Department of Justice Canada
Ministère de la Justice Canada
Canada

SERVING CANADIANS

Project Managers' Guide to

Performance Measurement and Evaluation

Family Violence Initiative
Department of Justice Canada

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Evaluation Division
Policy Integration and Coordination Section

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1. WHAT'S IN THIS GUIDE?

This Project Managers' Guide to Performance Measurement and Evaluation for the Family Violence Initiative (the Guide) provides:

- an overview of the performance measurement and evaluation requirements for the Family Violence Initiative;
- practical information about how to plan, conduct, monitor and report performance and evaluation information.

The Guide is designed as a quick reference tool that outlines basic steps. It evolved from workshops held with Department of Justice Canada Family Violence Initiative staff during 2003/04.

A series of Appendices provide further information and tools, including:

- Appendix 1: Revised Family Violence Initiative Department of Justice Canada Logic Model and Performance Indicators and the revised Reporting Template.
- Appendix 2: Glossary of Key Terms.
- Appendix 3: Tools for Project Managers.
- Appendix 4: Some Additional Resources.

2. WHO'S THIS GUIDE FOR?

This Guide is designed for the Department of Justice Canada staff responsible for carrying out the Department's Family Violence Initiative mandate.

A focus on results is critical to the achievement of the Family Violence Initiative's mandate and objectives. This Guide will help Project Managers to plan for, obtain and utilize results.

About the Family Violence Initiative

The Department of Justice Canada is a partner in the federal Family Violence Initiative. Its role is to strengthen the criminal justice system response to family violence by working together with provincial and territorial counterparts and its partners in other sectors and disciplines. This includes ensuring that the Criminal Code of Canada effectively addresses family violence. It also includes working in partnership with provincial and territorial justice and law enforcement officials, as well as federal partners, to improve the effectiveness of the criminal justice

system through: legislative and policy review and reform; public and professional education; research and support for programs and services.

3. WHAT IS PERFORMANCE MEASUREMENT AND EVALUATION?

Performance measurement is the ongoing, regular collection of information for monitoring how a program, policy or strategy is doing. It is a systematic way of mapping the evidence of the progress you are making towards your expected results.

Evaluation is a specific, in-depth way to gather and analyze information and draw conclusions about the performance of a policy, program or strategy. Evaluations may also be focussed at the project level.

There are two broad types of evaluations:

- "Formative" or "process" evaluations that are designed to improve the design and implementation of a program, policy or strategy as it unfolds, and
- "Summative" or "outcome" evaluations that are designed to judge a program, policy or strategy's relevance, success and/or cost-effectiveness (including its relative contribution to the intended outcomes).

For more information on the federal approach to performance measurement and evaluation, refer to Treasury Board of Canada's Guide for the Development of Results-based Management and Accountability Frameworks:www.tbs-sct.gc.ca/eval/pubs/RMAF-CGRR/rmafcgrr05 e.asp.

4. WHAT ARE THE PERFORMANCE MEASUREMENT AND EVALUATION REQUIREMENTS FOR THE FAMILY VIOLENCE INITIATIVE?

The Family Violence Initiative's performance measurement and evaluation requirements include those that are unique to the Department of Justice Canada, as well as those that relate to the overarching interdepartmental initiative[1].

[1] Note: the Family Violence Initiative is currently developing a Results-Based Management and Accountability Framework (RMAF) that builds on the existing Family Violence Initiative Accountability and Reporting Frameworks produced under the previous phase of the FVI (1997/98-2001/02).

In collaboration with the Department's Family Violence Initiative, the Evaluation Division has updated the Family Violence Initiative Logic Model and Performance Indicators and prepared an accompanying glossary of key terms (see Appendices 1 and 2).

It is anticipated that the FVI will produce annual performance reports, as well as periodic evaluation reports.

5. WHAT ARE THE PERFORMANCE MEASUREMENT AND EVALUATION APPROACHES?

There are various approaches to performance measurement and evaluation. The approach you take depends on a range of factors, such as the:

- *type* and *nature* of the policy, program or strategy,
- *practicality* of gathering and analyzing information,
- *timing*, and
- available *capacity* – including financial resources - to carry out performance measurement and evaluation tasks.

In the case of the Family Violence Initiative, there are varying possibilities – and limitations - to gather performance measurement and evaluation information within the policy, programs and research streams of the Initiative.

6. WHAT ARE THE BENEFITS

Performance measurement and evaluation are powerful tools to improve management and decision making at all levels. Participatory approaches, in particular, can help to build capacity for ongoing improvement at local levels. The following chart maps some of the key benefits and how they can be used.

Benefits of Performance Measurement and Evaluation	
√ **Policy and Program Planning and Development**	Results may confirm policy and program direction, or identify gaps that need to be addressed.
√ **Decision Making about Funding**	Finding out what works well/not so well can be used to guide future funding decisions/priorities.
√ **Clarifying Goals**	At the outset, developing a "road map" clarifies goals, explains the "big picture" and ensures everyone shares a common focus.
√ **Tracking Progress**	Enables monitoring and, if required, permits adjustments to be made along the way.
√ **Reporting Results**	Promotes accountability and communicates what works well to facilitate improvement and ongoing development.

7. OF COURSE THERE ARE CHALLENGES TO PERFORMANCE MEASUREMENT AND EVALUATION!

Some of the performance measurement and evaluation challenges related to addressing family violence at the federal level include:

- the multi-dimensional nature of family violence,
- the evolving definitions and scope of family violence issues,
- different operational policy environments and priorities in various jurisdictions,
- the unique contextual and circumstantial factors related to different populations, cultures and community settings,
- the level of investment (resources and time) required to build collaborative processes and build capacity to address the issues, and
- the long-term timelines necessary for the federal contribution to achieve the overall result – contribute to the reduction of family violence in society.

Given the nature of the issues, the collaborative, multiple partnership approach to family violence, and the scope and limitations of federal influence, attribution of results can also be challenging.

8. OVERCOMING THE CHALLENGES

Acknowledging these challenges – and at the same time, breaking them down into manageable problems – is important. Some of the ways that these challenges can be addressed are listed on the table below:

Challenges	Some Ways to Address Them
Nature of Family Violence Issues	• Have realistic, achievable objectives – don't overreach! • Choose specific indicators that make sense
Attribution	• Have a good understanding of the context • Give enough time to have an influence • Be timely in determining influence
Feasibility	• Plan for performance measurement and evaluation at the beginning of the process – plan to ask questions • Piggyback and partner where possible • Provide tools and technical assistance to funding recipients
Timing	• Plan and report on results - when it makes sense!
Capacity	• Clarify capacity needs – internally and at the community level • Build partnerships and contacts that can enhance capacity • Offer training on – and tools to facilitate – capacity building
Affordability	• Plan and identify indicators that are suitable and affordable – and incorporate costs into project at the beginning • Encourage partnerships at all levels, to stretch and leverage resources
Ethics related to family violence	• Establish codes, standards and expertise • Use risk management strategies and debriefing protocols and • Show respect for individuals, understand the social context and use appropriate methods • Monitor data collection

9. IMPLEMENTING THE PERFORMANCE MEASUREMENT EVALUATION APPROACH

9.1 Laying the Groundwork

Notwithstanding the challenges, realistic, thorough and timely planning helps to ensure that the benefits of performance measurement and evaluation are realized. Developing a Logic Model

and Performance Indicators are key tasks that help to focus the Family Violence Initiative and related activities. These tools set the boundaries of your accountability and serve as a 'touchstone' for mapping your progress. Determining how and when you will collect and report information – as well as the resources that you will need to do this - is the next part of the performance measurement and evaluation strategy.

Laying the Groundwork – First Steps

- Agree on goals and objectives.
- Create a Logic Model.
- Develop Performance Indicators.
- Develop a performance measurement and evaluation strategy.
- Plan & coordinate your performance measurement and evaluation activities as you develop your workplans.

The Family Violence Initiative has a long history of working together. When you prepare your annual workplan, it is also a good time to plan and coordinate performance measurement and evaluation activities with your colleagues in the Family Violence Initiative. Coordinated planning will increase the likelihood of success – and is particularly critical when there are partners involved.

Collaborative Approaches – A Unique Challenge

In many cases, the Department of Justice Canada is one of several contributing partners in a project. It such cases, it is important to ensure that all partners are clear on the expectations of the project. Ensure that all partners agree on the evaluation plan and on who will be responsible for the evaluation plan and its implementation.

Some performance measurement and evaluation questions to consider during the FVI workplan development include:

- What will decision-makers need to know about the Family Violence Initiative?
- Is evaluation of certain projects and activities appropriate (and if so, when?)
- Given the nature of activities and projects that you will undertake, and how far along they are in the implementation cycle, what kind of performance measurement information will be required?
- Is there sufficient internal and external capacity – including financial resources – to gather information? If not, how can that capacity be developed?

- What kinds of approaches or methods are best suited to the context and to the kind of information you will need?
- What are the most cost-effective ways of gathering information? Are there any possibilities of linking performance measurement or evaluation activities? Think creatively: if you were funding similar types of projects, would a cluster evaluation[2] be appropriate?
- How can you and your partners and other key stakeholders get the most benefit out of the exercise?
- Who will be responsible for the evaluation, and who will be involved in the process?
- Can information be gathered and analyzed in a timely way for reporting?

Considerations – Policy Activities

Policy activities pose challenges for performance measurement and evaluation. Policies may be tied to multiple, high-level and distant outcomes. The policy development process itself is subjective and iterative in nature. Time frames are uncertain and ever changing. Problems with measurement, causation and attribution also exist. Yet policies influence and even drive change processes. For example, changes to the *Criminal Code* related to stalking and criminal harassment and victim protection legislation have had a significant impact on improving the criminal justice response to family violence issues. Knowing what's working well and what requires improvement is critical.

Sound Familiar?

"The causal gap creates uncertainty on two levels. First, no matter how good your planning and analysis is, you can rarely be certain that today's policy inputs and outputs will in fact lead to the desired social and economic outcomes. Most of the high-level outcomes targeted by government policies are affected by many factors outside of the government's control….even if the desired outcomes occur, we can rarely be certain that the government's intervention (as opposed to other unrelated factors) was the primary cause."[3]

[2] Cluster evaluations look at how well a collection of similar projects meet a particular objective of change. Cluster evaluations are a potential way for the Family Violence Initiative to look across projects to identify common threads, themes and impacts and to identify lessons learned. They are not a substitute for project-level evaluations. W.K. Kellogg Foundation (1998) *Evaluation Handbook*. Battle Creek, MI, W.K. Kellogg Foundation. http://www.wkkf.org.

[3] Schacter, Mark (2002) "What will Be, Will Be": The Challenge of Applying Results-based Thinking to Policy. Ottawa: Institute on Governance, p. 15. www.iog.ca.

