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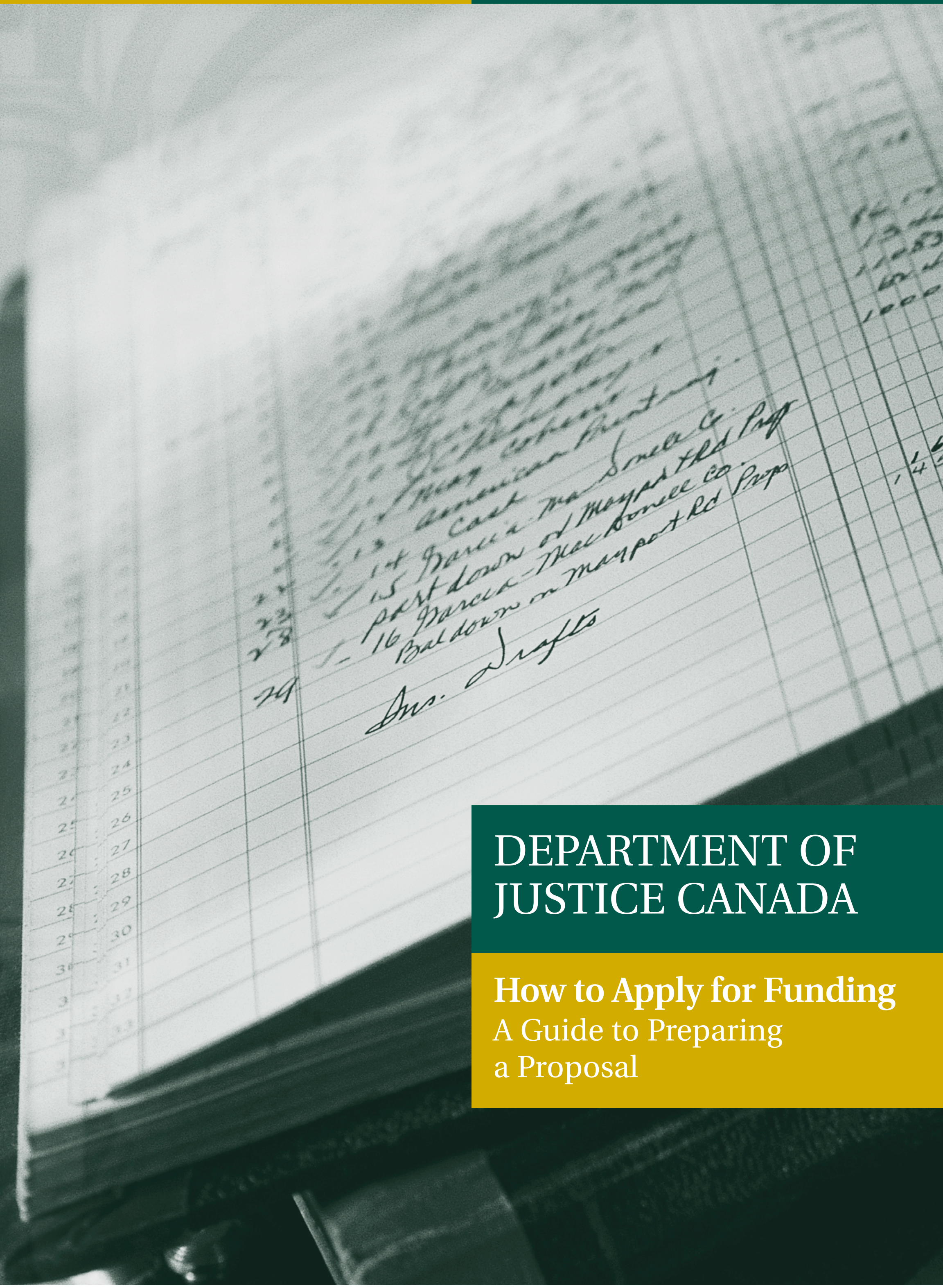

# DEPARTMENT OF JUSTICE CANADA

## How to Apply for Funding
A Guide to Preparing a Proposal

Department of Justice Canada
Ministère de la Justice Canada
Canada

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# Introduction

The Department of Justice works with other federal government departments and the provincial and territorial governments to ensure that everyone in Canada has access to our justice system and to ensure that the system is efficient, fair and equal for all.

