

MEMORANDUM OF UNDERSTANDING
FOR THE
“WALKING THE PATH TOGETHER” PROJECT

August 12, 2009

WHEREAS, the partners named in the Memorandum of Understanding have come together to collaborate and to implement the “Walking the Path Together” Project; and

WHEREAS, the partners have agreed to enter into a collaborative agreement in which the Alberta Council of Women’s Shelters will be the fiscal agent and ACWS and the other organizations will be partners in the implementation of this project; and

WHEREAS, the partners herein desire to enter into a Memorandum of Understanding setting forth the project approach and services to be provided by the collaborative.

1. PARTICIPANTS

The following eight organizations are partners in this Memorandum of Understanding.

- a) Bigstone Cree Nation Women’s Emergency Shelter, Wabasca Alberta
- b) Eagle’s Nest Stoney Family Shelter, Morley, Alberta
- c) Ermineskin Women’s Shelter Society, Hobbema, Alberta
- d) Paspew House, Fort Chipewyan, Alberta
- e) Sucker Creek Women’s Emergency Shelter, Enilda, Alberta
- f) Alberta Council of Women’s Shelters, Head Office – Edmonton, Alberta
- g) Centre for Children & Families in the Justice System of the London Family Court Clinic, London Ontario
- h) Dr. Jacquelyn Campbell , Baltimore, Maryland

2. PROJECT DESCRIPTION

Combining our knowledge of youth crime prevention, family violence and its effects on children, and culturally grounded approaches of local relevance, this collaborative will develop and implement an individualized service for children and their caregivers in five Alberta communities.

The long-term goal of this project is to reduce the likelihood that children grow up to use or accept violence in their own intimate relationships. Intermediate outcomes are to ensure that no child is living with violence at home, that all children live with at least one nurturing caregiver, and that no child is engaging in behavior that would be criminal if they were 12 years of age or older.

These goals will be accomplished by crafting a strength-based, solution-focused intervention targeting a group of boys and girls, aged seven at the time of project initiation, who face current risk of criminal victimization and future risk of perpetrating criminal behavior.

It is expected that a long-term and intensive approach will be needed to match the depth of need and risk. However, all aspects of the model, including service dosage, duration, and specific intervention strategies are subject to change as stakeholder input and experience dictate. By continuous monitoring of observable indicators in the children (e.g., school attendance) and families (e.g., presence of violence at home), the intervention will evolve as necessary to ensure continued progress. In this iterative process, techniques of lesser effectiveness will be abandoned early and techniques creating evidence of success will be honed, strengthened and repeated.

Children will enter the program when their mothers or other primary caregivers seek refuge at one of the five collaborating shelters. One Project Feather Worker hired in each community will have primary responsibility for a manageable caseload of children and families and will be in contact with them for two years, in consultation with a Project Guidance Circle. Guided by an understanding of how children are impacted by violence at home, developed at the Centre for Children & Families in the Justice System, an ecological, family-based intervention will emerge from the local context in the five communities. Our efforts will buffer the children from the pulls toward risky behavior and amplify protective factors including the cultivation of traditional cultural activities and positive self-identity as a First Nation individual.

The end product will be an innovative service delivery model that is workable, sustainable and replicable, described in a resource manual and ready to be tested for evidence of effectiveness. To this end, the dissemination of collected knowledge will be a priority.

3. PURPOSE AND SCOPE

The purpose of this collaboration is to implement the Walking the Path Together project described in section two (2) above. This Memorandum of Understanding outlines the responsibilities of each of the eight formal collaborators in regard to the project including finalizing the project approach as well as initiating, implementing and completing (or winding down) the project.

4. BACKGROUND

The project design and requests for funding associated with the “Walking the Path Together Project” emerged from the significant collaborative efforts of many, including all of the seven organizations named in this Memorandum of Understanding. Each of the seven organizations have contributed to the development of this project through previous projects and collaborations and through sharing ideas

about the needs of children living on reserve who are involved in situations of domestic violence and the opportunities to enhance services to this population.

Significant efforts and formal initiatives that have lead to the draft design of this project include the following:

- Development of a Log Frame by the on-reserve shelter organizations and ACWS regarding services for families entering these shelters – completed in November, 2007;
- An Appreciative Inquiry process completed by the on-reserve shelters and ACWS to establish a regional office, which was submitted to INAC.