Tools such as the logic model and performance indicators help to develop a picture of how policies are expected to influence change. Monitoring the policy development process through tools such as policy reviews, scans and opinion research are potential strategies. Policy research and evaluation – along with program development and testing – are ways that cumulatively, help to measure the effectiveness of policies.

Considerations – Research

Collecting performance measurement and evaluation information on the Family Violence Initiative research function is also challenging. Some ideas to consider include:

- peer reviews,
- client satisfaction, and
- user feedback surveys.

Considerations – Projects: Justice Partnership and Innovation Fund – Programs and Public Legal Education

Project-level evaluations are one of the key building blocks of the performance measurement and evaluation strategy. The Justice Partnership and Innovation Fund requires proposers to prepare an evaluation plan as part of proposal development. Typically, proposals should include an overview of the project; its target audiences; expected outcomes; indicators of success/impact; data sources and methods; who will conduct the evaluation; how stakeholders and partners will be involved; the time frame, and how the evaluation information will be used. Logic Models – or project "roadmaps" are increasingly important tools.

What is a Logic Model?

A logic model is a picture of how a program or project works – including the theory and assumptions behind it. Where feasible, proposers should be encouraged to learn about and apply this tool[4]. Logic models can take many forms. They may focus on outcomes; activities; concepts or theories; or a combination of the above. According to the Kellogg Foundation, a logic model is a learning tool that helps you to learn about your program or project and make continuous improvements: "A logic

[4] Logic Models are not currently a requirement of FVI projects funded under the JPIF, however the practice should be encouraged. This may require the provision of technical assistance to funding recipients. Examples are included in Appendix 3.

model's value is in the process of creating, validating, and then modifying the model."[5]

Some questions to consider when you review proposed evaluation plans include:

- Project description: Is the project description adequate? Is there a logical and realistic link between the project objectives, activities, outputs and outcomes?
- Determine up front what success would look like. Are the indicators of success appropriately matched to the project outputs and outcomes?
- Are the data sources and data collection methods appropriate to the situation, are different population perspectives being considered (culture, language, gender, age, literacy level, etc) and are the data collection instruments valid and reliable?
- Have any ethical issues or considerations been appropriately addressed?
- Are the confidentiality provisions appropriate?
- Who is involved in the evaluation (i.e. the party conducting the evaluation, partners, participants) and how will they be involved?
- Is the time frame realistic?
- How important is the information that will be collected – and to whom?
- How will you, your partners, the project and other stakeholders use the information?
- Are the resources appropriate and sufficient to get the job done?
- How realistic is the evaluation plan?
- What improvements could be made?

Plan – and allow sufficient time for - evaluations! For example, if a training project takes one year to implement, consider doing a follow-up survey six months after completion to find out how the training has impacted participants.

Quantitative versus Qualitative Data….Not an Either/Or Situation
Quantitative information are things that can be counted and measured, like the number of participants in a project, the number of brochures distributed, the number of locations at which a workshop was given. Qualitative information provides in-depth, descriptive information that can give context or meaning to the experience, such as people's perceptions

[5]W.K. Kellogg Foundation (1998) *Evaluation Handbook.* Battle Creek, MI, W.K. Kellogg Foundation. http://www.wkkf.org.

or feelings about what happened and how the project affected them. Ideally, you will want to gather quantitative and qualitative data on family violence issues.

9.2 Implementation & Monitoring

Planning is only the first step. It is important that evaluation plans be activated as soon as a project commences. As a project moves from proposal to implementation stage, it is likely the project objectives and activities – and potentially its outputs and outcomes - will be fine-tuned. Keeping track of this evolution will help the project and ensure that the evaluation has the correct focus and asks the right questions in the right way. When monitoring the implementation of the evaluation plan, consider the following questions:

- Are the evaluation questions still relevant?
- Are different participant perspectives (culture, language, gender, age, literacy level, etc.) being taken in to consideration?
- Are any problems with data collection emerging and if so, are solutions being identified and implemented?
- What is being learned along the way? Is feedback being used to improve the project on an ongoing basis?

Encourage projects to provide evaluation updates, along with any modifications to their evaluation plans when they submit their formal progress and/or interim reports. In addition, ongoing communication, as well as with informal "check-ins" and on-site visits are ways to determine how a project is doing.

10. REVIEWING, REPORTING, UTILIZING AND COMMUNICATING RESULTS

Good project planning, implementation and monitoring processes will help to ensure that there is useful information available at the end of the project. It's helpful to build in an opportunity to review the evaluation report outline, so that you can provide preliminary feedback. When reviewing the project evaluation reports, keep in mind questions such as:

- What changed as a result of this activity or project?
- What other factors may contribute to these changes?

- Does the data support the analysis and conclusions?
- What are the implications of these results for policies, programs and future activities and project work?
- How can these results be shared with others?

Communicating evaluation results is also key. Where appropriate, ensure that there is a plan to disseminate your performance results and evaluation findings to your colleagues, other partners and stakeholders. Consider developing project evaluation fact sheets, or distributing evaluation results through conferences, workshops, the National Clearinghouse on Family Violence and the Department of Justice Canada Family Violence Initiative web site.

A Process of Ongoing Learning Dedicate learning sessions on specific family violence topics. Bring people together to report on their findings, share their insights and explore the implications. Develop FVI products that can be shared, and move forward with a communication strategy to enhance knowledge and awareness.

10.1 Close the Circle

Remember that performance measurement and evaluation are tools to help you learn about the FVI projects' progress and impacts. Use results to:

- refine your goals and objectives, logic model, performance indicators and workplans, and
- make further improvements to family violence policies, program development and research.

APPENDIX 1:
Family Violence Initiative Logic Model for the Department of Justice

FAMILY VIOLENCE INITIATIVE LOGIC MODEL

The Family Violence Initiative Logic model describes the linkages between the FVI activities and its outcomes. The FVI Logic Model presented here updates the 2000 version and was developed based on discussions and workshops with DOJ FVI staff.

There is an overarching Logic Model for the DOJ component of the Family Violence Initiative. This Logic Model summarizes the key components of DOJ FVI activities and outcomes in the area of policy, programs and research.

The elements include:

Activities: An operation or work process internal to an organization intended to produce specific outputs (e.g., products or services). Activities are the primary link in the chain through which outcomes are achieved.

Outputs: Direct products or services stemming from the activities of a policy, program or initiative.

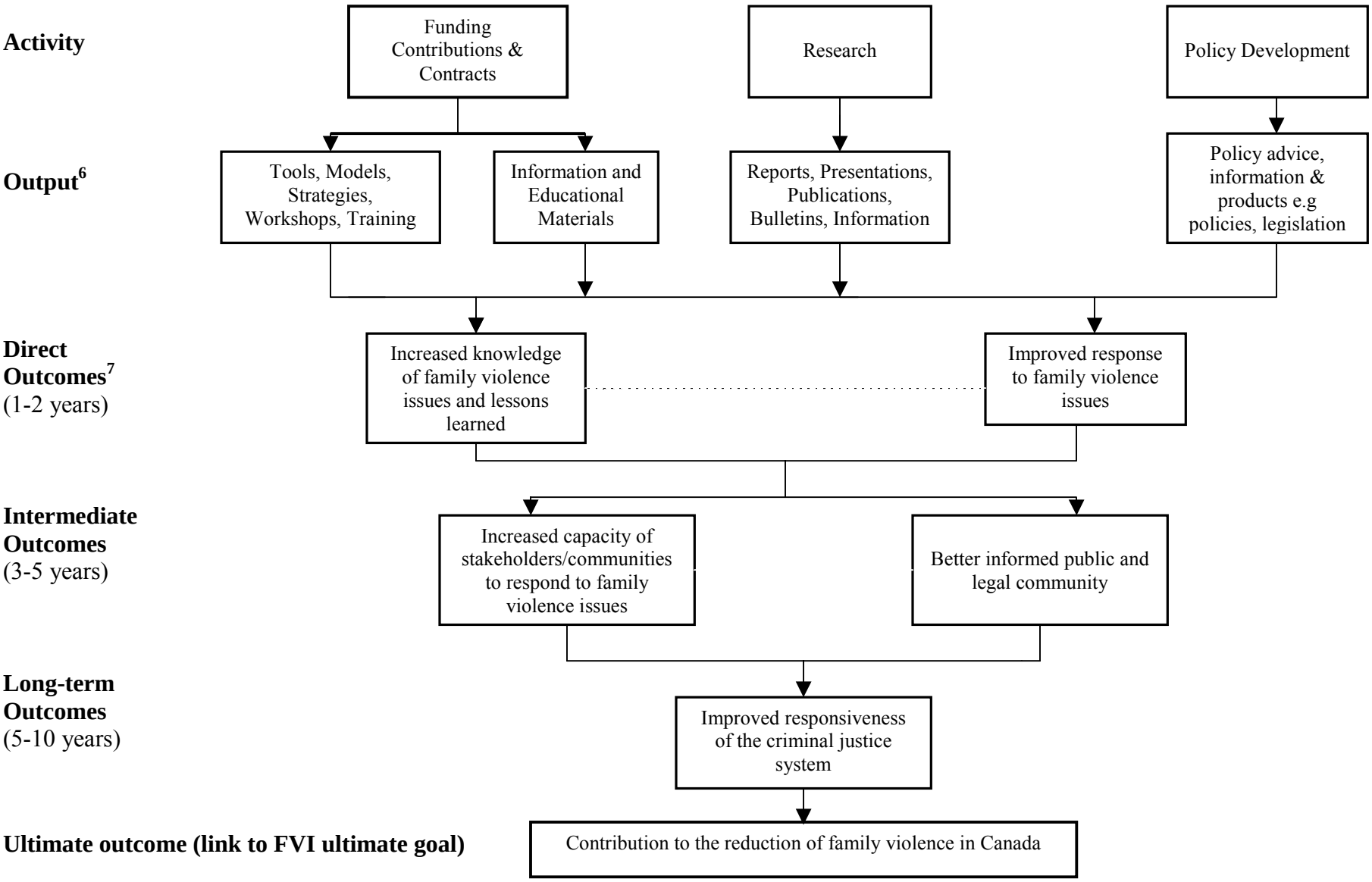
Reach: The individuals and organizations targeted and directly affected by a policy, program or initiative. Reach includes both target groups or populations, as well as co-deliverers, partners, and others who are involved in the success of the DOJ FVI.

Client Groups: range of players whose actions are influenced by DOJ FVI activities and/or outputs and whose actions influence the Department are the relevant client groups. There are national and international client groups.

Outcomes: An external consequence attributed to an organization, policy, program or initiative that is considered significant in relation to its commitments. Outcomes are described as direct (within 1-3 years), intermediate (within 3-5 years) or final (5-10 years).

These timelines are appropriate for an initiative or program, but may be adjusted to accommodate shorter-term projects.

FAMILY VIOLENCE INITIATIVE - JUSTICE COMPONENT LOGIC MODEL



[6]Outputs can be products attained through contracts or funding agreements or "in house" activity. The Department has full control over a contract project but has limited control over a funding project.