The Department's mandate includes prosecuting federal offences, ensuring justice for Canada's Aboriginal people, and informing and educating the public about the law. The Department develops policies and programs for federal laws such as the *Criminal Code* and the *Canadian Charter of Rights and Freedoms*. It also offers financial support, in the form of grants and contributions, to individuals and organizations working to improve the justice system and to produce and distribute material on Canadian law.

Grants and contributions are used by the Department to test fresh approaches to improving Canada's justice system, to contribute to the development of policies and to support its mandate of promoting a more accessible, equitable, and efficient justice system for Canadians. They provide financial support to well-planned, results-oriented projects designed to improve the justice system. To be considered, projects must support one or more objectives of the fund under which you are applying.

This guide is designed to help you prepare an application for funding from the Department of Justice's:

- **Justice Partnership and Innovation Fund**
- **Justice Partnership and Innovation Fund – Nunavut Priority**
- **Family Violence Initiative**
- **Victims of Crime Initiative**
- **Child-centred Family Justice Fund**

***For more detailed information on each of the above, please refer to the information sheets in your funding kit.***

It provides:

- A description of the eligibility criteria for funding.
- An explanation of how to prepare your application.
- A description of what will happen if your project is approved.
- A glossary of key terms used in this guide.

A checklist is also available at the back of the guide to help you make sure your application is complete.

In addition to the programs described in this guide, there are also other initiatives within the Department of Justice Canada, such as the National Strategy on Community Safety and Crime Prevention and the Youth Justice Renewal Initiative, that provide funding support for projects. These programs have their own funding criteria and requirements that are specifically linked to their policy objectives. Information about these programs is available on the Department of Justice Canada Web site at http://Canada.justice.gc.ca.

# Overview

## What kinds of projects are we looking for?

While different funds within the Department of Justice have different eligibility criteria, all funded projects share a common goal: making a difference. We are looking for projects that are innovative and promote improvements to the justice system and/or facilitate access to justice. With limited funds, we are interested in projects that complement our work on justice issues and promote knowledge about our areas of responsibility. Your proposal should clearly show how your project will increase knowledge about the justice system, improve access, change behaviour or improve the justice system.

# Eligibility

**Projects *must* relate to the overall objectives of the Fund under which you are applying. (Information on the various funds, and their objectives, can be found on separate information sheets in your funding kit.)**

## Who is eligible for funding?

- Bands and tribal councils
- Canadian non-profit and voluntary organizations
- Community non-profit and voluntary organizations and groups
- Governmental or non-governmental international organizations (including bodies associated with organizations of which Canada is a member)
- Individuals
- Non-profit justice-related professional organizations
- Private sector for non-profit projects that partner with the federal government (excluding the Justice Partnership and Innovation Fund).
- Provincial and territorial government departments and their agencies
- Regional and municipal governments
- Societies and associations
- Universities and other academic institutions

[1] Please note: As funds are limited, priority is given to projects that **best** demonstrate that they meet the objectives of the Fund under which you are applying.

## What kinds of projects may be eligible for funding?[1]

Consideration will only be given to projects that are time limited and not part of the on-going activities of an organization. The kinds of projects that are eligible for funding include:

- Short-term demonstration and pilot projects
- Consultations, conferences, workshops, symposia, seminars, training sessions
- Research, feasibility studies, impact assessments and evaluations
- Development and dissemination of public legal information

Activities and spending categories **NOT** eligible for funding include:

- On-going activities or long-term projects
- The duplication of programs or services already funded or delivered by other organizations or government departments
- Entertainment expenses for participants at conferences, workshops, or seminars
- Thesis projects
- Capital expenses (i.e. purchase of equipment, buildings, etc.)

