships among funded organizations. Interview evidence indicates that the collaboration among Initiative-funded projects positively contributed to the efficiency of the projects being delivered by participating organizations. The impact of connections and exchanges made possible via the PLEAC project was reported to have helped support knowledge acquisition and contributed to the development of better materials and delivery of services for clients. Also, connections have made a meaningful difference for smaller or less-resourced organizations working on Initiative projects because these organizations have been able to access and make use of resources openly shared by other projects.

Outreach

Evidence indicates that multi-sectoral and multi-agency collaborations helped increase outreach. While there is no baseline data to determine what outreach would have occurred without multi-sectoral collaborations, most representatives from funded organizations interviewed reported distributing their materials or communicating information about their project via partners, thus expanding their outreach. Projects reached audiences they would not have otherwise been able to access to the same extent

---

[15] Justice Canada (2019). Initiatives to address workplace sexual harassment anticipatory call for proposals. https://www.justice.gc.ca/eng/fund-fina/harassment-harcelement.html

without these collaborations. In particular, some projects disseminated their information and/or resources through networks that are quite extensive, including through workers' unions, chambers of commerce and other association groups. Interviewees underlined that collaborations were critical to increasing the likelihood of reaching isolated and hard to reach target groups. A number of projects shared how collaborating with francophone/anglophone organizations allowed them to broadcast their services to official language minority communities in their region. For example, the RISE project (from the Atlantic Region Network) connected with eleven francophone community partners across PEI to help ensure awareness of its program within francophone communities. These collaborations also resulted in the Community Legal Information (CLI) PEI's videos on workplace sexual harassment (available on their website) being dubbed in French. Many interviewees also added that partnerships and collaboration helped increase outreach through referrals from one organization to another, and in some cases, cross-promotion.

Outcomes

Evidence suggests that multi-sectoral and multi-agency collaborations helped facilitate project outcomes. Collaborations helped make the following possible:

- Some harder to reach groups could be informed and connected to services.
- Additional lawyers from collaborating organizations could be called upon to assist (including lawyers from diverse communities, lawyers specializing in different areas of law, and lawyers able to speak languages other than English).
- Organizations with different expertise could benefit from each other's knowledge and expertise and in so doing improve services provided to clients and/or fill each other's gaps in services (thus, collaboratively providing more robust or complete wraparound services for people who have experienced SHW).
- Resource sharing and in-kind arrangements that were established allowed for more efficient use of resources and the strengthening of project capacity to deliver their project.
- Collaborations between English and French language organizations meant that services (such as workshops) could be made available in French for francophone communities.
- Collaborations with organizations with ties to certain target groups meant that resources and materials could be developed using language familiar to these target groups and, in some cases, could be translated in different languages to be more accessible to a larger number of people.

4.3 Design and Delivery

4.3.1 Challenges and Best Practices in Implementation and Delivery

The evaluation explored the challenges and best practices in implementation and delivery of the SHW Initiative and individual projects.

> The main challenge facing the SHW Initiative was COVID-19, which affected project timelines and design. Best practices included requiring projects to adopt a trauma-informed approach, apply GBA Plus in project design, and encourage the involvement of/collaboration with organizations already trusted by target populations.

Challenges

COVID-19 pandemic. The planning and implementation phases of many of the Initiative-funded projects coincided with the COVID-19 pandemic. The impact of the pandemic was significant and manifold, and individual projects experienced a variety of challenges. Projects were forced to modify their designs to accommodate online delivery, and the uncertainty of the pandemic environment meant that some employment sectors were hit harder than others. This contributed to difficulties related to staffing, and stay-at-home orders also limited possibilities for outreach and networking. In particular, the lack of high-speed internet in rural/remote areas limited the ability to reach some target populations. Virtual delivery of services was also seen as less impactful than in-person, especially related to education, awareness and legal advice. Finally, many project representatives noted that the pandemic drew attention away from SHW as employers were consumed with responding to pandemic-related concerns.

Reaching intended target populations. Challenges related to reaching the intended target populations were noted, as follows:

- *Underreporting.* Fears surrounding reporting SHW persist due to fears of negative consequences – namely, both the experienced and perceived social stigma[16] and the possibility of losing one's employment. These fears were heightened during the COVID-19 pandemic. The interrelation of housing insecurity, food insecurity, financial need, employment, racism, other forms of discrimination, and systemic inequality contribute to making it very difficult for those who have experienced workplace sexual harassment to come forward.
- *Employer participation in training.* Some interviewees noted that employers are hesitant to attend SHW training due to concerns about how their attendance might be negatively perceived by others.