[7] Direct outcomes focus on the knowledge and response capacity of organizations that received DOJ FVI project funding at the community level.

Family Violence Initiative — Department of Justice Canada Logic Model				
Activity/ Outputs	**Reach/Client Groups**	**Direct Outcomes**	**Intermediate Outcomes**	**Long Term Outcomes**
Policy Development				
• Coordinated FV workplan • FV policy advice • FV policy information • FV policy products • Reports on consultations • Legal advice, litigation support and drafting advice • Canadian positions on international conventions related to family violence	National: • Minister of Justice (F) • Ministers of Justice/ Attorneys General (PT) • FPT officials • FPT Justice community • FV Policy community • FV NGOs and community groups International: • International bodies (e.g. United Nations)	• Increased, coordinated FV criminal justice policy development across jurisdictions and internationally • FV-relevant legislation and policies • Canadian "position" developed in consultation with relevant client groups with respect to international conventions involving family violence issues	• Implementation of FV criminal justice policy instruments across FPT jurisdictions and at international level	Improved responsiveness of the criminal justice system to address family violence.
Programs (PIF)				
• Project needs • Funded projects[8] • Contracts • Partnerships & partnership contributions • Tested models • Strategies and tools • Project reports, evaluations, and products • FVI/DOJ Website updates in relation to family violence activities • Project activities workplans • Funding decisions • Report on funded activities • Funding application tools • Distribution plans • Performance reports	National: • Departmental staff • FPT officials • Municipal governments • FVI NGO's • Individuals and communities facing barriers to access to justice • General public International: • International bodies (e.g. United Nations) • Canadian organizations affiliated to international bodies	• Increased awareness and knowledge of family violence issues and effective solutions • Improved organizational capacities to address FV	• Tested pilot projects, proven models, strategies, and tools to address FV • Contribution to policy and program development • Improved community capacities to address FV	Improved responsiveness of the criminal justice system to address family violence.

[8] According to departmental funding priorities, criteria and processes of the Justice Partnership and Innovation Fund.

Family Violence Initiative — Department of Justice Canada Logic Model				
Activity/ Outputs	**Reach/Client Groups**	**Direct Outcomes**	**Intermediate Outcomes**	**Long Term Outcomes**
PLEI				
• Funded projects[9] • Contracts • Partnerships & partnership contributions • Tested models • Strategies and tools • Project reports, evaluations, and products • Website updates • Project activities workplans • Funding decisions • Report on funded activities • Funding application tools • Distribution plans	• PLEI organizations • Intermediary groups[10] • Clients facing barriers in accessing public legal education information on family violence • Criminal justice professionals	• Increased ability of intermediary groups to advise/support clients facing barriers in accessing public legal education information on family violence • Increased access to public legal education information on family violence • Increased awareness/knowledge of legal issues in family violence situations for clients facing barriers in accessing public legal education information on family violence	• Increased prevention of FV • Increased protection of FV victims/witnesses • Improved response to FV situations • Increased capacity of clients to make informed decisions about their particular situation • More engaged public and legal communities in matters related to family violence	Improved responsiveness of the criminal justice system to address family violence.
Research				
• Annual DOJ research workplans • Contracts • Funding/ partnership agreements • Research reports • Statistical reports • Policy-relevant information • Presentations • Publications • Other related information products (e.g. reference documents, summaries, briefing notes or bulletins)	• Federal Minister of Justice • DOJ Family Violence Committee • FPT justice officials • FV policy community • Other relevant clients may include NGOs, general public, international bodies (e.g. United Nations)	• Dissemination of research results to relevant client groups • Awareness of DOJ family violence research results by relevant client groups	• Increased understanding of family violence issues • Increased knowledge on effective interventions to respond to FV • Informed policy analysis, development and decision making	Improved responsiveness of the criminal justice system to address family violence.

[9] According to departmental funding priorities, criteria and process of the Justice Partnership and Innovation Fund.

[10] Such as victim/witness assistance, social service organizations.

Family Violence Initiative — Department of Justice Canada Reporting Template						
Activity	**Status**	**DOJ FVI Budget Overview**	**Partners & Contribution**	**Client Groups**	**Outputs**	**Results-Direct Outcomes**
Title of Activity or Project *Objective: To X…..[2 lines max]* **Description: 2 lines max indicating type of project.**	*Indicate if underway or completed, and anticipated or actual completion date.*	*Indicate <u>confirmed DOJ/FVI</u> funding or contract value for each year of the project, if a multi-year project, e.g.* *99/00: $25K* *00/01: $15K*	*<u>Confirmed Partners & contribution:</u> to be provided in cases where DOJ is the LEAD department for the activity.*	*Who is influenced by the activity/ scope of reach.*	*List outputs e.g. Workshop Protocol Reports, Trained personnel*	**For Completed Activities** Refer to the FVI logic model direct outcomes. Briefly describe the direct outcomes (5 line – 50 words); include any pertinent comments or analysis on the results & implications for future action, strategic direction. **For Activities Underway:** *Briefly describe the <u>anticipated</u> direct outcomes. (5 line – 50 words);*

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
Success/ Achievement of Outputs and Outcomes				
Policy Development				
Outputs				
• Coordinated FV workplan • FV policy advice • FV policy information • FV policy products • Reports on consultations • Legal advice, litigation support and drafting advice • Canadian positions on international FV initiatives	Annual FV workplan developed in consultation with Programs & Research	Workplan Files/Document Analysis	Policy – Legal Counsel	Annual[11]
	Participation in the development of coordinated federal approach to FV	Meeting Agendas, minutes, Files/Content Analysis	Policy – Legal Counsel	Annual
	Participation in the development of federal and DOJ policy initiatives related to family violence issues	Meeting Agendas, minutes, Files /Content Analysis	Policy – Legal Counsel	Annual
	Client groups provided policy advice, information and products by type and nature of advice	Files & Products/ Content Analysis	Policy – Legal Counsel	Annual
	Consultation reports produced by issue, including groups/stakeholders consulted	Files & Reports /Content Analysis	Policy – Legal Counsel	Annual
	Client groups provided legal advice, litigation support and drafting advice by nature of advice	Files/Content Analysis	Policy – Legal Counsel	Annual
	Title/ status of international FVI-related initiatives underway	Files & Documents/Content Analysis	Policy – Legal Counsel	Annual
	FVI DOJ role/representation on FVI-related international initiatives	Files & Documents/Content Analysis	Policy – Legal Counsel	Annual

[11] March 31 of each year.

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
Direct Outcomes				
• Increased, coordinated FV criminal justice policy development across jurisdictions and internationally • FV-relevant legislation and policies • Canadian developments with respect to international FV issues	Level and nature of coordinated FV criminal justice policy development across Canada and internationally	Files & Documents/Content Analysis Opinions, Documents, Literature, Web-based information Scan of FV policy development activities across Canada (& internationally) [12]	Policy – Legal Counsel & Evaluation Division	Baseline Study Year 3
	Type/ status of legislation	Files & Documents/Content Analysis	Policy – Legal Counsel	Annual
	Type/status of developments (including negotiations) on international FV initiatives	Files & Documents/Content Analysis	Policy – Legal Counsel	Annual
Intermediate Outcomes				
• FV implementation of criminal justice policy instruments across FPT jurisdictions and internationally	Extent/nature of implementation of criminal justice policy instruments at FPT and international levels	Follow-up FV Policy Scan	Policy – Legal Counsel Evaluation Division	Year 5
Programs (PIF)				
Outputs				
• Project needs • Funded projects[13] • Contracts • Partnerships & partnership contributions • Project reports, evaluations, and products • Strategies and tools • FVI/DOJ Web site updates • Project activities workplans • Funding decisions	Workplan developed in collaboration with Policy and Research #, type and status of funded project and contract products, including distribution plans #, type of partnerships and value of partnership contributions by funded project #/type of strategies and tools,[14] including	Workplan Files/Document Analysis GCIMs and Project Files, Reports and Evaluations/Analysis Contract Files/.Analysis	Programs – Project Manager FCY Web site Manager	Annual

[12] Could also include a media analysis/scan.

[13] According to departmental funding priorities, criteria and processes of the Justice Partnership and Innovation Fund.

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
• Report on funded activities • Funding application tools • Distribution plans • Performance reports	#/type of trainings, workshops #, type and status of DOJ FVI web site updates # of visits or hits on DOJ FVI web site #, nature and type of information downloads from DOJ FVI web site	Web site management data/Analysis		
Direct Outcomes				
• Improved organizational capacities to address FV	Organizational/systemic infrastructure to address FV within organizations that received DOJ FVI funding	GCIMs and Project Reports, Evaluations and Files/Analysis Lessons Learned/Analysis	Programs - Project Managers & Evaluation Division Project Manager	Annual Lessons Learned Study Year 2
	Level of knowledge, expertise, skills and resources to address FV within organizations that received DOJ FVI funding	GCIMs and Project Files/Analysis Lessons Learned/Analysis	Programs - Project Managers & Evaluation Division Project Manager	Annual Lessons Learned Study Year 2
	Extent and use of partnerships (formal and informal) within organizations that received DOJ FVI funding	GCIMs and Project Files/Analysis Lessons Learned/Analysis	Programs - Project Managers & Evaluation Division Project Manager	Annual Lessons Learned Study Year 2
	# and type of tested models and potential for effectiveness	GCIMS and Project Files, Reports and Evaluations	Programs[15] - Project Manager	Annual

[14] See Appendix 2: Glossary of key terms.

[15] There is also a link to Research outputs related to the effectiveness of various approaches and models.

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
	Level of organizational awareness and knowledge of FV issues and effective solutions	GCIMs and Project Files/Analysis Opinions/ Lessons Learned	Programs – Project Manager & Evaluation Division Project Manager	Annual Lessons Learned Study Year 2
Intermediate Outcomes				
• Improved community capacities to address family violence	Level of community capacity	GCIMS and Project Files, Project Reports and Evaluations Opinions/Lessons Learned	Programs – Project Manager and Evaluation Division Project Manager	Annual Lessons Learned Study Year 2
• Enhanced implementation of tested pilot projects, proven models, strategies, and tools to address FV	Level/success of implementation of tested and proven mechanisms	GCIMS and project Files/. Project Reports and Evaluations/Analysis Research Reports	Programs – Project Manager Research – Project Manager (?)	Annual
• Contribution to policy and program development	Consideration of implementation results in policy and program development	Opinion/Interviews/Focus Groups or other feedback from relevant client groups	Programs – Project Manager	Annual

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
Public Legal Education Information (PLEI)				
Activity/Outputs				
• Funded projects[16] • Contracts • Partnerships & partnership contributions • Tested models • Strategies and tools • Project reports, evaluations, and products • Website updates • Project activities workplans • Funding decisions • Report on funded activities • Funding application tools • Distribution plans	#, type and status of funded PLEI projects and contract products #,scope (e.g. to whom, where) distribution plans for PLEI Products # /type of PLEI products distributed	GCIMs Project files, Reports and Evaluations	PLEI – Project Manager	Annual
Direct Outcomes				
• Increased ability of intermediary groups to advise/support PLEI clients facing barriers in accessing public legal education information on family violence • Increased access to public legal education information on family violence • Increased awareness/knowledge of legal issues in family violence situations for PLEI clients facing barriers in accessing public legal education information on family violence	Level/type of demand for products # of products distributed Level/type/scope of access to PLEI information/services Level of awareness/knowledge of legal issues in FV situations among PLEI clients facing barriers # of request for PLEI requests for information on web site	GCIMS Project files, reports and evaluations Opinions/Lessons Learned DOJ FVI web site	PLEI – Project Manager Evaluation – Project Manager FCY Web Manager	Annual Year 2

[16] According to departmental funding priorities, criteria and process of the Justice Partnership and Innovation Fund.