Additional ineligible expenses may apply depending on the Fund under which you are applying. Please refer to the information sheets detailing the various Funds to find out more.

## Are partnerships and consortia encouraged?

Definitely! You are encouraged to identify potential funding partnerships in your application. The Department rarely covers full project costs. Identifying additional funding partners to cover the remaining costs will strengthen your application. Successful projects generally involve partnerships with:

- Community organizations
- Corporations
- Private foundations
- Municipal, provincial and territorial governments
- Other federal government departments

The Department's program staff will be happy to help you identify potential partners for your project.

### Where should I send my project proposal when it is completed?

Where you send your proposal depends on the Fund under which you are requesting financial assistance. All contact information is found on the information sheets detailing the various Funds. These are located in your funding kit.

**Before you begin writing your proposal**

- Please review the section on "How to Prepare your Application" before you begin writing.
- Your proposal must include all of the information requested.

**When you have finished writing**

- Review the Application Checklist at the back of this guide to be sure that you have included all the required information.

## How to prepare your application

There are three steps to follow when applying for funds:

**A. Complete the Application for Funding form (contained in your information kit)**
**B. Prepare a Detailed Project Proposal**
**C. Prepare a Detailed Budget**

These steps are described in greater detail in the pages that follow.

### A. Complete the application for funding form

A covering letter to the Fund under which you are applying and a completed Application for Funding form should be included at the front of your proposal.

### B. Detailed project proposal

This section describes all the elements that need to be included in your proposal. You are encouraged to follow this sequence as it will assist Departmental staff in assessing your proposal in a more timely fashion. Also, please make sure that the information you provide is complete. Missing information will delay the processing of your application.

### *1. Background on the organization*

If you are applying as an organization, please provide the following information:

- The full name of the organization along with any abbreviations frequently used.
- A copy of the certificate and articles of incorporation or letters patent.
- Your organization's mission statement.
- Date your organization was established.
- Background on the programs and services your organization provides.
- The geographic area your organization serves.
- An indication of the kinds of client groups your organization is intended to serve as well as a list of the groups, organizations, or government bodies that actually use your services.
- Evidence of your project's and your organization's community support, partnership and other linkages. Please include supporting documentation such as endorsements or letters of agreement or support if they are available.
- The reasons that qualify you or your organization to undertake this project. This should include an indication of your expertise, your skills, interest and experience in the project area, and your previous experience with such issues. You can include letters of support from relevant individuals or organizations.
- Information on previous and current funding received from the Department of Justice Canada including dates, amounts and results achieved, where possible.
- A letter of support/endorsement of the project from the relevant provincial government department **(applies to Child-centred Family Justice Fund applications only).**

### *2. Description of the Project*

In this section provide a detailed description of your project. You ***must*** include the following information:

a) **Name of the proposed project.**

b) **Project team.** Identify each member of the project team and include contact information. You should describe the roles and responsibilities of each team member and specify who will prepare the final report.

c) **Project timeframe** (start and completion dates). Be sure to set realistic timelines and include projected start and end dates for all preparation, implementation and evaluation steps.

d) **Description of the issue or needs** your project would address. Departmental staff will consider the kind of background research you have done to prepare for your project. In developing this section, clearly define the need for your project using relevant and reliable data (e.g. recent reports and statistics) and describe how your project will help respond to the issue or needs you have identified. Include an outline of the environment and factors (e.g. demographic, geographic, socio-economic, political, technological, legal, etc.) that point to the need for your proposed project.

e) **What makes this project innovative and different** from other work being done on the issue or needs. You may want to include background information on related work done by other stakeholders that would help put your proposed project in context.

f) **Project objectives.** These must be results-based and should identify what you expect to achieve by the end of the project. It is important to think about what your project, once completed, will achieve and what the impact will be. What kinds of change(s) do you intend to make through your project? This should include information about who will be affected by these changes. You should also show how your project objectives link to the mandate and priorities of the Department of Justice Canada and the objectives of the Fund under which you are applying. Remember, be specific about what you want to achieve. This will help you to measure the success of your project when it is time to evaluate it. Also, choose realistic objectives that you will be able to achieve **and** measure. For example, "Improving the justice system for all" is a broad, complex objective that would be difficult to credit to a single project and would be impossible to measure.