> Many projects, including one led by the Public Legal Information Association of Newfoundland and Labrador (PLIAN), noted that engaging employers in training has been an important challenge. PLIAN shared that employers have indicated that they do not feel comfortable having someone come in and speak about sexual harassment in their workplace as doing so could suggest that their workplace has a problem with sexual harassment. In response, PLIAN has been trying to reframe employer thinking around SHW in a way to have them associate SHW more strongly with a concern of workplace safety, an investment in employees, and a sign of employer commitment to a healthy workplace culture.

Best Practices

Interviewees, including experts, noted many best practices with respect to how the SHW Initiative was implemented and delivered. These include requiring or encouraging the following within projects:

- Using a trauma-informed approach, demonstrating consideration for cultural sensitivity, and, including multi-sectoral and/or multi-agency collaboration.
- Requiring funding recipients to provide information on how the project would integrate GBA Plus.

---

[16] Australian Human Rights Commission. Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces. 2020

- Having lead involvement from and/or ongoing collaboration and engagement with organizations that have strong relational connections with targeted groups. This reflects best practices and the "nothing about us without us" approach.

A few interviewees also noted that Justice Canada allowing flexibility in project delivery (e.g., allowing projects to make modifications to original project plans to adapt to evolving client needs and/or changes in the environment, including COVID-19) was an important best practice.

There are also best practices noted in terms of individual project delivery. Many were identified through interviews with project representatives and emerged from case studies. Those that recurred across multiple interviews were noted in the following areas:

Approach to service delivery

- Providing services from a client-centered perspective and supporting clients in a holistic way, such as ensuring client autonomy, providing referrals by way of warm handoffs, where the referring organization personally introduces the client to another service provider, results in a positive experience for those who have experienced workplace sexual harassment and increases the impact of the activities.

Delivering training

- Training that highlights "grey areas" of SHW rather than the use of blatant examples is most effective as this is where there is the most confusion and uncertainty among the general public on what constitutes SHW.
- Providing continuous training for lawyers and other service providers, and tools to support them in carrying out this work.
- Providing bystander training to help change workplace culture by training staff in how they can act as agents in addressing SHW in their workplace.

Providing legal advice

- Providing access to legal advice from non-local lawyers, as some people who experience SHW live in small communities and may prefer not to deal with be connected with a local lawyer for reasons of anonymity and concerns for confidentiality;
- Providing help to approach the workplace human resources department. Some of the most successful outcomes are seen when clients, who are still amid a difficult situation, are provided with assistance to approach their workplace human resources department. The emphasis here is on early intervention rather than waiting for situations to escalate into more serious cases.

4.3.2 GBA Plus Consideration in Planning and Delivery

GBA Plus was a requirement for all projects in the planning phase. Some projects integrated GBA Plus into their project delivery, but it is difficult to confirm whether GBA Plus (as opposed to seeking a diversity of participants) was used to inform the project delivery of most funded projects.

The anticipatory CFP for the SHW Initiative highlighted that GBA Plus was an important component of the SHW Initiative and noted that applicants would be required to describe how their projects would integrate GBA Plus in its planning and implementation. This requirement was intended to help ensure

that funding recipients be responsive, inclusive and reflective of diverse experiences in the design and implementation of their projects. Consequently, projects would more effectively reach diverse groups, as well as meet the needs of diverse groups through greater recognition of their experiences and the deliberate removal of barriers these groups may face in accessing services.

However, interviews with representatives of Initiative-funded projects revealed a mixed understanding of GBA Plus, limiting its application. In instances where funded projects had a strong understanding of GBA Plus, it was used in project design, such as by partnering with organizations led by or well connected with targeted vulnerable and equity-deserving populations, or engaging in consultations with community members. These organizations also used GBA Plus in implementation, for example by being responsive to different intersectional needs and reflecting this in their reporting. For many others, however, a common response to enquiries about how a project had integrated GBA Plus was 'our resources/services are open and available to everyone regardless of identity'. This demonstrates a misunderstanding of GBA Plus, which is not identity-blind but rather considers sex, gender, race, ethnicity, religion, age, mental or physical disability and other identity factors to address how the intersection among these factors can influence the way diverse persons experience policies, initiatives, and services.[17]

All interviewees were able to highlight some identity intersections that may make some persons more susceptible to experiencing SHW – this implied an awareness of research and/or consultations having been undertaken by project delivery organizations. In terms of GBA Plus informing the development of project materials or project delivery, many project interviewees noted having designed their resources to be in plain language and having translated their SHW resources into a number of different languages to be accessible to more community members. Some project recipients interviewed also noted consulting organizations serving diverse communities to ensure that the activities and resources developed through their projects would be representative of and meaningful for various populations targeted. For example, PLEIS and LISNS from the Atlantic Region Network indicated that they held such consultations with Status of Women Nova Scotia and with plain language advisors who were 2SLGBTQI+ and BIPOC to ensure that their material would be as useful and meaningful as possible for diverse identities by way of these identities being reflected in their materials.