Proposals to the National Crime Prevention Centre (Government of Canada) and the Safe Communities Secretariat (Government of Alberta) resulted in funding for Walking the Path Together. These proposals were developed by the Alberta Council of Women's Shelters in consultation with all project partners.

5. RESPONSIBILITIES

NOW, THEREFORE it is hereby agreed by and between the partners as follows:

Each of the partner organizations will have at least one employee represented in a Project Guidance Circle (PGC). Responsibilities unique to each partner are outlined in sections I through IV below. In additions, as members of the PGC, all partner organizations will have the following responsibilities.

Each partner organization will designate a representative to sit as a member of the PGC throughout the term of the project. Members of the PGC will support the development of an effective formal partnership with the participants named in this Memorandum of Understanding and give guidance to the project approach in collaboration with other members of the Project Guidance Circle (PGC). Members of the PGC will be responsible to work collaboratively with each of the project partners to ensure the effective implementation of the project and achievement of project goals and commitments, including commitments made to funders in the approved funding agreements.

Members of the PGC will attend the August 2009 meeting of the PGC membership, and will:

- Contribute to a discussion of, and agreement on the key elements of the project approach, which includes but is not limited to:
 - The project deliverables and commitments required for funding;
 - The overarching project goals;
 - The key service components to be provided;
 - An average client caseload for Project Feather Workers;
 - Philosophical underpinnings, intervention strategies and approaches to be implemented (See Appendix I for a list of the suggested approaches identified in the funding proposals);
 - Training needs and key elements of a training plan; and
 - Key aspects of the approach to evaluation; and
- Support the finalization of a plan for completing the Project Initiation Phase (II) of the project.

Through the process of finalizing the project as well as through ongoing project monitoring and planning, further details of the commitments required to initiate and implement the project will be determined by the PGC. However, minimally, members of the PGC will support planning and implementation of the Project Initiation, Project Implementation and Project Completion phases in the following key ways:

- Contribute to effective and collaborative working relationships within shelter communities by providing information to community elders, stakeholders and other service providers through face to face meetings and documentation.
- Give input and support the work of the Evaluation Team in designing and implementing an evaluation framework.
- Monitor the overall progress of the project in relation to commitments to funders and to the plan agreed upon by the PGC during the August meeting.
- Receive and address issues and challenges identified by project representatives and stakeholders for resolution by the PGC.
- Develop and implement a plan to launch and disseminate project documents, which includes, but is not limited to:
 - Disseminating a manual and associated training documents that outline the service approach and underlying principles for application of the project in any community;
 - Posting project documents on the ACWS website, the project sequestered space and the newsletter;
 - Communicating promising practices on the member's only site;
 - Informing community stakeholders in the 5 local communities regarding project progress and results; and
 - Pursuing conference presentations (ACWS) and extending awareness of the project's outcomes at local, national and international levels.

I. SHELTER RESPONSIBILITIES

Each of the five participating shelters will contribute to the “Walking the Path Together” project in the following ways.

RESPONSIBILITIES BY PROJECT PHASE

i. Project Initiation

During the initiation phase, shelters will:

- Shelters will collaborate with the Evaluation Team and the AI Consultant to develop and implement evaluation procedures that are standardized across the 5 participating shelters;
- Shelters will recruit and hire a Project Feather Worker as the key service provider to children and families;
- Shelters will collaborate with the ACWS Project Manager, CCFJS, and the AI Consultant as they complete shelter site visits.
- Shelters will collaborate with the ACWS Manager, CCFJS and the AI Consultant to develop standard training materials for implementation across the 5 participating shelters that includes training in the implementation of the Danger Assessment;
- Collaborate with the ACWS Project Manager and the AI Consultant to identify and address policy issues and needs;
- Collaborate with CCFJS and the Evaluation Team to develop screening criteria for inclusion in the study;
- Collaborate with the PGC to implement the service design determined by the PGC in the early stages of the project;
- Finalize project documents/forms in consultation with the ACWS Manager and the Evaluation Team to ensure that information gathered provides the necessary data for effective measurement of identified outcomes.