g) **Reach of the project.** Identify the priority groups or the specific social or community groups (e.g. women, children and youth, Aboriginal peoples, persons with disabilities, immigrants, judges, police) for whom the project is targeted. You should also identify any other groups and communities that may benefit from your project. Reach also includes those stakeholders involved in different aspects of a project such as planning, developing, implementing, or communicating results. Typically this might include the Department of Justice Canada, other departments, municipalities, provincial/territorial government, private sector, justice practitioners, other communities.

h) **Diversity and gender equality.** All proposed projects should demonstrate sensitivity to diversity and gender equality issues. Your proposal should show how you will address the needs and experiences of participants/beneficiaries who come from different social and cultural groups, equity groups and diverse communities. Many projects use focus groups, community involvement in the project, an advisory committee or assessments/questionnaires to ensure that the project is sensitive to diversity concerns. (Please refer to Appendix A for more information).

i) **Anticipated results and indicators of success.** Results are the changes a project hopes to achieve. They are the reason why you are doing your project. Results focus on what the project makes happen rather than what it does (i.e., the intended results of the project, not the process of achieving them). For each project objective, identify what results are expected as a consequence of your project's activities.

For example, your objective might be:
To increase awareness, knowledge and usage of non-adversarial dispute resolution in family matters.

Your anticipated result, or the changes in behaviour you expect your objective to achieve might be:

- An increase in resolution of legal matters through Alternative Dispute Resolution;
- Parties gain knowledge of dispute resolution; and,
- Durability of and increased compliance to agreements.

At this point, you must also give some thought to how you will measure your success and how you will assess the progress of your project. What indicators will be used to measure project results? (Qualitative and quantitative indicators should be appropriate to the size and complexity of your project) (See **Appendix B** for more information on identifying indicators and measuring success.)

j) **Project linkages and partnerships.** The Department of Justice will always consider the number and types of partnerships that will be established as a result of a potential project. You must identify and describe the type and degree of community and/or provincial-territorial support and involvement in the project, including funding partners. You should identify the full scope and level of participation, cooperation and volunteer involvement that you anticipate for your project. Perhaps there are different levels of involvement from priority groups/beneficiaries at various phases of the project. Perhaps there are other stakeholders. This section of the proposal should identify how the various partners will contribute towards reaching the project objectives. Explain the different activities that each partner will be involved in, and point out how links will be made between and among partners. Often, this takes the form of a steering or advisory committee. It is helpful to provide letters of commitment or endorsement from partners or stakeholders.

### *3. Work Plan and Project Design (Activities)*

In this section, you must include a complete description of all activities you will carry out to achieve the project objectives. The work plan must show:

- A listing of all activities and how each activity supports the project objectives
- What is the sequence of tasks (what steps will be undertaken for each activity)

- How much time is required for each task or stage in the project (including approximate start and end dates)
- The human resources, skills, time and financial resources needed for each activity
- How you will monitor and evaluate the project's success or effectiveness[2] (see Section 6 below)
- The anticipated date(s) of your progress/interim report(s)
- The date of your final report.

Be realistic about the amount of time required. Make sure you and your partners agree on time lines that will suit your needs and situations.

Each proposal **must** include a workplan that shows the timetable for major project activities and who will be responsible for carrying them out.

***4. Project Deliverables (Outputs)***

The products, goods or services you expect to produce or deliver as part of your project **MUST** be clearly stated. Often these deliverables take the form of reports, training sessions, manuals or publications.

Please note that, upon completion, all funded projects are required to complete a project summary report (a copy is included in your kit) and an executive summary. The executive summary (1-2 pages) briefly describes your organization, your project objectives, a summary of activities, the anticipated outcomes and the actual outcomes. The executive summary and the completed Project Summary Report, along with any other materials that you expect to produce as a result of your project, should be listed in your proposal as your deliverables. Please note, under the *Access to Information and Privacy Acts*, this information is public information. However, personal information about yourself or any other individuals will not be made public.