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
Intermediate Outcomes				
• Increased prevention of FV • Increased protection of FV victims/witnesses • Improved response to FV situations • Increased capacity of individuals to make informed decisions about their particular situation • More engaged public and legal communities in matters related to family violence	Level, nature and scope of family violence Level/nature of protection provided Nature of response to FV Level/nature of knowledge/skills of relevant clients in making decisions re FV Extent of public and legal community engagement	GCIMs/Project Files Lessons Learned Study Year 2	PLEI – Project Manager	Annual Lessons Learned Study Year 2
Research				
Outputs				
• Annual DOJ research workplans • Contracts • Funding/ partnership agreements • Research reports • Statistical reports • Policy-relevant information • Presentations • Publications • Other related information products (e.g. reference documents, summaries, briefing notes or bulletins)	DOJ FVI research plan developed in collaboration with Policy and Programs #, type, subject matter and nature/complexity of research projects Title/status of contracts, agreements Title/status of products and related activities e.g. presentations, publications Level of demand for information on a particular family violence issue	Workplan RIMs Project Files/Content Analysis Product Requests/Analysis (please clarify how these are tracked)	Research – Project Manager	Annual
Direct Outcomes				
• Dissemination of research results to relevant client groups	Relevant client groups to whom materials were disseminated by mechanism used (e.g. web site (intra and internet), targeted mail out)	Distribution/Dissemination Lists Web site "hits" and "downloads"[17]	Research – Project Manager	Annual

[17] Links between the DOJ FVI and the DOJ Research and Statistics components of the DOJ web site also need to be made as well as a means to determine how relevant client groups will be identified.

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
• Awareness of DOJ family violence research results by relevant client groups	Level of awareness of research outputs among relevant client groups	Client Survey, and/or Focus Group	Research – Project Manager Evaluation Division – Project Manager	Year 3
Intermediate Outcomes				
• Increased understanding of family violence issues.	Level of understanding of the effectiveness of family violence issues among relevant client groups	Client Survey and/or Focus Groups	Research	Year 3
• Increased knowledge on effectiveness of interventions to respond to FV	Level of knowledge on effective interventions among relevant client groups	Client Survey and/or Focus Groups	Research	Year 3
• Informed policy analysis, development and decision making	Consideration of research and statistical products in the policy analysis, development and decision-making processes	Client Survey and/or Focus Groups	Research	Year 5
FVI LONG TERM OUTCOMES				
• To what extent and in what ways has the DOJ FVI contributed to improving the responsiveness of the criminal justice system to family violence?	Level/extent of influence/contribution Extent/impact of legislative change Tools, Strategies, Models developed, tested and implemented Extent/impact of research on family violence issues	Relevant client group and key stakeholder Opinion/Survey Year 3 Scan and Year 5 Follow up Scan Statistical Reports/Analysis (Stats Can) Performance Reports/Analysis	Evaluation Division – Project Manager	Year 5
INTERMEDIATE OUTCOMES				
• To what extent and in what ways has the DOJ FVI contributed to the improved capacity of stakeholders and communities to respond to family violence issues?	Level/extent and nature of capacity improvements of stakeholders and communities to respond to family violence	Relevant client group and key stakeholder Opinion/Survey Performance Reports/Analysis	Evaluation Division – Project Manager	Year 5

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
• To what extent and in what ways has the DOJ FVI contributed to a better-informed public and legal community about family violence issues?	Level/extent and scope of information and knowledge dissemination	Relevant client group and key stakeholder Opinion/Survey Performance Reports/Analysis	Evaluation Division – Project Manager	Year 5
IMPACTS AND EFFECTS				
• Overall what has been the impact of DOJ FVI funding? • Have there been any unintended impacts (+ or -)?	Level of funding by area (policy, programs and research) and by FV issue, per year Extent/level of impact by FVI issue Evidence of unintended impacts (+ and -)	Financial Records (Allocations and Expenditures) Relevant client group and key stakeholder Opinion/Survey Lessons Learned Studies Performance Reports/Analysis	Evaluation Division – Project Manager	Year 5
FVI IMPLEMENTATION AND DELIVERY				
• To what extent have the FVI components reached the relevant client groups? • To what extent as the FVI been implemented as intended?	Level/scope of reach to relevant client groups Efficiency/effectiveness of FVI delivery mechanisms relative to resource allocation e.g. appropriateness of funding criteria, timeliness of funding process, project monitoring and reporting processes	Relevant client group and key stakeholder Opinion/Survey Project/Contract Files GCIMs analysis Workplan analysis Performance Reports/Analysis JPIF Evaluation	Evaluation Division – Project Manager	Year 5

Family Violence Initiative: Performance Measurement and Evaluation Strategy				
Evaluation Issue / Performance Area	**Indicators**	**Data Source / Methods**	**Responsibility for Collection**	**Timing / Frequency of Measurement**
RELEVANCE				
• Is there a continued need for the DOJ FVI? • To what extent does the DOJ FVI still reflect the objectives and priorities of the federal government? • What would be the impacts on the criminal justice system if the DOJ FVI ceased to exist? • What would be the impacts on other elements of the federal response to family violence if the DOJ FVI ceased to exist?	Extent/scope/impact of family violence on Canadian society Evidence of priority in federal agenda Evidence of priority and work load related to family violence within the criminal justice system	Relevant client group and key stakeholder Opinion/Survey Document/Literature/Web site review Needs assessment Statistical review Federal Priority statements/ related plans & strategies Speech(es) from the Throne	Evaluation Division – Project Manager	Year 5
COST EFFECTIVENESS AND ALTERNATIVES				
• Are there more cost-effective approaches to achieving the DOJ FVI objectives? • Is the FVI the most appropriate means of achieving the intended objectives of the DOJ FVI? • Are there any other improvements that should be made to the design and delivery of the FVI?	Evidence of cost-effectiveness in relation to objectives achievement Evidence of cost-effectiveness in relation to appropriate alternatives Evidence of need for design and delivery improvements	Financial Records (Allocations and Expenditures)/Analysis Relevant client group and key stakeholder Opinion/Survey Performance Reports/Analysis	Evaluation Division – Project Manager	Year 5

APPENDIX 2:
Glossary of Terms

GLOSSARY OF TERMS

Beneficiaries

In the context of projects, beneficiaries include two groups: recipients of project funding and groups who are deemed to benefit from the project or activity.

Capacity refers to the ability to prepare for, and respond to, opportunities and challenges. Capacity consists of the individuals, systems and community assets that make up human, social, physical, spiritual/cultural, political and environmental capital. *Human capital* refers to the skills, knowledge, attitudes and understandings of people. *Social capital* refers to the breadth and depth of social relationships. *Physical capital* refers to the infrastructure (such as housing, roads, utilities, buildings), as well as the supportive equipment needed to maintain the physical structures and associated services, such as medical facilities, justice services, schools and recreation centres. *Spiritual/cultural capital* refers to values, symbols, rituals, traditions, art and language. *Political capital* includes forms of governance, inclusive systems of decision-making, and political awareness and involvement. *Environmental capital* refers to natural resources and the potential for sustaining life and promoting life quality.

The Family Violence Initiative seeks to enhance capacities at the community level to address family violence issues. This may relate to elements such as organizational or systemic infrastructure to address family violence; knowledge, expertise, skills and resources to address family violence; as well as use/leverage of partnerships (formal and informal).

Community

A community may be defined in many ways, including in terms of its geographic location or social dimensions (e.g. a community of interest).

Client Groups

Client groups are both national and international. They include the federal Minister of Justice and a range of players whose actions are influenced by DOJ FVI activities and/or outputs, and whose actions influence the Department.

Criminal Justice System Response to Family Violence

The criminal justice system response to family violence includes the development and implementation of legislation and related policies that contribute to the prevention of family violence, the protection of family violence victims/witnesses, and the effective prosecution of family violence cases. The Department of Justice Canada works together with its provincial and territorial counterparts and its partners in other sectors (e.g. health, social services, shelters and housing) to ensure that the *Criminal Code of Canada* effectively addresses family violence and to ensure that family violence issues are effectively addressed in related legislation and policies (e.g. family law). The Department works together with other components of the criminal justice system, such as victim/witness and family-related court services and supports, law enforcement, and corrections, and with public legal education organizations and community-oriented mechanisms such as community justice committees. Improving the responsiveness of the criminal justice system includes the use, application, consideration, and/or interpretation of family violence polices, legislation and practices in ways that foster integration with other systems and that improve outcomes (e.g. prevention of family violence, protection of family violence victims/witnesses, and effective prosecution of family violence cases).

Family Violence Policy Development

Family Violence Policy Community: The Family Violence policy community is an intersectoral, interdisciplinary community. It includes the justice-related family violence community as well as the policy communities in related policy areas (e.g. victims, Aboriginal justice, crime prevention), related sectors (e.g. health, housing and social services), related disciplines (e.g. research), related institutions (e.g. universities, professional associations, non-governmental organizations) and advocacy organizations (e.g. women's equality-seeking organizations).

FVI Policy Advice: Advice produced by the CYS, Policy Sector includes policy options, alternatives, and recommendations.

FVI Policy Information: Information produced by CYS, Policy Sector includes policy analyses, assessments, and research findings.

Policy Products: Policy products produced by the CYS includes policy statements, guidelines, protocols, and other policy instruments. Examples of policy initiative products also include: internal government medium such as briefing notes, DECK presentations, Memoranda to Cabinet, Treasury Board submissions, policy reports and position papers, as well as medium for

civil society engagement such as consultation documents, white papers, model guidelines, policy reports, conferences and consultation sessions.

Coordinated Policy Development: This includes efforts aimed at developing coordinated, standardized or consistent FV policies across jurisdictions.

Policy Advice and Information Uptake: "Uptake" includes consideration, use, and/or implementation of policy advice, information and products.

International Initiatives

The DOJ participates in a range of international initiatives related to family violence issues. This includes activities related to treaties (such as conventions and protocols), resolutions, and declarations; participation in or presentations before international expert meetings (e.g. the World Tourism Regional Consultation for the Americas on the Protection of Children from Sexual Exploitation in Tourism in Cost Rica); and international projects, such as the United Nations International Violence Against Women Survey).