4.4 Efficiency

> While there is limited information about the efficiency of the SHW Initiative, funding organizations that were already delivering PLEI, as well as collaborations between organizations to expand reach and services, were seen as efficient.

Two key components of the SHW Initiative were seen to increase efficiency. First, regarding the PLEI component, funding organizations that were already providing education and outreach information was seen as efficient. These organizations were well positioned to expand the topics and reach of their PLEI materials, to raise awareness of the issue of SHW and connect target populations with existing and new partners. Second, as mentioned in the previous section (4.2.3), another key component of the SHW Initiative was to promote multi-sectoral collaborations amongst projects. Many projects featured these types of collaborations, and this was seen by almost all interviewee respondents to not only contribute to the achievement of outcomes but to also have a positive impact on the efficiency of Initiative-funded projects.

---

[17] For example, Women and Gender Equality Canada (2022). What is Gender-based Analysis Plus. https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/what-gender-based-analysis-plus.html

Finally, the knowledge-sharing forum led by PLEAC was mentioned by many interviewees as a valuable and a worthwhile investment, since recipients of project funding are often too focused on their work to conduct knowledge-sharing activities on their own. This was especially important during the COVID-19 pandemic, as many projects were faced with having to redesign their activities to suit virtual delivery. All groups faced a common and difficult challenge with the pandemic, and this likely helped motivate more participants to attend PLEAC's first, and other early scheduled online gatherings. While this early engagement may have been born of necessity, the connections made between organizations and the establishment of working groups were seen by interviewees as positively contributing to the achievement of Initiative outcomes and increasing project efficiencies.

5   CONCLUSIONS AND RECOMMENDATIONS

5.1   Conclusions

5.1.1 Relevance

The SHW Initiative is well aligned with federal government priorities, and federal roles and responsibilities. Target populations identified in Initiative documentation are broad and include people who have experienced SHW, employers and employees. Through data collection for the evaluation, individuals working in the legal community were identified as an additional target population with specific needs given their work with those who have experienced SHW. Needs for those who have experienced this harassment include both PLEI and legal advice. Employees' needs focus on legal information on their rights, obligations and responsibilities, as well as how to access legal advice, if necessary. Needs for employers focus largely on PLEI, including high quality co-constructed training. Individuals in the legal community need specialized training in SHW, sensitivity, trauma-informed responses and serving diverse communities.

The evaluation found that funded projects are aligned with the needs of these populations, particularly those who have experienced SHW. A mix of Legal Advice, PLEI and joint Legal Advice/PLEI projects have been funded with organizations across Canada. The evaluation was able to determine that most project designs are comprehensive and responsive to target population needs (both those known at the outset and those that emerged as the projects were implemented).

Some important gaps remain, including increased supports for psychosocial needs, increased connections with the settlement sector, and additional bilingual or multilingual resources. Access to legal representation was commonly mentioned as a gap for those who have experienced SHW, although it is outside the scope of the SHW Initiative.

5.1.2 Effectiveness

The evaluation found that projects are contributing to increasing access to legal advice and PLEI. Making services and information available online, in multiple languages and available through intermediary organizations already known to those accessing the information, are key enablers to accessibility. However, fears of being identified (particularly in rural/small communities), lack of confidentiality and feeling pressured to take legal action are considered to limit their access to advice and information for those who have experienced workplace sexual harassment.

Multi-sectoral and multi-agency collaborations were successful and featured in more than half of funded projects. The evaluation found that these collaborations helped increase project outreach and

facilitated the achievement of project outcomes (for example through knowledge-exchange and sharing of resources). Collaborations and partnerships allowed funded projects to connect with more difficult to reach target groups, refer clients, and cross-promote services.

5.1.3 Design and Delivery

The evaluation found that the COVID-19 pandemic posed a challenge at both the SHW Initiative and project levels. Timelines, project design, delivery approaches and reach were all affected by the pandemic. However, the SHW Initiative's flexibility in the face of the challenges posed by the pandemic was recognized by funded organizations.

The evaluation also found that several best practices were built into the SHW Initiative at the design stage, such as requiring project designs to adopt a number of beneficial features. These features included adopting trauma-informed approaches, GBA Plus, and encouraging the involvement and collaboration with organizations already trusted by targeted populations.