Forms include but are not limited to:

- Intake and Admission forms
- Consent Forms
- Case Management Forms – Goal setting, Planning, etc.
- Report formats (i.e. assessment, intervention, discharge)
- Discharge Forms
- Others forms or documents required to address protocol required by shelter policy, Band Council

ii. Project Implementation

Shelters will ensure the intake of a minimum of 75 children into the project and provide service to a minimum of 75 children and their families during year one and during year two of the project;

In collaboration with Dr. Jacquelyn Campbell and the Project Manager, shelters will administer the Danger Assessment survey (including the Calendar) with women during their stay in the shelter; and

Working in collaboration with the Project Manager and CCFJS, shelters will monitor the impact of interventions, identify what is working and what is not working, and modify interventions accordingly.

iii. Project Completion

Shelters will discharge children and families from the service phase, providing referrals to other available services as needed;

In collaboration with CCFJS, the Evaluation Team and the ACWS Project Manager, shelters will solicit feedback from families regarding the services provided; and

In collaboration with Dr. Jacquelyn Campbell and the ACWS Manager, the shelters will contribute to a review and analysis of project data related to the DA, and will support the development of a documented plan to make the DA tool culturally appropriate.

RESOURCES COMMITTED BY SHELTER ORGANIZATIONS

- One representative from each shelter will attend PGC meetings and teleconferences as an organizational representative of the PGC as needed to support the successful achievement of project goals and commitments;
- A minimum of one shelter representative from the five shelters will become a member of the Evaluation Team and will attend meetings and site visits as needed to complete the design and implementation of the evaluation framework;
- Shelters will contribute the human resources and management resources needed to recruit and hire a Project Feather Worker, collaboratively develop and implement standardized training for Project Feather Workers, develop Project Feather Worker job descriptions, develop and implement evaluation tools and forms, and supervise the work of the Project Feather Workers regarding the other responsibilities identified in this section;
- Shelters will contribute the human resources needed to complete program forms, address policy issues, and communicate with key stakeholders as needed to effectively implement the project approach determined by the PGC;
- Shelters will contribute the human resources needed to admit and serve 75 children and their families in each of the two years of project service delivery;

- Shelters will contribute the human resources needed to collect data and report information to the partners involved in evaluation and project reporting;
- Shelters will contribute the human resources needed to wind down and discontinue project activities as required by the funding agreements and the PGC.

RESPONSIBILITIES TO COLLABORATE WITH PARTNERS

i. Collaboration with the PGC

Each of the five participating shelters will collaborate with the PGC to ensure that:

- The PGC is supported to effectively monitor the progress and learnings from the project;
- An Appreciative Inquiry approach is integrated into the project in a manner guided by the PGC; and
- The PGC is supported to give guidance to all phases of project design and implementation across all five shelters.

ii. Collaboration with the ACWS

Each of the five participating shelters will collaborate with the Alberta Council of Women's Shelter as required to ensure that commitments to project funders are met in accordance with the funding agreements.

iii. Collaboration with the CCFJS

Each of the five participating shelters will collaborate with the Centre for Children and Families in the Justice System to ensure that:

- Learnings from other related projects and from the research are considered for implementation in the project; and
- Information is provided to CCFJS that supports CCFJS to facilitate the project partners' understanding of learnings and promising practices resulting from the project.

iv. Collaboration with Dr. Jacquelyn Campbell

Each of the five participating shelters will collaborate with Dr. Jacquelyn Campbell to ensure that:

- A plan is developed and implemented for use of the Danger Assessment with project clients;
- Modifications to the use of the Danger Assessment are determined through collaboration between Dr. Jacquelyn Campbell and the five shelters; and

- Quantitative and qualitative information is provided that informs conclusions and recommendations regarding an effective approach to implementation of the Danger Assessment within on-reserve shelters.

II. ALBERTA COUNCIL OF WOMEN'S SHELTERS RESPONSIBILITIES

RESPONSIBILITIES BY PROJECT PHASE

The Alberta Council of Women's Shelters will contribute to the "Walking the Path Together" project in the following ways:

i. Finalization of the Project Approach

ACWS will contract with an Independent Consultant to facilitate an Appreciative Inquiry approach to the August 2009 meeting.