Operational Processes

Consultation: Consultation with key players is an integral part of the DOJ approach to family violence. It involves activities such as seeking information and advice, exchanging ideas and information, and exploring positions and options. Consultation may be geared towards specific groups, contexts and issues.

Cooperation: Cooperation involves DOJ working together with other players towards shared results or benefits. It involves reaching agreement on a particular goal, approach or plan and may involve sharing resources. Cooperative arrangements may or may not be formalized. Cooperation involves interaction with other players, but does not necessarily imply interdependence.

Coordination: Coordination involves working together with other players towards a shared result or benefit. It involves reaching agreement on a particular goal, approach or plan and may involve joint decision-making and sharing of resources. The coordination process may be formalized and may use specific mechanisms and protocols. It involves interaction and a degree of interdependence with other players.

Collaboration: Collaboration involves working together with other players towards a shared result or benefit. It involves reaching agreement on a particular goal or approach, and it involves

joint decision-making, sharing of resources, and accountability. A collaborative process is formalized and involves specific mechanisms and protocols. It involves a high degree of interaction and interdependence with other players. Consultation, cooperation and coordination can occur within a collaborative process.

Model, Tool and Strategy

Model: A model is a design that can be replicated.

Strategy: A strategy is a plan to carry out a set of objectives and activities, accompanied by a process to manage the implementation of the plan. Strategies describe the "what" and the "how." There are many potential strategies to address family violence issues, including inter-jurisdictional, multi-disciplinary and multi-agency efforts.

Tool: A tool is an instrument that may be used to carry out work on family violence issues, such as a risk assessment tool, an inter-agency information-sharing protocol, and an educational curriculum.

APPENDIX 3:
Tools for Project Managers

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Case Scenarios & Logic Models

Case Scenarios & Logic Models – Road Maps to Results

Here are four case scenarios and related results-oriented logic models. Think of the logic model as a road map that leads to results. Use these as examples in developing other models.

Steps in Developing an Outcome Logic Model:

1. Define your goals and objectives
2. Add your activities (overall activity and specific activities)
3. Identify your "target" or "client" groups
4. Identify the outputs of your activities
5. Add the *immediate* outcomes (within 1 year) that will result from your objectives, activities and outputs
6. Add your *intermediate* outcomes that your objectives will lead to within a year
7. Add the *long-term* outcomes that your objectives will lead to down the road 2+ years
8. Check the overall logic of your model
9. Refine your logic model as your project develops.

See the W.K. Kellogg Foundation Evaluation Handbook for further information on developing different types of logic models.

Case Scenario 1: Special Edition of a Provincial Newsletter on "Abuse of People with Disabilities"

Purpose

- Newsletter will contain six legal information articles on issues related to the abuse of people with disabilities.
- Six articles (total of 8 pages) strike the right balance of a manageable amount of information for the reader.
- Involves provincial consultation to determine most important issues.

Goals

- Produce a newsletter to educate provincial citizens on the abuse of people with disabilities
- Partner and consult with BC service to identify the most important issues and the best way to address them in print
- Distribute the Newsletter throughout BC with emphasis on distribution to service providers
- Evaluate the Newsletter and report on findings.

Workplan

A. Consultation Process

Purpose:

- To generate guidance and feedback on content and contacts [*not a full-scale research project and should not be held to such a standard*].

Extent:

- A minimum of 25 organizations provincially/regionally distributed.

Process:

- Two-week provincial consultation tour through key regions.
- Consultation with service providers and advocates (community mental health workers, mental health associations, women's, seniors, youth centres, multi-cultural and aboriginal organizations, individuals with disabilities) and with partners
- Consultation with legal community (Crown Prosecutors, lawyers, advocates).

Consultation Questions:

- How do you identify disabled people who may be abused? What warning signs do you look for?
- Is there any one group that is at higher risk than the others? (*Women? Youth? People with physical disabilities? Mental disabilities? Multi-cultural communities?* What services exist to help people who are disabled and are being abused?
- What are the biggest hurdles these people have to face when it comes to receiving help?
- Do you think the public is aware of this issue? What more do you think the public needs to know?
- If you were writing a booklet to educate around this issue, what would you include? (*This is the key question and the main purpose of the consultation).*

Consultation Report:

- Consultation report to inform newsletter.

B. Newsletter Production

- draft the Newsletter
- departmental review
- prepare it for printing
- print

C. Newsletter Distribution

- Update mailing list and distribute to: non-profit sector, and associations and organizations associated with physical and mental disabilities, as well as various multi-cultural and aboriginal groups that are not included under another heading.

- 10,000 Newsletters
- Evaluation Forms
- Self Addressed Stamped Envelopes

Evaluation

Plan:

- Of the 10,000 newsletters, 1000 packages will include an Evaluation and Self Addressed Stamped Envelope (10% of total mail-out). This distribution process will ensure appropriate and relevant contact lists, and will facilitate the prompt return of evaluations.

- These evaluations will be tabulated and will be incorporated into the reporting process.

Data to be tracked:

- The number and percentage of returned evaluations
- What our audience liked and disliked about the publication
- Suggestions for improving our publications
- Suggestions for future topics and services
- Suggestions for other distribution targets
- Previous knowledge of services mentioned
- People's Law School
- Other organizations listed

Evaluation Resources:

- Evaluation is a deliverable of this Newsletter, but is not funded by DOJ.
- Organization says that DOJ funds the preliminary work that goes into creating an evaluation framework.
- Due to timing, the actual compilation of the data received takes place in the fiscal year post funding. This, therefore, represents the project sponsors contribution to the project.

Reporting

- **Report #1** (March 31st): Distribution of the Newsletter and 1st draft of the final report. This will include a first look at evaluation but, as with past practice, evaluation cannot be accurately reported on until six months past the distribution.
- **Report # 2** (September 30) A report on the Evaluation will be provided for the department 6 months after the completion date of March 31st.

National Sharing

- Consultation report, newsletter and evaluation to be shared with community partners and national colleagues, including PLEAC and consultation participants.

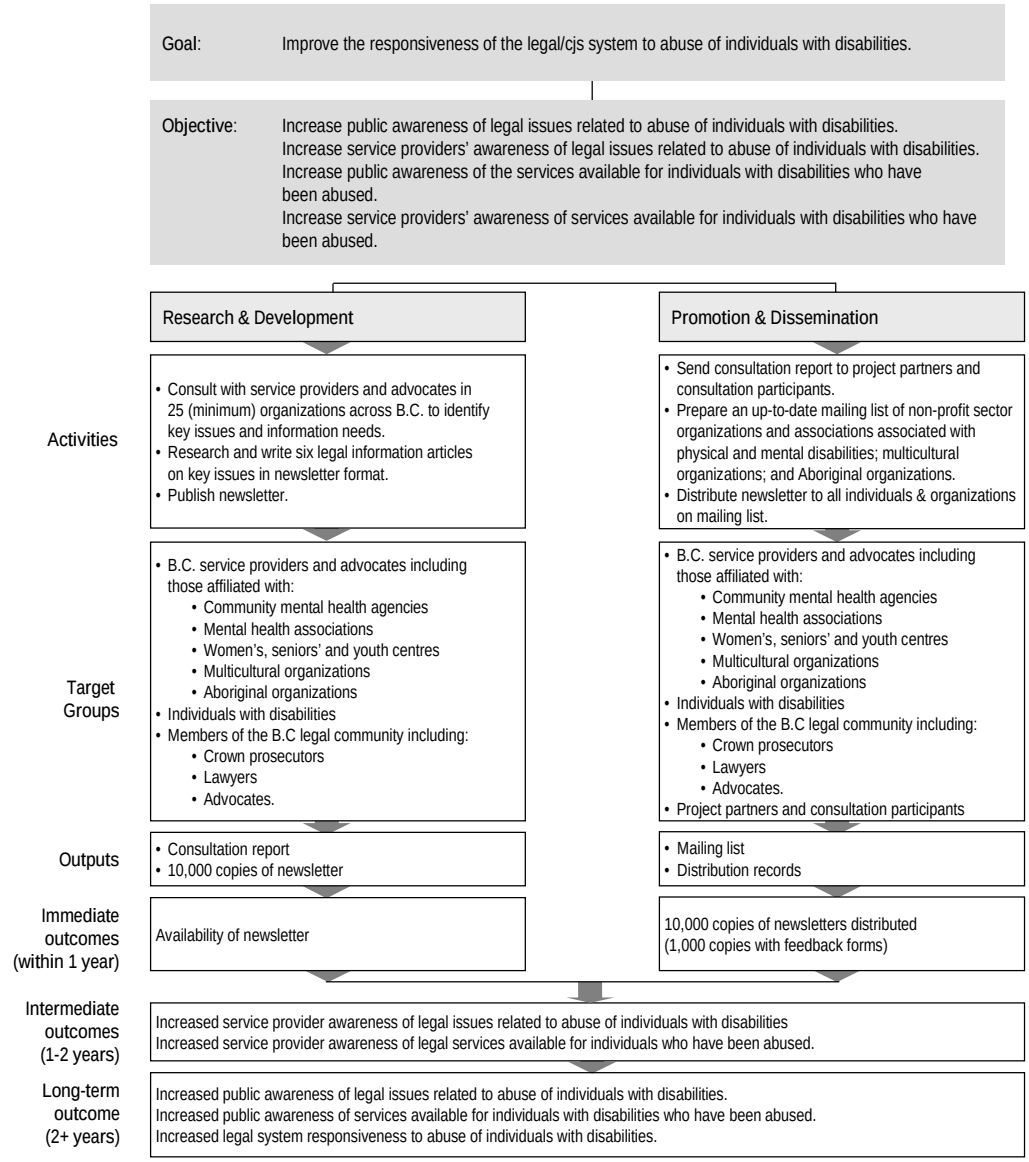
Expected Outcomes

- Increased awareness of the issues surrounding abuse of people with disabilities.
- Increased awareness of provincial resources and services available to address this issue.

Budget

$24,500.00 for salaries and benefits, contract consulting and writing fees, printing, distribution, consultation travel and hosting.

Road Map for Newsletter Project



Case Scenario 2: Child Victims and the Criminal Justice System – Legislative Review

Purpose

- Consultation on, and review of criminal legislation to examine the need for criminal law reform related to specific offences against children, facilitating child victim/witness testimony, sentencing, age of consent to sexual activity.