As noted, funding applicants were expected to consider GBA Plus in the planning phase of their projects. However, the evaluation found a mixed understanding among funded organizations regarding how to implement GBA Plus during project delivery. In instances where projects had a strong understanding of GBA Plus, its use extended from project design to implementation. However, for many other projects there was limited evidence regarding the utilization of GBA Plus in the project delivery phase. Future programming could benefit from increased guidance and information on GBA Plus in the project planning phase.

5.1.4 Efficiency

While there is limited information on the efficiency of the SHW Initiative, the program design features of funding organizations with expertise in providing PLEI, and encouraging collaborations between organizations to expand reach and services, was seen as efficient.

5.2 Recommendations

No recommendations are included as the SHW Initiative has been implemented as expected, and there are no identified barriers to the achievement of expected results. The main challenge facing the SHW Initiative was COVID-19, which affected project timelines and design. While legal representation for those who have experienced SHW was identified as a need, it is beyond the scope of the SHW Initiative. That being said, to help address this need, some funded organizations adapted by expanding their networks to develop pro-bono rosters and providing referrals to organizations who could potentially provide legal representation.

APPENDIX A: EVALUATION QUESTIONS

Issue #1: Relevance

1.1 To what extent is the SHW Initiative addressing the needs of workplace sexual harassment target populations?

a) Which specific area or type of activity/service has the greatest need? (i.e., legal advice, awareness/education).

b) Are there any gaps related to the awareness of and access to legal advice on sexual harassment in the workplace?

c) Is the SHW Initiative addressing needs that are broader than originally intended?

1.2 To what extent are the SHW Initiative's activities consistent with government priorities and federal roles and responsibilities in the areas of legal support and awareness to address sexual harassment in the workplace?

Issue #2: Design and Delivery

2.1 What are the challenges and best practices related to the implementation and delivery of the SHW Initiative?

2.2 To what extent was GBA Plus considered in the planning and delivery of the SHW Initiative to ensure that target populations have access to legal advice, information, and ancillary services?

Issue #3: Effectiveness

3.1 How has the SHW Initiative enabled complainants of sexual harassment in the workplace to access legal advice, information and ancillary services related to sexual harassment in the workplace? What factors have facilitated or hindered the achievement of these results?

3.2 How has the SHW Initiative enabled target populations to access legal information about their rights, obligations and responsibilities related to sexual harassment in the workplace? What factors have facilitated or hindered the achievement of these results?

3.3 To what extent and in what manner does the SHW Initiative facilitate the development of multi-sectoral collaborations to increase outreach?

a) How have multi-sectoral collaborations contributed to the achievement of project outcomes?

Issue #4: Efficiency

4.1 Is this the most efficient approach to achieving the SHW Initiative's expected outcomes? What changes, if any, could enhance the efficiency of the SHW Initiative?

APPENDIX B: CASE STUDY SUMMARIES

Case Study: Public Legal Education Association of Canada

The Public Legal Education Association of Canada (PLEAC) is a national non-profit organization that serves as an umbrella organization for groups working in the field of public legal education and information (PLEI) across Canada. PLEAC connects their members to one another, governments, the legal community, and others interested in the delivery of law information as a vital part of access to the justice system. PLEAC also promotes professional development opportunities and organizes conferences to share best practices, learn new approaches, and identify opportunities for research and evaluation. Over its history, PLEAC has helped develop a body of expertise, and research and practice models for PLEI.

Of the projects funded by the Legal Support and Awareness to Address Sexual Harassment in the Workplace Initiative, PLEAC's project is unique in that PLEAC was not funded to provide PLEI or legal advice services to the public. Instead, PLEAC received funding to help foster and support knowledge-sharing and collaboration among Initiative-funded project grantees and organizations. The project focused on enabling opportunities for knowledge collaboration/knowledge transfer and partnerships among members of different funded projects, provided free professional development opportunities related to PLEI and supporting survivors of sexual harassment open to all Initiative grantees, and hosted an in-person conference. Additional knowledge dissemination activities included the development of an internal online portal through which members working on funded projects could learn about other funded projects across Canada and share resources related to workplace sexual harassment.

Key Observations

At the core of PLEAC's project is knowledge-sharing and promotion of best practices in the delivery of PLEI, particularly around sexual harassment in the workplace (SHW). During the project's first year, PLEAC reached out to all key contacts of Initiative-funded projects to determine professional development interests and possible group meeting options. They then held their first full-cohort online meeting in May 2020 which was attended by 55 individuals. Since, PLEAC's project has helped facilitate several ongoing small working groups among members of Initiative-funded projects, including working groups that are geographic-focused, specific community or population-focused, and specific sector/industry-focused. In addition, 12 webinars on a wide array of subjects were delivered between April 2020 and January 2022, some with over 100 participants. PLEAC also developed an online sharing space and held a conference in October 2022 with over 100 in-person attendees and 50 online attendees.