***5. Communication Plan***

An effective communication/dissemination plan has two or three clear objectives that link to the project objectives. It identifies the priority groups and others that will be reached and indicates the methods of communications that will be used to reach them. Describe how you will communicate the outcome of this project to your target or priority group(s), the Department of Justice, your partners and other stakeholders. Many project strategies include community-based communication services, ethnic media, information sessions, meetings and presentations, web-based information, radio and television appearances and newspaper articles.

***6. Evaluation Plan***

Your proposal must include an evaluation framework. Evaluation is an essential part of project planning. It helps you connect your objectives to your

[2] All proposals for funding must include an evaluation component.

achievements; shows what worked well and helps you understand what did not work so well. As you develop your proposal, plan the information you will need to collect throughout the project to measure results. You must think about questions like:

- Who will be responsible for monitoring? For evaluation?
- What is the timetable for monitoring and evaluation?
- What reporting arrangements do you have with your partners?
- How will you identify success and risk factors?

Short-term project (1 year or less) evaluation tends to focus on process and implementation questions, since attitudinal and behavioural change is usually a longer-term process. These evaluations may examine:

***Process***
- Was the project implemented according to plan? If not, why not?
- Is the project reaching its targeted priority groups or beneficiaries?
- Is the role of the partners appropriate?

***Result***
- Did your project achieve what you planned to achieve?
- What results did your project achieve or produce? Did it result in new skills, new information, changed awareness?
- How do these results compare with the results that were anticipated at the beginning of your project? (i.e., were there any results achieved that were not anticipated, either positive or negative?)

***Resources***
- Were they sufficient?

***Conclusions/Recommendations***
- What worked well?
- What did not work well?
- What changes are needed?
- What were the lessons learned from this project?
- How can these lessons be used?
- How well did your partnerships function?

Multiple-year projects should collect information to assess the overall impact of the project. The evaluation will move beyond implementation/process questions to changes that can be attributed to your project. You will ask the same questions as above plus:

- What difference did your project make?
- Given the results of your evaluation, what would be some potential next steps?

Once your project is finished **you will be required** to submit a completed Project Summary Report. This questionnaire asks many of the questions identified above and will, essentially, be your evaluation report to the Department. If you gather the evaluation information as your project progresses, it will be easy to fill in the Project Summary Report. A blank copy of the Project Summary Report is in your funding kit, and is available electronically upon request.

## C. Detailed budget (inputs)

You must submit a detailed project budget that includes:

- Itemized fees and expenses; total cost of the project
- The total amount of financial and in-kind support (i.e., volunteers, services, furniture, facilities, supplies and accommodation) you expect to receive from other sources, including your own in-kind contribution
- The amount of revenue your project may generate
- The amount of funding requested from all sources (i.e., the Department of Justice Canada, other government departments, foundations, etc.)

NOTE: All applicants **must** indicate the GST/HST rebate (i.e., percentage) they will receive from Canada Customs and Revenue Agency.

> The Department's fiscal year begins on **April 1st and ends on March 31st** of the following year. Project funds **must** be spent in the fiscal year for which they were allocated.

Appendix C provides more detail about the types of questions that the Department's financial officers will be asking when reviewing your proposal. The more information you can provide up front to respond to these questions, the less time it will take for the financial review to occur.

***The proposal review process is much quicker when applicants submit complete and comprehensive proposals. To prevent delays or extra work, please review your proposal carefully before submitting it. Use this guide and the checklist at the back of this guide to be sure your proposal is complete.***[3]

> **Please indicate a person in your organization who is familiar with the project and available to provide further information if required. You will be notified in writing as soon as a final decision has been made regarding your proposal.**

[3] See Appendix D for a list of criteria used by Department of Justice officials to assess your proposal.