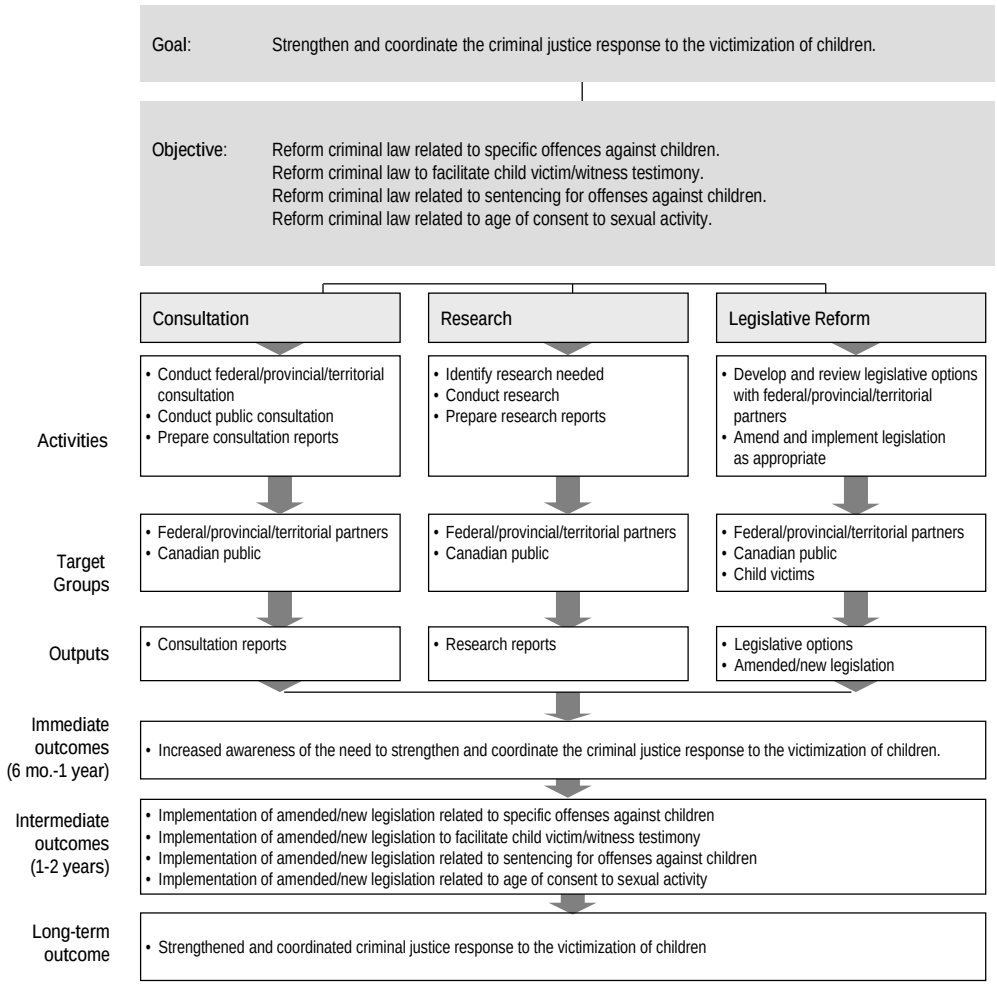
Workplan

- Establish & carry out FPT consultation process.
- Establish & carry out public consultation process.
- Determine/coordinate related research activities.
- Report on consultation and research results.
- Coordinate/develop follow-up options at FPT level.
- Legislative amendments and implementation as appropriate.

Expected Outcomes

- Criminal law reform.
- Strengthened, coordinated criminal justice response to child victim issues.

Road Map for Legislative Review



Case Scenario 3: Expert Consultation on Key Research Issues

Purpose

- Consultation with key experts in the field of family violence, to identify priorities in family violence research from a justice perspective.

Goals

- Seek information & advice from key experts.
- Exchange ideas & information on research needs.
- Consider results in research planning.

Workplan

A. Identify & Invite Experts
- Include A Range Of Experts In Fields Of Violence Against Women And Children.
- Include Those With Expertise In Specific Population Groups Or Living Contexts (e.g. Rural, Remote, Aboriginal, Cultural Diversity).

B. Plan Meeting
- Prepare Agenda, Consultation Questions, Consultation Package.
- Arrange For Presentations & Logistics.
- Evaluation Form!

C. Hold Meeting
- Conduct meeting.
- Record proceedings.

D. Meeting Report
- Draft meeting report & evaluation results.
- Disseminate report.

E. Planning Implications
- Consider results in research planning including opportunities for collaboration.

Evaluation

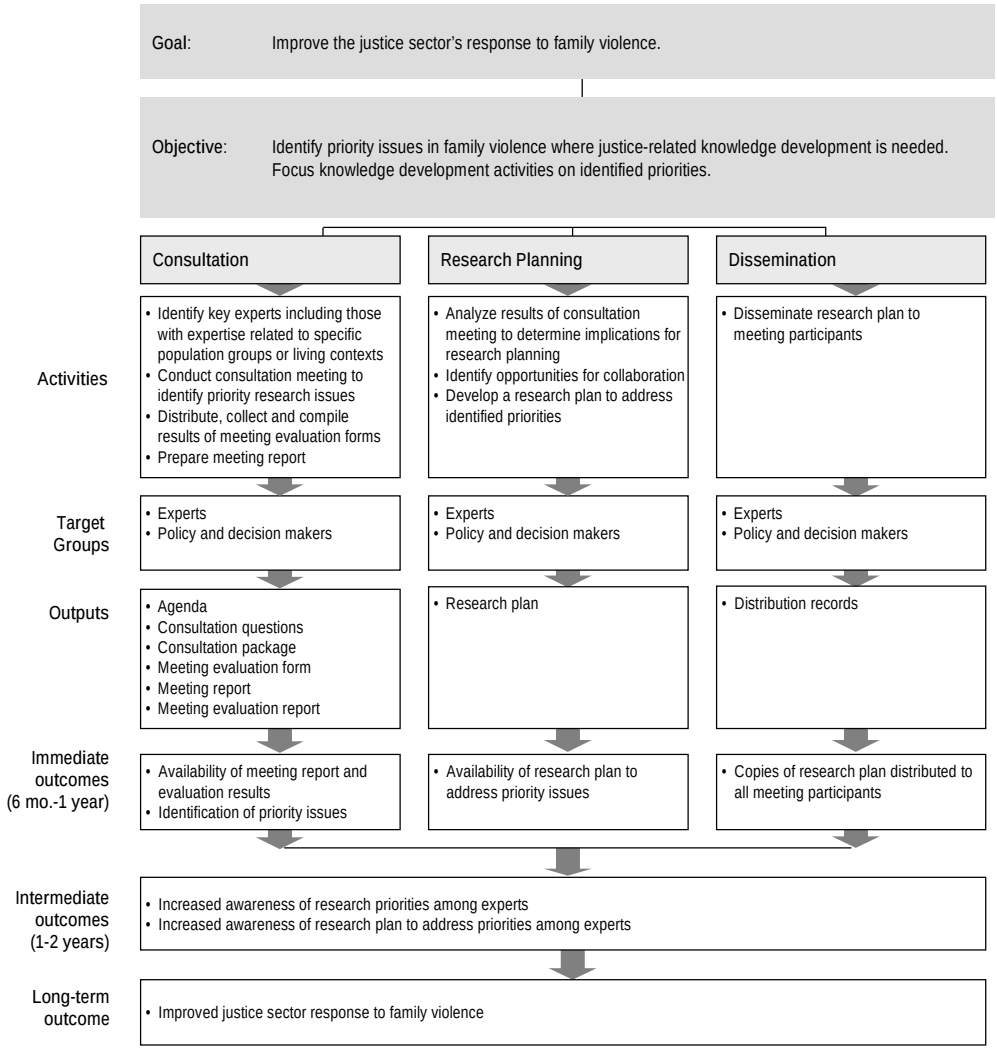
- Evaluation questionnaire will be administered at the meeting.

- Information will be considered in research evaluation planning

Budget

$40,000 for meeting, travel for participants, facilitation, reporting, evaluation.

Road Map for Expert Consultation Project



Case Scenario 4: Child Witnesses of Family Violence: Training/Research Project

Purpose

- Develop resource for Casework Staff and Program volunteers.
- To utilize existing resources to develop a training program for volunteers that can be incorporated into current orientation and training material delivered within a national child and youth-serving organization (volunteer based).
- Resource will be flexible and will provide an overview and assist volunteers who are dealing with child witnesses to gain more detailed information to help them support the child.

Goals

- Develop a user friendly, comprehensive training package to assist volunteers and caseworkers in supporting children and youth who witness family violence in the home.
- Increase awareness around the need to support child witnesses of family violence.
- Provide BBBSC member agencies, along with all other child and youth serving organizations with a resource that will increase their capacity to serve children living in violent homes (transferable and sustainable product).

Workplan

A. Establish Advisory Committee

- Role to identify materials, provide insights.
- Includes experts in fields of Violence Against Women and Children.

B. Research & Design

- Research existing material & assess for appropriateness for project.
- Design resource to increase caseworkers understanding of child witness issues, allow for incorporation into existing training, explain caseworker role as mentors

C. Pilot

- 5 agencies to pilot and evaluate materials.
- Further evaluation by Program Volunteers matched with child witnesses.

D. Revise & Finalize

- Revise based on evaluation feedback from pilot.

E. Share

- Share training with other organizations.
- Post on web site.
- Sustained dissemination.

Evaluation

Plan:

- Questionnaire will be administered at the pilot.
- Information will be used to revise the program.
- Results of evaluation will be made available to pilot agencies.