This project has regularly brought together practitioners and stakeholders engaged in PLEI work (both generally, and specifically on the issue of workplace sexual harassment) to share ideas and best practices, to discuss evaluation and measurement of key metrics, and to plan the future sustainability of PLEI work in this field. The knowledge-sharing activities and opportunities have generally been very well received and have also been of interest to a majority of SHW-funded organizations. About 85% of SHW funded organizations have regularly participated in activities. The various activities carried out through the projects have resulted in greater collaborations and partnerships among Initiative-funded projects. The project has also resulted in knowledge-sharing and resource-sharing as the vast majority of Initiative-funded groups have been willing and eager to share knowledge, best practices and resources with each other. In interviews, many representatives of funded projects reported

collaborating with other funded organizations to better serve the needs of their clients, for example, through referrals or access to shared tools. Several organizations used the small working group formats to share information or even partner with one another to avoid duplication and make the best use of limited resources.

Challenges and Success Factors

One of the main challenges for PLEAC's project has been struggling to schedule group meetings in a manner to accommodate most participants when funding recipients are located across the country. Another challenge relates to uncertainties associated with organizing an in-person conference during the pandemic, with constantly changing public health measures and various comfort levels with in-person meetings and travel.

Surprisingly, the pandemic environment in 2020 was identified as having been an enabling factor to project success. Specifically, the fact that all projects were faced with having to redesign their original project plan to suit virtual delivery meant that all groups were facing a common difficult challenge together at the same time, and within a highly uncertain environment. These conditions helped motivate more participants than perhaps may have otherwise, to attend PLEAC's first and other early scheduled online gatherings. This is because participants were interested in discovering and learning from what other projects were doing given pandemic restrictions.

Case Study: Public Legal Education and Information Service of New Brunswick

Public Legal Education and Information Service (PLEIS) is a non-profit organization and a registered charity. Its mandate is to develop bilingual educational products and services about the law for the general public to promote access to the legal system. Its goal is to assist the public in identifying and understanding their legal rights and responsibilities and attaining self-help skills where appropriate to improve their ability to deal with legal issues. The intended audience of PLEIS' project is the general public as well as vulnerable and marginalized groups in the population. To overcome the unique barriers and challenges vulnerable groups face in accessing legal services, PLEIS works with or provides training to trusted intermediaries. The PLEIS publication program is the backbone of its service.

This project aimed to create education and training resources that explain the law, policies, practices, and procedures for dealing with SHW both from an employment law and a human rights perspective. The first two years of the project included two important components, a consultation phase from October 2019 to February 2020 and a pilot testing phase from December 2020 to June 2021. Through consultations with many stakeholders including subject matter experts, PLEIS identified a need related to legal representation for those who have experienced SHW. An amendment was obtained in 2021-2022 to support the development of a Lawyer Referral Service until 2023-2024.

Key Observations

PLEIS' project involved a partnership with the New Brunswick Human Rights Commission (NBHRC). NBHRC's key role in the project was to educate employers on how to use GBA Plus and trauma-informed approaches to support vulnerable workers.

The ability of PLEIS and NBHRC to work closely and collaborate from the beginning of the project helped create a more integrated project rather than a project with two different streams of intervention.

PLEIS' project also included collaborations with the Fredericton Sexual Assault Center, the Department of Law/University of New Brunswick, and the Department of Law/Université de Moncton. These collaborations contributed to facilitating the identification of needs, gaps, and challenges for target populations and supported the development of high quality SHW-related resources.

As several lessons and best practices were identified in the project's consultation phase, PLEIS was able to apply lessons learned to subsequent phases. PLEIS was able to secure a high number of registrations in the project's pilot sessions (64 people). Further, participants represented a wide variety of workplaces, business sectors, regions of the province, and speakers of both official languages.

The website developer PLEIS hired to develop the Safer Places NB website developed through this project was a SHW subject-matter expert. The creation of this portal/website bringing together data, documents, information on services, etc. to a common space where all stakeholders can access this information through an intuitive tool has been an important enabler for addressing the sexual harassment.

Representatives from PLEIS shared that if they could go back and relaunch their project again, they would put more focus on newcomers and persons with disabilities, as there is an increasing number of newcomers arriving in New Brunswick and persons with disabilities are vulnerable to being the target of SHW.