# Approved projects

***Class Grant***

If your project is approved to receive a Class Grant, you will receive a letter of offer from the Department of Justice Canada specifying the amount of funding approved, the conditions of the grant, and the date your final project report must be submitted. You will receive the grant payment after you have signed the letter of offer.

If a grant is issued **you *may* be required** to submit financial statements to the Department. You should always retain receipts for a period of at least three (3) years following the end of the project.

***Contribution Agreement***

If the Department of Justice Canada approves your project to receive a contribution, you will receive and be required to sign a formal agreement between you and the Department. This agreement will specify the terms and conditions for the project, including the amount of funding that you will receive, the conditions of payment, the work that you will do, and the date on which eligible expenditures made on the project will be eligible for reimbursement. This will be based, in part, on the proposal you submitted for funding. In a contribution agreement, **you are required** to submit financial statements and progress reports in addition to the final project report.

**PLEASE NOTE:** A contribution is a **conditional transfer payment** for a specified purpose pursuant to the agreement and may be subject to accounting or auditing. Contributions are not “up-front” money. They are paid to **reimburse eligible costs** incurred or related expenditures made during the life of your project. This means that the Department will only issue a payment once you have already started spending on your project. The contribution is always limited to a proportion of the real costs of your project. This means that if the project is budgeted and approved for a contribution of $10,000 but in the end needs only $8,000 to meet its expenses, it will be awarded $8,000.

After the contribution agreement is signed, payments will be made upon receipt and approval of interim financial statements. Contributions are made in instalments, based on your actual expenses. The Department normally holds back 20 percent of the approved funds until the project has been completed. Final payment may be made after departmental officials have received all reports (i.e., project reports, financial statements and the completed Project Summary Report), are satisfied that work has been completed in accordance with the terms of the agreement and have approved the financial statements.

*Reporting requirements*
In accordance with the letter of offer or contribution agreement, you will be expected to:

- Submit progress reports on dates scheduled in your work plan
- Submit a final project report on what was done, after the funding period is completed. The date for the final report will be set in the agreement or the letter of offer.

Please note that you are required to publicly acknowledge the financial support you received from the Department of Justice Canada. Such acknowledgment should appear in your project materials and be included in your project report. It should also be mentioned during any project-related events.

You are required to provide three hard copies and an electronic version of your final project report to the Department. This can be formatted in Word or WordPerfect.

Your final report package should also include copies of any materials produced during the project, your project summary report as well as your evaluation results. If you have already received a financial contribution, you should also submit a final financial statement.

# Relevant information you should know

*Access to information*
The information provided in the application for funding, final project report and any products produced as a result of funded projects may be accessible under the *Access to Information and Privacy Acts.*

*Copyright*
The agreement or letter of offer states that you retain copyright for funded work produced in the project. At the same time, you give the Minister of Justice a royalty-free, permanent and exclusive licence to produce, reproduce or publish, in any way, the original work or an adaptation, in any language, for use within the federal public service and for non-commercial distribution.

*Audit requirements in contributions*
You are responsible for keeping accurate financial records of revenues and expenses in connection with your project. These records may be open to audit by authorized agents of the Department of Justice. Audits are conducted using the Government of Canada's policy guidelines and procedures for contribution programs. An audit is not required for grants.

***Language policy***
The agreement or letter of offer includes a reference that projects are expected to respect the spirit and intent of the *Official Languages Act* with regard to service to the Canadian public in both of Canada's official languages.

***Conflict of interest***
Funded recipients must respect and comply with the *Conflict of Interest and Post-Employment Code for Public Office Holders* and the *Conflict of Interest and Post-Employment Code for the Public Service*. Where an applicant employs or has a major shareholder who is either a current or a former (in the last 12 months) public office holder or public servant of the federal government, written proof is required to show compliance with the Code(s). Proof consists of a letter from the current/former department of the public office holder or public servant, or from the Ethics Counsellor in respect of a public office holder.

# Glossary of terms

**Gender and Diversity Implications:** A variety of socio-economic and demographic factors (e.g., age, gender, ethnic background, immigration status, family status, literacy, religion, etc.) which influence a social group or a community. Each diversity group has specific justice-related issues and may be affected in different ways by the same project.