ACWS will consult with the AI Consultant to identify the guiding questions that the Appreciative Inquiry Consultant will use to facilitate discussion regarding the project approach.

ii. Project Initiation

ACWS will contract the AI Consultant to participate in other identified aspects of the project as outlined in this Memorandum of Understanding including:

- Facilitating training sessions for the Evaluation Team in AI methodology;
- Working with the Evaluation Team to incorporate key components of an AI framework into the project design, monitoring, and evaluation approach;
- Developing Focus Group questionnaires and surveys (qualitative and quantitative) for evaluation purposes;
- Participating in site visits, meetings and teleconferences as directed by ACWS; and
- Work with the Evaluation Team to review and revise the Logic Model as appropriate.

iii. Project Implementation

The ACWS Project Manager will participate in site visits as planned throughout the term of the project,

The ACWS Project Manager provides guidance to the shelters in collaboration with CCFJS;

Other ACWS representatives will participate in key aspects of project implementation as requested by the PGC

iv. Project Completion

In collaboration with the shelters and CCFJS and the Evaluation Team, the ACWS Project Manager will ensure feedback from families regarding the services provided;

In collaboration with CCFJS and the Evaluation Team, the ACWS Manager will contribute to the completion of annual progress reports;

In collaboration with Dr. Jacquelyn Campbell and the shelters, ACWS will review and analyze project data related to the DA, and will support the development of a documented plan to make the DA tool culturally appropriate;

In collaboration with Dr. Jacquelyn Campbell, the shelters and the PGC, ACWS will integrate DA related information from data analysis and project experiences into final documents for review, approval and dissemination;

In collaboration with CCFJS and the Evaluation Team, ACWS will support the completion of data and outcome analysis and development of the final report

RESOURCES COMMITTED BY ACWS

- One representative from ACWS will attend PGC meetings and teleconferences as an organizational representative of the PGC as needed to support the successful achievement of project goals and commitments;
- A full-time Project Manager will be available to support project activities directed at the achievement of project goals and outcomes throughout the full term of the project,
- A representative of ACWS will participate in key aspects of project management, including but not limited to:
 - Participation in the Evaluation Team
 - Development and implementation of training materials, and
 - Supporting a collaborative approach within shelter communities including informing communities regarding the project.

RESPONSIBILITIES TO COLLABORATE WITH PARTNERS

i. Collaboration with the PGC

ACWS will collaborate with the PGC to ensure that:

- The PGC is supported to effectively monitor the progress and learnings from the project;
- An Appreciative Inquiry approach is integrated into the project in a manner guided by the PGC; and
- The PGC is supported to give guidance to the development of a standardized approach across all five shelters to project design, implementation and modifications.

ii. Collaboration with Shelters

The Alberta Council of Women's Shelter will collaborate with the five participating shelters to ensure that:

- Funding is provided in a timely manner and as set out in the related contract;
- A Project Manager is provided to support shelters to achieve the goals and activities set out in the funding agreements; and
- An AI Consultant is available to support project implementation as directed by the PGC.

iii. Collaboration with the CCFJS

The Alberta Council of Women's Shelters will collaborate with the Centre for Children and Families in the Justice System as directed by the established contract between ACWS and CCFJS, and as guided by the PGC.

iv. Collaboration with Dr. Jacquelyn Campbell

The Alberta Council of Women's Shelters will collaborate with Dr. Jacquelyn Campbell as directed by the established contract between ACWS and Dr. Jacquelyn Campbell, and as guided by the PGC.

III. THE CENTRE FOR CHILDREN AND FAMILIES IN THE JUSTICE SYSTEM RESPONSIBILITIES

RESPONSIBILITIES BY PROJECT PHASE

The Centre for Children and Families in the Justice System (CCFJS) will contribute to the “Walking the Path Together” project in the following ways.

i. Project Initiation

CCFJS will facilitate a collaborative process with the members of the PGC and the AI Consultant that results in the development of an Evaluation Team. CCFJS will consult to the Evaluation Team, providing leadership to ensure the implementation of an effective evaluation process that produces reliable and comparable data and analysis.