Challenges and Success Factors

Challenges encountered by the project to date include:

- COVID-19 caused delays in the ability of partners to complete work for the second phase (Pilot testing) by the intended dates.
- The promotion and recruitment of participants for the pilot sessions was challenging, especially at the beginning as the website intended to be used for promotion and registration was took longer than expected to develop.
- PLEIS had four different service providers developing different components of the program (1) website (2) facilitated learning (3) asynchronous online learning, and (4) evaluation. This required significant efforts around communications to ensure all partners were fully informed of expectations and that the development of all components were aligned.

Success factors for the project included:

- Holding eight pilot sessions via Zoom (due to the pandemic) enabled PLEIS to reach more communities than they would have been able to reach if they had been physically travelling to different communities around the province.
- PLEIS hired a consultant to conduct an evaluation of their project. A representative from PLEIS explained in an interview that this evaluation has provided multiple opportunities to collect feedback along the way, which in turn has created opportunities to implement changes to improve the project in real time.
- Another success factor noted is the trauma informed approach that was adopted by PLEIS and employed in the development of their website, their choice of evaluation questions, and in the engagement of an expert in the field to deliver training sessions.
- Having the 2SLGBTQI+ community in New Brunswick firmly involved has been a huge asset. Their experience helped to create a strong community of practice and a panel of subject matter experts on sexual harassment at work.

Case Study: White Ribbon

White Ribbon is a Canadian registered charitable organization dedicated to engaging men and boys in ending violence against women and girls, and promoting gender equity, healthy relationships and a new vision of masculinity. Since its inception in Toronto in 1991, White Ribbon Campaign initiatives have been organized in over 60 countries around the world. Among their many calls to action, White Ribbon asks men to pledge to never commit, condone or remain silent about violence against women and girls. The organization looks to engage men and boys in the prevention of gender-based violence (GBV) through promoting equity and transforming social norms. They accomplish this by challenging and supporting men and boys to realize their potential to be part of the solution in ending all forms of GBV.

For their Initiative-funded project, White Ribbon developed and led two-targeted sexual harassment response and prevention projects for two private sector groups: the Sunwing Travel Group (STG) and the Canada Steamship Lines (CSL) Group. STG is in the hospitality/tourism sector, with an employee sub-group (airline) that is male dominated, while CSL (shipping) is fully male dominated. Both groups had brief previous experience working with White Ribbon and had expressed interest in placing a more concentrated focus on responding to and preventing sexual harassment in their workplaces.

White Ribbon's project involved the development of industry targeted PLEI resources, a train-the-trainer program, support for senior managers of STG and CSL, and a social media campaign. The aim of the train-the-trainer component was to help enhance accountability and ownership of the issue within the workplace, as well as build the capacity of the trainers (managers) to foster psychologically safe spaces to help ensure staff could approach learning about SHW in a constructive and open way. Industry focused resources developed through this project were not only made available to STG and CSL but distributed to others in the industries. Other organizations enlisted to help disseminate the resources developed included the Tourism Industry Association of Canada, Tourism HR Canada, Canadian Union of Public Employees (airline division), and the Shipping Federation of Canada, among others.

Key Observations

While White Ribbon's funded project focused on two clients in the tourism and shipping industry, representatives stressed that there is a strong need for SHW attention in male-dominated sectors in general. Representatives also stressed that to have an impact, it is important to take a primary prevention approach – getting at the root causes, not just treating the symptoms – as well as to recognize that culture change takes time.

An unintended impact of the project is that the CSL Group and the STG have engaged in conversations with some of their other partners, regarding their experience of obtaining support with SHW. Some of these partners have expressed their own interest in taking steps to address SHW within their workplaces.

A key lesson coming out of the project is the recognition that there are many sectors that would benefit from this kind of intervention (i.e., targeted support, train the trainer programs, allyship training). The work could also be further expanded given new technological advances since the launch of the project.

Challenges and Success Factors

The COVID-19 pandemic had several impacts on the project's success. This included: the sectors of focus for the project having been heavily impacted by the pandemic (e.g., layoffs, reductions in operation); GBV having increased during the pandemic; and the overall uncertainty associated with the pandemic having created challenges for project implementation.

A few success factors were identified, including:

- The #MeToo movement, which resulted in an increasing number of workplaces becoming aware and recognizing that there is a problem and that they have a role to play. This helped motivate CSL and STG to seek assistance in tacking SHW.
- Employers who were ready and committed to change. White Ribbon explained that there must be a commitment inside organizations for change to be able to take root and occur. Thus, it made a big difference that executives and managers at CSL and STG were already open, willing, and on-board with taking on the challenge of addressing sexual harassment issues in their workplace.
- White Ribbon's reputation and experience played a role in bringing assurance to employers in male-dominated industries wishing to embark on addressing SHW. White Ribbon has been operating in the space of engaging men and boys on issues sexual harassment for over ten years. This reputation was said to have been very important for male-dominated industry employers interested in embarking on addressing SHW.