Budget

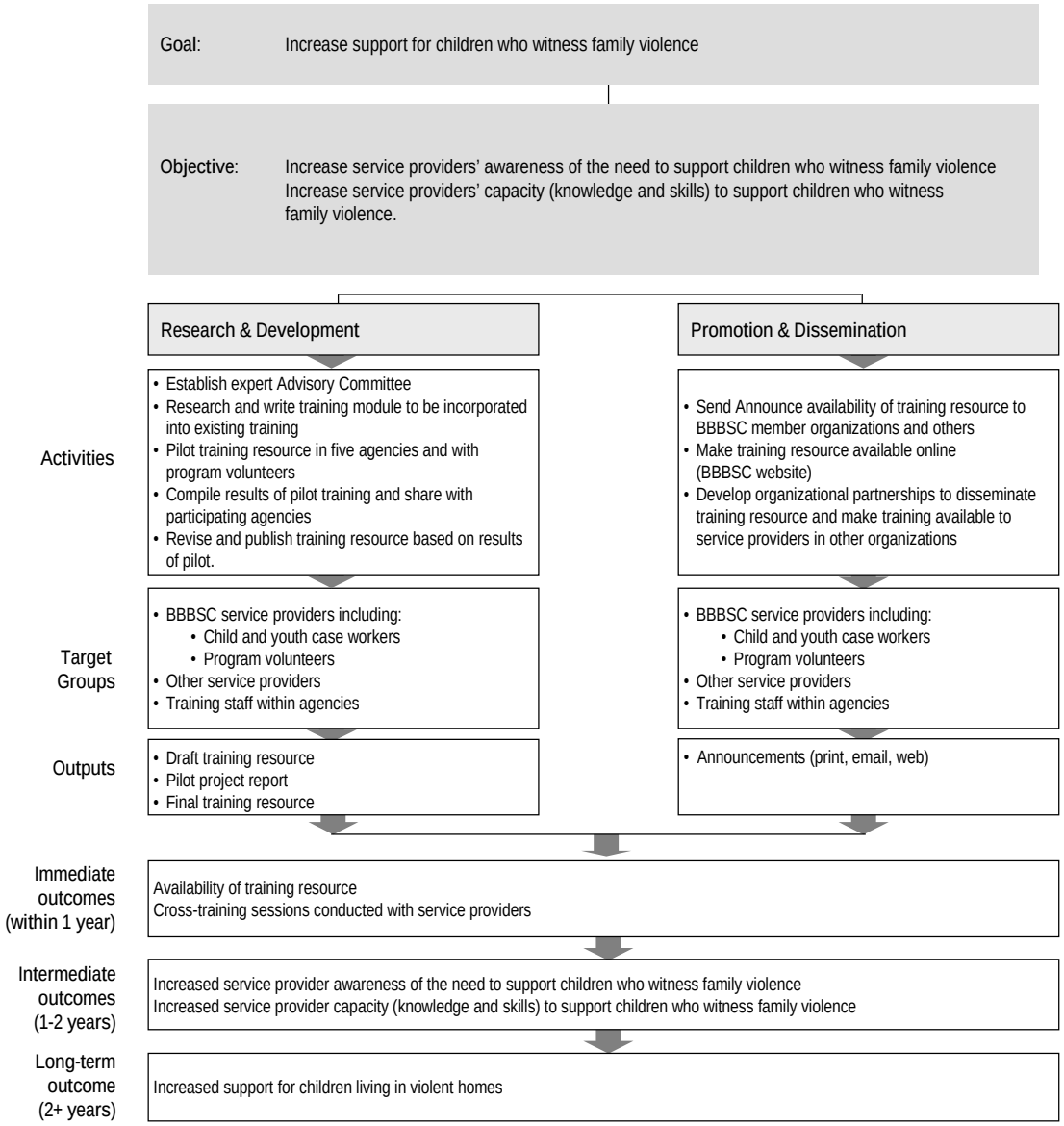
Research	$4000	
Writing Training Program	$4000	
Pilot Agencies	$2500	(5 agencies @ $500)
Printing	$2000	
Translation	$3500	
Promotion and Distribution of Material	$500	
Administration	$1500	
Project Management	$2000	
Total	$20,000	

Sustainability

- The training program will be posted on BBBSC's on-line library in downloadable form, and will be accessible by all organizations who wish to use it.
- The program may be transformed into an on-line interactive training module that is available through BBBSC's on-line library.
- Promotion of the material through regular announcements to other organizations (by e-mail, quarterly newsletters, other publications etc).

- Promoting the program to other organizations through BBBSC's 181 local member agencies.
- Partnering with other organizations that reach a wider group of children and youth, to provide this training on a more extensive basis.

Road Map for Training Research Project

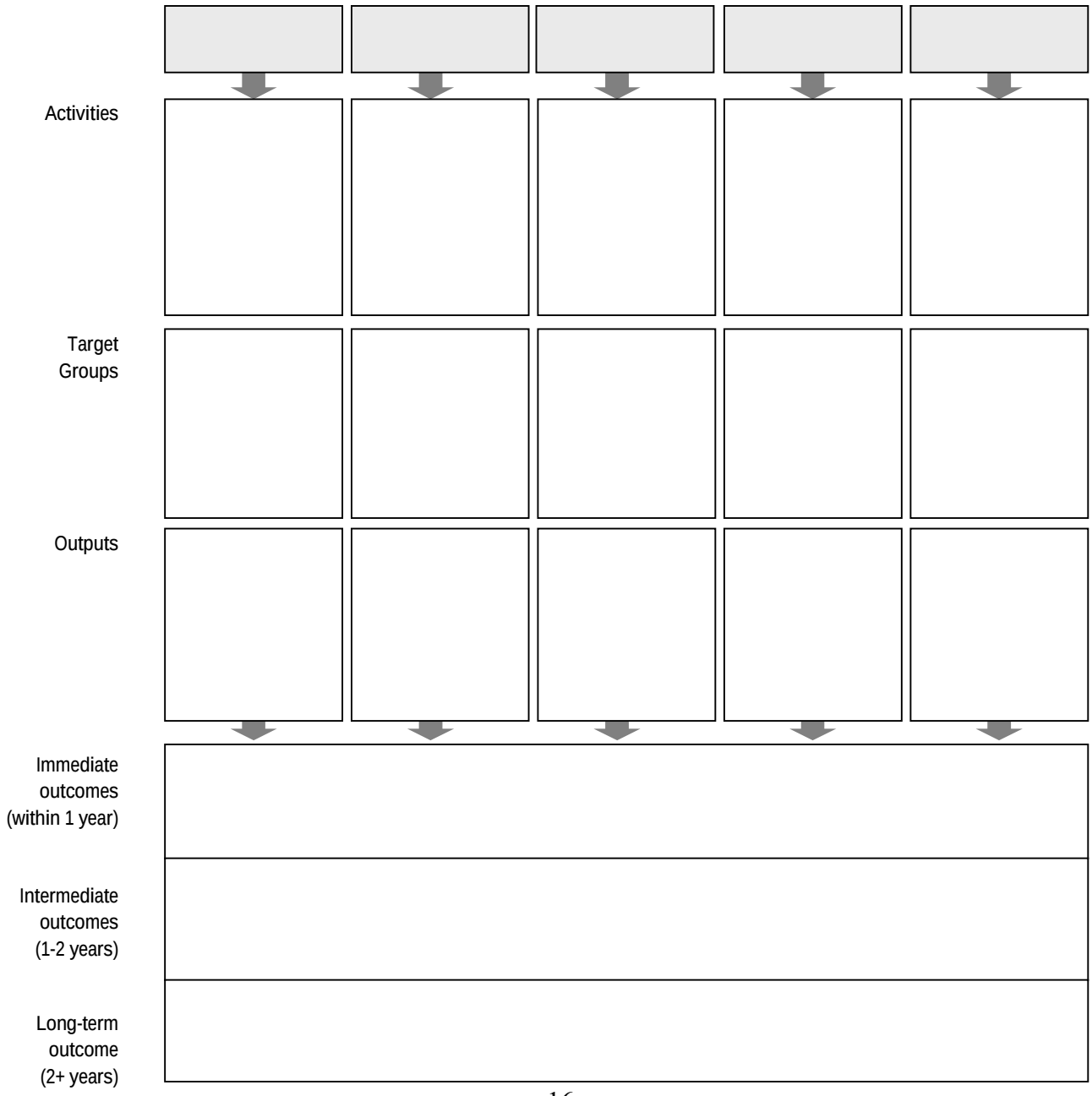


Road Map—Template

Road Map for :

Goal:

Objective:



Project Level Evaluation Plan - Checklist

Element	Look for….	Tools
Project Description	• Project objectives • Target group or beneficiaries • Activities • Outputs • Expected results (outcomes)	• Consider providing a Logic model or Project "road map"
Indicators of success/impact	• What are the indicators of success/impact? • Are they measurable?	• Specific indicators
Data collection	• Methods (Qualitative and Quantitative) • Data Sources • Feasibility • Logistics • Timing/frequency of data collection • Roles and responsibilities • Protocols for collecting and monitoring	• Appropriate methods that are sensitive to the situation and population (gender, culture, language, literacy, age, community, disability) • Data collection plan and protocols • Ethical standards and confidentiality provisions
Who is responsible for conducting the evaluation?	• Is the evaluator internal or third party? • Does the evaluator have the appropriate knowledge and skills, including cultural/diversity competence? • Are there any conflict of interest issues to consider? • How will privacy and confidentiality be addressed? • Is there good communication between the evaluator and the project sponsor?	• Agreements, contracts and protocols
Partner and Stakeholder involvement	• How will partners be involved in the evaluation? • How will stakeholders (e.g. funders) be involved?	• Agreements, terms of reference for committees
Evaluation resources	• Are sufficient resources allocated to carry out the plan? • Is the evaluation cost-effective?	• Evaluation budget as a % of project budget • Actual and in-kind resources
Utilization of results	• How will the project use the results? • How will DOJ use the results?	• Project statement of how the results will be used to improve their project • DOJ statement of how the results will be used to inform decision-making
Does the evaluation make sense?	• Is the type of evaluation planned appropriate? Realistic? • Is the evaluation plan practical and achievable? • Will results be meaningful & credible? • Will results be timely?	• Your overall assessment • Advice of others
Considerations	• Are there more suitable methods that would be better matched to the project? • Are there more cost effective strategies?	

An Overview of Information/Data Collection Methodologies

There are various types of information or data, and various collection methods. Here's an overview of some of the most commonly used methods.

Type of information/data	Examples of methods to collect information/data	Some advantages
Quantitative data	Closed-question Surveys (mail-out, e-mail, web site, telephone)	You can gather information from many people and you can count and measure to produce statistics.
	Project records/statistical reviews (client processing information; project dissemination log analysis)	You can provide a quick overview of your project's activities (e.g. how many clients you served, how many pamphlets you disseminated, costs per activity)
Qualitative data	Project file or document reviews	You can build understanding of the context and experiential process from the project record.
	Literature reviews	You can assess the relevance or your work within broad stage of knowledge development in the field.
	Policy reviews	You can situate your work with broad stage of policy development in the field.
	Key informant interviews	You can discover the context and meaning of peoples' experience with the project.
	Case studies	You can get in-depth information or a story of what happened and what the results were.
	Expert panels	You can acquire further knowledge and insights.
	Focus groups	Like a group interview. You can get collective insight on a specific topic or questions.
	Dialogue or learning circles	You can gather stakeholders together to share experiences and identify key learnings in a culturally appropriate way.

Guidelines for Tool Development & Examples

There are many different ways to collect project evaluation information, including the compilation of basic statistical information. This appendix briefly describes several of the tools that can be used to evaluate projects – and to determine, in particular, project *impacts*:

- Workshop or Conference Evaluation
- Interviews
- Surveys
- Focus Groups
- Cluster Evaluations

Workshop or Conference Evaluation Feedback Forms

Workshops and conferences bring individuals together to share their experiences, exchange ideas, develop knowledge and acquire new skills. Participant feedback from such events can provide valuable information to determine the very immediate impact of the event. You can also evaluation feedback forms to get a sense of how people will use the knowledge or skills they acquired at the event. *You would need to do further follow-up at a later point in time– such as participant interviews or a surveys – to find out whether and how people have applied the knowledge and skills that they acquired and how it has impacted their work.*

What's Involved?

Before the event: Once you have set your agenda, design a brief feedback form and include it in the participant package. Participants should fill out this form anonymously.