CCFJS will provide information from the research to support the PGC to lead an informed project approach.

ii. Project Implementation

CCFJS will guide the Evaluation Team to establish and implement the project evaluation, including:

- Establishing agreement to the evaluation questions and the logic model for evaluation,
- Design of an evaluation framework,
- Development and implementation of standardized data collection forms and procedures,
- Collection of aggregate data and qualitative information;
- Data analysis;
- Annual progress reporting;
- Identification of recommended program changes, informed by input from the PGC and data analysis; and
- Development of the final report including recommendations for future practice and for project implementation in other shelters and regions.

CCFJS will provide information from the research on an ongoing basis to support the PGC in making decisions and modifications to the project that are informed by research and information from other related projects.

CCFJS will participate in the training sessions provided for the Evaluation Team regarding AI methodology and will contribute to a plan for incorporating the AI framework into the evaluation approach.

CCFJS will support Project Feather Workers in collaboration with the ACWS Project Manager.

CCFJS will lead a collaborative process with the Evaluation Team, ACWS Manager and the 5 participating shelters to identify and report on promising practices and recommendations for changes to the model of services.

iii. Project Completion

In collaboration with the Evaluation Team, the Project Guidance Circle will solicit feedback regarding the services provided.

In collaboration with the ACWS Manager and the Evaluation Team, CCFJS will complete annual progress reports.

In collaboration with ACWS, and the Evaluation Team, CCFJS will complete data and outcome analysis and develop the final report.

RESOURCES COMMITTED BY CCFJS

Linda Baker and Alison Cunningham from Centre for Children and Families in the Justice System will complete the responsibilities described in this MOU.

RESPONSIBILITIES TO COLLABORATE WITH PARTNERS

i. Collaboration with the PGC

ACWS will collaborate with the PGC to ensure that:

- The PGC is supported to effectively monitor the progress and learnings from the project;
- An Appreciative Inquiry approach is integrated into the project in a manner guided by the PGC; and
- The PGC is supported to give guidance to the development of a standardized approach across all five shelters to project design, implementation and modifications.

ii. Collaboration with Shelters

The Centre for Children and Families in the Justice System will collaborate with the five participating shelters to ensure that:

- Shelters are supported to understand information from the research and other related projects that inform the approach selected by the PGC for implementation in the project; and

- Necessary information is gathered to inform project learnings and develop an understanding of promising practices resulting from the project.

iii. Collaboration with ACWS

The Centre for Children and Families in the Justice System will collaborate with the Alberta Council of Women's Shelters in the Justice System as directed by the established contract between ACWS and CCFJS, and as guided by the PGC.

iv. Collaboration with Dr. Jacquelyn Campbell

The Centre for Children and Families in the Justice System will collaborate with Dr. Jacquelyn Campbell as directed by the established contract between ACWS and CCFJS.

IV. DR. JACQUELYN CAMPBELL RESPONSIBILITIES

RESPONSIBILITIES BY PROJECT PHASE

Dr. Jacquelyn Campbell will contribute to the "Walking the Path Together" project in the following ways.

i. **Project Initiation**

Dr. Jacquelyn Campbell will work collaboratively with the PGC to determine a plan for the initial approach to implementation of the Danger Assessment within the five participating shelters.

ii. **Project Implementation**

Dr. Jacquelyn Campbell will gather and analyze information from project data and through ongoing consultation with the shelters, Project Manager, CCFJS and the PGC to identify and document learnings regarding the use of the Danger Assessment in on-reserve shelters.

Dr. Jacquelyn Campbell will share emerging learnings regarding the use of the Danger Assessment with the PGC throughout the term of the project for consideration of modifications to the implementation approach by the PGC.

iii. Project Completion

Dr. Jacquelyn Campbell will support the development of a documented plan to modify the DA tool as necessary to make it culturally appropriate.

Dr. Jacquelyn Campbell will collaborate with ACWS and CCFJS, to support the integration of data analysis and project experiences related to the DA into final documents for review, approval and dissemination.

RESOURCES COMMITTED BY DR. JACQUELYN CAMPBELL

Dr. Jacquelyn Campbell will complete the responsibilities described in this MOU.