Case Study: Atlantic Region Network

This case study was undertaken to determine the nature of the impact of the density of funded projects. Five projects from the four Atlantic provinces formed a network with the intention of sharing information and collaborating. The following three projects participated in this case study[18],[19]:

- Legal Information Society of Nova Scotia (LISNS)
- Community Legal Information of Prince Edward Island (CLI), and
- The Public Legal Information Association of Newfoundland and Labrador (PLIAN).

The Legal Information Society of Nova Scotia (LISNS) is a charitable organization providing Nova Scotians with information and resources about the law since 1982. LISNS provides legal information, resources and referral options in traditional and innovative ways to enable Nova Scotians to understand their legal rights and responsibilities. Services include responding to legal questions, providing lawyer referrals and a list of volunteer speakers among others.

The agreement with LISNS is for a project entitled Sexual Harassment Prevention through Legal Advice, Legal Information and Training for Employees in the Workplace for the period from July 2019 to March 2024. The agreement specifies that LISNS is responsible to deliver public legal education and information and establish a lawyer referral program to provide independent free legal advice to people who have been sexually harassed in the workplace in the province of Nova Scotia. The documents also states that LISN will develop a national template of best practices to share with PLEI organizations.

The Community Legal Information of PEI (CLI) is a registered charity that helps residents of the province understand the law and navigate the justice system in the province. The agreement with CLI is for a project entitled Addressing Workplace Sexual Harassment (also known as RISE). The RISE website explains that through this program, CLI provides free legal resources and support to people who have experienced sexual violence, workplace sexual harassment, or intimate partner violence.[20] These services include four hours of free legal advice from a lawyer, plain language legal information, support to navigate the justice system, and referrals to other community services.

The Public Legal Information Association of Newfoundland and Labrador (PLIAN) is an independent non-profit organization that provides general information and education about the law to all Newfoundlanders and Labradorians, with the intent of increasing access to justice. The mandate of PLIAN is to increase and improve access to justice in Newfoundland and Labrador. This is accomplished in several ways, including by the operation of a general legal information phone line and Lawyer Referral Service, through the development and distribution of publications intended to explain various aspects of the law, and by the delivery of presentations on a range of legal topics and issues to schools, organizations, and other groups throughout Newfoundland and Labrador.

---

[18] The Public Legal Education and Information Service (PLEIS) New Brunswick (NB) project was part of Atlantic region funded projects and could have participated in the Atlantic Region Network case study; however, they were the focus of a separate case study.

[19] Outreach efforts to other SHW Initiate funded organizations to participate in the Atlantic Region Network case study were either not responded to, or organizations declined to participate.

[20] CLI's RISE program receives funding from Department of Justice Canada and additional funding from the PEI Department of Justice and Public Safety. Through additional funding, the program provides free legal resources and support to people who have experienced other forms of sexual violence beyond SHW.

PLIAN's project provides legal navigation, support and advice to employees in Newfoundland and Labrador who have experienced SHW[21]. Employees are provided with consultation and support as required, including referrals to community supports and free legal advice from a lawyer who specializes in sexual harassment. The project also includes a public legal education and information campaign and presentations with employers and employees throughout the province.

Key Observations

Both CLI and PLIAN interviewees discussed how their organizations appreciated the opportunity to meet with other Atlantic Region Network members every 4-6 weeks. At these regular meetings, different projects shared their successes and challenges and discussed what they were seeing and experiencing regionally. A key benefit of the Atlantic Region Network was that it allowed the projects in the network to share resources and in so doing, reduced duplication of effort. For example, PLIAN shared that they benefitted from using CLI's very detailed Survivor Handbook as a guide to create their own handbook for Newfoundland and Labrador. Not all funded recipient interviewees noted participating in these regular touch-base calls.

Both CLI and PLIAN identified that they found it helpful to build relationships with other projects and believed that these relationships would continue beyond the duration of the project. The usefulness of these relationships lay not only in their avoidance of duplication, but in sharing best practices and learning from each other.

Challenges and Success Factors

The majority of organizations identified that they had formed critical collaborations with organizations that were close to or invested in the interests of targeted communities. Across the three projects this included collaborations with organizations serving Black women, Indigenous people, 2SLGBTQI+ people, and newcomers to Canada respectively. One of the funded projects' interviewees noted that they had learned of this collaboration strategy from another SHW Initiative funded organization within the Atlantic Region Network. Another commonality identified as a best practice, although not attributed to the Atlantic Region Network, was having information available in multiple languages to remove barriers to access for target populations. These resources included websites, dubbed videos, bilingual project personnel, access to bilingual lawyers, lawyers with immigration experience, and pamphlets.