At the event: Have participants fill out the form and hand them in at the end of the event.

After the event: Compile the answers to assess what worked well, what did not work so well, and participants' suggestions for improvements and/or next steps. Use this information in future work (e.g. future workshops or conferences, follow up steps).

Overall Design

A participant feedback form should:

- Be one page or less
- Be printed on coloured paper to stand out
- Be easy to read and complete
- Provide space for additional comments
- Indicate to whom to submit the form
- Explain how you will use the feedback, and
- Thank participants for completing the form.

Designing the Questions

- Ask only a *few* questions that participants can read and answer quickly
- Make sure the questions are clearly worded

- Use either close-ended or open-ended questions depending on the topic (see definitions below).

Close-ended (or closed) questions provide individuals with a set of answers to choose from, such as a multiple choice list of answers, “yes” or “no” boxes to check, or a rating scale to complete.

Open-ended (or open) questions do not provide individuals with a set of answers to choose from – the individual is expected to formulate their own answer, in their own way.

Here are some examples of topics suited to closed questions:

- *Objectives Achievement:* To what extent do you think the event’s objectives were met? (Not met, partially met, fully met)
- *Satisfaction:* How satisfied were you with the presentations? (not at all satisfied, satisfied, very satisfied)
- *Usefulness:* How useful did you find this event to the work you do? (not at all useful, somewhat useful, quite useful)
- *Creature Comfort:* How satisfied were you with the facility? (not satisfied, satisfied, very satisfied). How satisfied were you with the food? (not satisfied, satisfied, very satisfied).

Here are some examples of topics that may require “open-ended” questions:

- *Intentions*: How will you apply the [knowledge, skills] you acquired at this event?
- *Lessons learned*: What was the most important thing… least important thing you learned?
- *Opinions*: What do you think about issue/idea/suggestion X?
- *Comments*: Do you have any additional comments about this event?

Interviews

Interviewing individuals who have been involved in – or impacted by – a project can provide in-depth and detailed information about their perspectives and experiences.

One-on-one interviews permit individuals to make anonymous comments and express their opinions freely.

Interview data can supplement – and permit a crosscheck of – information obtained from various sources.

Interviews can be conducted in-person or on the telephone.

What's Involved?

Before conducting the interviews…

- Develop a list of those individuals who will be most knowledgeable. Think about who can best provide the information you need. It may be helpful to develop selection criteria to choose your key informants.
- Decide what type of interviews you will conduct. The options include, for example, informal conversational interviews, interviews that focus on a list of key topics, or interviews that include a standardized set of (open and/or closed) questions.
- Prepare an interviewer protocol to familiarize interviewers with the process to be used to contact, book, conduct and report on interviews. Confidentiality is a key issue to be addressed in an interviewer protocol.
- For standardized interviews, develop an interview guide that contains all of the questions to be asked (include prompts where needed in the interviewer's version).
- Prepare an information package to send out to interviewees. The package should include information about the purpose of the interview, background information about the project, and a list of the topics (or the specific questions) that will be asked in the interview.
- Contact potential interviewees to request their participation. Be clear about issues such as: recording of the interview, confidentiality, how the information will be used, how long the interview is likely to take, and the format (in-person or by telephone).

When conducting interviews…

- Follow the interviewer protocol closely.
- Be prepared to handle situations, such as cancellations and "no shows" and requests for additional information, copies of the interview notes, etc.

- Evaluation project managers may want to monitor the first few interviews and review the resulting interview notes to ensure quality control.

After conducting the interviews…

- Finalize the interview notes according to the protocol.
- Review each set of notes systematically and synthesize the answers to each of the questions.
- Analyze the overall results of the interviews.

Overall Design

- Interviews should:
- Be carefully planned
- Focus on key issues
- Be as time-efficient as possible
- Follow a logical sequence, and
- Provide interviewees with opportunities to ask questions and to provide additional comments.

Developing Interview Questions

Interview questions should be:

- Clearly stated
- Brief and to the point
- Relevant, and
- Objective.

Here are a couple of examples of interview questions that could be asked of those involved in a newsletter project:

- How did you (or others in your organization) use the newsletter in your work? [Open-ended]
- To what extent was the newsletter useful in your work? (Not at all useful, somewhat useful, very useful). [Close-ended]

Surveys

A survey (or questionnaire) is a set of questions that is given to a group of individuals to complete. A survey can be used in a variety of different settings to collect information about the same set of questions from many different people. Surveys may consist of a few brief questions – or they may be more detailed and lengthy.

Although surveys may include either close-ended or open-ended questions (see definitions above), they usually consist primarily of close-ended questions, because these take less time to complete, and the results are easier to analyze statistically.

A survey can be administered in a number of different ways: the questions can be printed and sent (or given) out; an electronic survey form can be emailed out or posted on a web site; or individuals can be asked to respond to a telephone survey.

What's Involved?

Before conducting the survey….

- Decide how you will collect the completed surveys and record and analyze the answers.
- Design the survey (see below)
- Pilot test the survey with a small group and obtain feedback about the clarity of the questions, the time needed to complete the survey, etc.
- Refine the survey based on the feedback from the pilot test.

While conducting the survey…

- Collect and record/keep track of all completed surveys.

After conducting the survey…

- Organize the answers to completed surveys and input the data
- Conduct a statistical analysis (this will require software and some technical expertise)
- Report on the findings.

Overall Design

- Use a clear and easy-to-read format (large enough font, enough space for answers, etc.)
- Provide clear instructions about how to complete the questions
- Use as few questions as possible
- Ensure there is a logical flow to the questions

- If appropriate, develop a coding system to make it easier to input and analyze the data (this will require some technical expertise).

Developing the Questions

- Keep each question as brief as possible.
- Ensure each question focuses on only one topic or issue.
- Use plain language.
- Avoid biased questions.
- Provide an "other" category for answers that do not fit elsewhere.

Here are a couple of examples of survey questions (open and closed) that could be asked of those who participated in an expert consultation to develop a research plan:

- How well does the research plan reflect the priority issues in the field? (Does not reflect the priority issues; reflects some of the priority issues; reflects most of the priority issues; reflects all of the priority issues) (Close-ended).
- Are there other priority issues that should be reflected in the research plan? (Open-ended).

Focus Groups

A focus group is a type of "group interview" in which a small number of people are asked to provide their perspectives on a specific topic. The group's facilitator encourages all participants to express their views, but the group is not expected to reach consensus. For evaluators, focus groups can provide diverse perspectives and insights on an issue. The opportunity for group interaction and discussion may stimulate participants to make observations and comments that they otherwise may not have offered.

What's Involved?

- Determine who should participate in the focus group – usually the participants will be a group whose shared characteristics or experiences allow them to provide relevant insights and feedback on a specific issue or topic.
- Invite participants to attend and provide them with sufficient information, e.g. an information package that describes the purpose of the group, the process that will be used, and your expectations. It is important to decide whether or not the focus group participants will be given incentives or honoraria for attending.
- Focus on logistics, including arranging for a comfortable space, refreshments if needed, etc.
- Find a facilitator with the right blend of expertise, experience, and skills.
- Determine whether or not the discussion will be recorded via audio/videotape or note-taking (or both) and advise participants about confidentiality.

Overall Design

- Determine what the group will focus on and develop the specific questions to be asked.
- Timing – when will it be easiest for participants to participate (during the day? evening?
- Find the appropriate (accessible, comfortable) setting.
- Restrict the number of participants (focus groups usually include 6-8 individuals).
- Limit the duration of the discussion to 1-2 hours.

Developing Questions

- The questions that will be asked of the group should be pre-determined beforehand.
- Ask only a limited number of questions (to avoid rushing participants).
- Avoid controversial or very personal issues, as participants may not be comfortable discussing these in a group.

Here are some questions that might be asked of a small group of practitioners who have been involved in implementing an amended (or new) piece of legislation on specific offences against children:

- How has the amended/new legislation affected your capacity to address offences against children [the specific ones addressed by the legislation]?
- How has this amended/new legislation strengthened or weakened the criminal justice system's response to the victimization of children?
- How has this amended/new legislation contributed to/hampered the coordination of the criminal justice system's response to the victimization of children?

Cluster Evaluations

Cluster evaluations look at how well a collection of similar projects meet a particular objective of change. Cluster evaluations are a potential way for the Family Violence Initiative to look across projects to identify common threads, themes and impacts and to identify overall lessons learned.

Some potential goals of a cluster evaluation include to:

- Identify innovative, good or promising practices.
- Assess the cluster's progress towards the stated FVI goals and objectives.
- Enable implementation adjustments throughout the course of the FVI.
- Provide evaluation information to inform policy development.

> Cluster evaluations are not a substitute for project-level evaluations. A third-party cluster evaluator typically conducts them. They may in part rely on some data collection by project-level evaluators. Logic Model Development Guide and Evaluation Handbook, p. 17 (W.K. Kellogg Foundation): www.wkkf.org/Programming/Overview.aspx?CIA=281.

What's Involved?

- Determine which projects have commonalities in project design.
- Identify what you expect to learn from a cluster evaluation.
- Invite project participation.
- Develop evaluation questions based on the expected impacts and outcomes of the FVI as a whole.
- Establish – and reach agreement with stakeholders – on the terms of reference for the cluster evaluation.
- Select a cluster evaluator to carry out the evaluation.

Overall Design

- Determine who will conduct the cluster evaluation, how information will be collected and by whom.
- Consider the confidentiality provisions (e.g. will projects be identified in the cluster evaluation.

- Consider individual project time frames and coordinate with the cluster evaluation time frame.
- Consider bringing project recipients and evaluators together periodically, to share insights and learn from each other.

Cluster evaluation is a good method for obtaining information on projects that cumulatively are designed to bring about policy or systematic change. Such evaluations can lead to important "lessons learned". This makes cluster evaluation particularly attractive to family violence issue-oriented projects.

APPENDIX 4:
Some Additional Resources

Here are some key sources of information about performance measurement evaluation.

Internet resources

The following are examples of some online sources about performance measurement and evaluation:

Canadian Evaluation Society www.evaluationcanada.ca

American Evaluation Association www.eval.org

Guide for the Development of Results-based Management and Accountability Frameworks (Government of Canada, Treasury Board): www.tbs-sct.gc.ca/eval/pubs/RMAF-CGRR/rmafcgrr05 e.asp

Guide to Project Evaluation: A Participatory Approach http://www.hc-sc.gc.ca/hppb/familyviolence/html/1project.htm

Logic Model Development Guide and Evaluation Handbook (W.K. Kellogg Foundation): www.wkkf.org/Programming/Overview.aspx?CIA=281

Monitoring and Evaluation: Some Tools, Methods and Approaches (The World Bank Operations Evaluation Department: Evaluation Capacity Development): www.worldbank.org

Community Level Resources

Local post-secondary institutions or local consulting firms may also offer performance measurement and evaluation expertise that project recipients can tap into.

Project partners may also have "in-house" capacities that can help.