RESPONSIBILITIES TO COLLABORATE WITH PARTNERS

i. Collaboration with the PGC

Dr. Jacquelyn Campbell will collaborate with the PGC to ensure that:

- The PGC is supported to effectively monitor the progress and learnings from the project;
- An Appreciative Inquiry approach is integrated into the project in a manner guided by the PGC; and
- The PGC is supported to give guidance to the development of a standardized approach across all five shelters to project design, implementation and modifications.

ii. Collaboration with Shelters

Dr. Jacquelyn Campbell will collaborate with the five participating shelters to ensure that:

- Shelters have a clear understanding of the DA tool and how to implement it, in accordance with direction from the PGC;
- Data is gathered from the shelters sufficient to analyze the effectiveness of the approach used to implement the DA in the participating shelters; and
- Analysis of the data and consultations with project partners are provided to the participating shelters.

iii. Collaboration with ACWS

Dr. Jacquelyn Campbell will collaborate with the Alberta Council of Women's Shelters as directed by the contract between ACWS and Dr. Jacquelyn Campbell.

iv. Collaboration with CCFJS

Dr. Jacquelyn Campbell will collaborate with Centre for Children and Families in the Justice System as determined by the contract between ACWS and Dr. Jacquelyn Campbell.

6. TERMS OF UNDERSTANDING

This Memorandum is in effect during the period of the project, which begins on July 1, 2009 and ends on August 31, 2012.

Following is an outline of the timelines for completion of each phase of the project.

- Phase I – Finalization and Agreement on Project Approach – August 1-31, 2009
- Phase II – Project Initiation – September 1 through December 31, 2009
- Phase III – Project Implementation – January 1, 2010 to January 31, 2012
- Phase IV – Project Completion – September 1, 2011 to August, 2012

7. NOTICES

Any notices required or permitted within the provisions of this Memorandum of Understanding should be sent by mail to the following contact person and address, representing each of the formal collaborators named within.

- a) Janet Gladue, Executive Director
Bigstone Cree Nation Women's Emergency Shelter
Box 900
Wabasca, Alberta T0G 0T0

- b) Helen Flamand, Director
Eagle's Nest Stoney Family Shelter
Box 820
Morley Alberta T0L 1N0

- a) Sandra G Ermineskin, Director
Ermineskin Women's Shelter Society,
Box 1830
Hobbema Alberta T0L 1N0

- b) Mary Simpson, Director
Paspew House
Box 90
Fort Chipewyan, Alberta T0P 1B0

- c) Darlene Lightning-Mattson, Director
Sucker Creek Women's Emergency Shelter,
PO Box 231
Enilda, Alberta T0G 0W0

- d) Jan Reimer, Provincial Coordinator
Alberta Council of Women's Shelters
320, 10310 Jasper Avenue
Edmonton Alberta T5J 2W4

- e) Linda Baker, Executive Director
Centre for Children & Families in the Justice System of the London Family
Court Clinic
254 Pall Mall Street, Suite 200
London, Ontario N6A 5P6

- f) Dr. Jacquelyn Campbell
John's Hopkins University School of Nursing
525 N. Wolfe Street/Room 436
Baltimore Maryland 21205

8. AUTHORIZATION

Commitment to Partnership

The partners agree to collaborate and fulfill the commitments made to project funders in the agreements made between the funders and the fiscal agent for the project (ACWS), with respect to the provision of services to children and their families entering the five shelters participating in the project. These commitments are pursuant to the program narrative outlined in section 2 of this Memorandum of Understanding and the responsibilities of each partner outlined in section 5 of this Memorandum of Understanding. .

Compensation for each partners' contribution to this project will be provided as outlined in the individual contracts between each partner and ACWS.

We, the undersigned have read and agree with this MOU. Further, we have reviewed the proposed project and approve it.

Signature: Janet Gladue, Executive Director
Bigstone Cree Nation Women's Emergency Shelter

Printed Name

Signature: Helen Flamand, Director
Eagle's Nest Stoney Family Shelter

Printed Name

Signature: Sandra G Ermineskin, Director
Ermineskin Women's Shelter Society,

Printed Name

Signature: Mary Simpson, Director
Paspew House

Printed Name

Signature: Darlene Lightning-Mattson
Sucker Creek Women's Emergency Shelter,

Printed Name

Signature: Jan Reimer, Provincial Coordinator
Alberta Council of Women's Shelters

Printed Name

Signature: Linda Baker, Executive Director
Centre for Children & Families in the Justice System

Printed Name

Signature: Dr. Jacquelyn Campbell
John's Hopkins University School of Nursing

Printed Name