Recognizing the time required to build relationships with collaborators was identified as both a success and a challenge. It was noted that it takes a lot of time and resources to collaborate, that supports are required and work plans should be established accordingly. At the base of collaboration is trust-building, which is generally achieved over a period of time.

There are challenges that funded organizations experienced. The most notable of these challenges included the Covid-19 pandemic and the interruption of daily operations. Funding recipients were able to identify that online access during the pandemic was at times problematic, particularly for individuals experiencing SHW from rural and remote communities.

---

[21] PLIAN's SHW-funded project is a component of a larger project that began in 2017 to increase support for survivors of all forms of sexual violence in the legal system. This larger Initiative developed training for legal professionals on working with survivors and on trauma-informed practice, and established a legal support navigator program (the Journey project) for people who experience sexual violence, including SHW.

Case Study: Northumberland Community Legal Centre

The Help and Legal Centre of Northumberland operates officially under the name of Northumberland Community Legal Centre (NCLC), which will be the name used in this case study. NCLC is a community legal clinic providing legal services to low-income residents in Northumberland County, Ontario. Services range from advice, representation, public legal education, community development, law reform and referrals.

The objective of the project was to support legal clinics in Ontario to increase public awareness and knowledge of SHW and to provide access to legal information and advice for persons who have experienced SHW. Proposed projects involved:

- the development, adaptation, updating and/or dissemination of public legal education and information (PLEI) materials, and
- the provision of information and advice to individuals who have experienced SHW.

A total of 20 legal clinics from across the province of Ontario participated in this project, including eight from the South-West Ontario, eight from Eastern-Central Ontario, and four from Northern Ontario. These legal clinics collaborated and took on a coordinated approach to produce legal education materials and to hire staff to provide legal advice, deliver services to clients and present at various educational sessions. Four communities worked together to create a multi-sectorial and collaborative public education information awareness and empowerment campaign targeting at male-dominated industries (science, technology, engineering and mathematics) in Ontario.

Key Observations

The 20 community legal clinic delivery partners serve diverse communities across the province. Each legal clinic is uniquely situated to address the needs of the diverse groups within their communities by tailoring the PLEI and legal advice to their local circumstances and the issues their clients face. The legal clinics are also working together to share best practices and lessons with each other to apply to specific populations and demographics.

A community legal clinic model that provides services under a legal education stream and a legal advice stream is seen as a best practice. Moreover, having the ability to provide both PLEI and legal advice with different staff who are interconnected in their communities brings a lot of value. Clinics have many community legal workers doing outreach every day with the communities.

Each legal clinic in the project developed a range of partnerships. These varied by communities served and the available of community resources. An important reason for creating more partnerships is to foster connections between local community legal clinics and local agencies and organizations that may already be serving those who have experienced SHW (for example, doctors). Given the lack of resources in rural areas, and organizations with which to partner, legal clinics have been creative in identifying different locations to connect people who may have experienced SHW with information on SHW and how to get help. They have also been using ads in major newspaper chains, social media posts, and other ad campaigns as ongoing means to raise awareness.

Challenges and Success Factors

The project has faced a few challenges. Notable challenges include:

- The COVID-19 pandemic has impacted the type and quantity of outreach work that could be done and affected people's willingness to bring forward and act on complaints of SHW due to perceived costs of doing so being too high (e.g., fear of loss of job /financial security, etc.).
- The ability to provide the necessary support to complainants such that they can take next steps (take action and/or seek legal remedies). Complainants express concerns about ending up with no access to the limited employment market in their rural areas should they be labelled as a "troublemaker". Some have also expressed fears of not being able to find another employer willing to take over the remainder of an apprenticeship. The fear of reporting is pervasive and is more so in rural and remote regions where communities are smaller and job opportunities more limited.

Success factors that have supported the activities and outcomes of the project include:

- Having many clinics involved in a common project offers the benefit of having different embedded local knowledge and on-the-ground experiences serving different community needs.
- The addition of a social media strategy and advertising in each region resulted in greater awareness of SHW in the general public and awareness of help available. The social media strategy is gaining momentum, as evidenced by the number of follows, likes, etc. The targeted media campaign (print articles, radio ads) also shows substantial gains in audience reach.
- Early engagement of external evaluation expertise assisted the project in collecting, analyzing and reporting on performance measurement data.