**Innovative:** The characteristics that make the proposed project different from other projects. Innovations may include the adoption of new approaches, dimensions, methods or technologies that will affect the effectiveness and efficiency of a project.

**Results:** Results are the changes a project hopes to achieve. They are the reason why you are doing your project. Results focus on what the project makes happen rather than what it does (i.e., the intended results of the project, not the process of achieving them).

**Performance Measures:** An indicator that provides information (either qualitative or quantitative) on the extent to which a project is achieving its outcomes.

**Reach:** The individuals and organizations targeted and directly affected by a project.

**Social Group or Community:** A group of persons sharing a common characteristic and/or interest (related to, for example, origin, experience, profession, age, gender, geographical area).

**Stakeholders:** Individuals, government or non-government organizations, community-based groups and public or private sector institutions that have a vested interest in the issue.

# Appendix A

## Diversity and Gender Equality Issues for Your Consideration

Your proposal should show how you will address the needs and experiences of participants/beneficiaries who come from different social groups and diverse communities. These are the kinds of issues you should take into account when you set out your project objectives and activities. The proposal should indicate how your project will address these varying needs and experiences, including, but not limited to:

- ethno-cultural/racial background
- Aboriginal origin
- immigration status
- economic status
- gender
- age
- sexual orientation
- physical and mental ability
- literacy
- religion
- geographical location
- family status and responsibility for care of dependants.

In formulating your objectives and determining your proposed activities, you should take into account the diverse experiences and realities of members of these groups or communities. You should identify the kind of information you may need to assist you in identifying these realities. There may well be certain factors affecting your priority group or beneficiaries that are obvious and play a major role in your project. At the same time, there are likely some other factors that are less apparent but equally relevant. You will need to ensure that no elements of your project are problematic for some members of the priority group or beneficiaries. As the project develops you may find ways to adapt to the obvious as well as not so obvious needs of your intended audience, participants or beneficiaries.

# Appendix B

## Identifying Indicators, Measuring Success, Managing Results

**What is meant by Results-based Management?**
Many of us are used to a project planning model that looks at overall goals, specific objectives, and activities to meet objectives. The federal government's approach emphasizes managing for results, that is:

- identifying specific, measurable changes that a project will accomplish during its timeframe;
- defining, monitoring, and adjusting project inputs and activities as needed to ensure that the desired results are achieved;
- reporting on what was achieved and the lessons learned.

**Definitions**

- **Inputs** – The human, organizational and physical resources (time, knowledge, energy or money) contributed directly or indirectly by the stakeholders on a project, used to carry out activities, produce outputs and/or accomplish results.
- **Activities** – The coordination, technical assistance and training tasks organized and carried out by project personnel or volunteers. Project activities should be designed to achieve specific results within a certain timeframe. It is recommended that your project partners, beneficiaries and other stakeholders participate in defining project activities.
- **Outputs** – Direct products or services stemming from the activities of a project and delivered to a target group or population.

The cause and effect relationship between these concepts is shown in the following diagram:

**Inputs** → **Activities** → **Outputs**

**Results** are the impacts that a project has on the priority group(s)/beneficiaries.

**Your project might distinguish between three types of results**

- **Immediate** – These are short-term results that represent the consequences of the activities and outputs.
- **Intermediate** - A medium-term developmental result (or change), flowing from the activities and outputs, which occurs after the immediate results have been achieved. You should be able to define how you will measure changes, either quantitatively or qualitatively, compared to the situation

before the project began. Results are comparable to a project's objectives, in that they are specific, measurable and should be achieved within a defined time period.

- **Ultimate (or final)** – A long-term developmental result (or change) that is the logical consequence of achieving a combination of immediate and intermediate results. If your project achieves its expected results, and was designed to be sustainable, there is more chance that it will have a long-term impact. However, the impact of a project usually does not become apparent until long after the project has been completed. Impact is comparable to a project's goal, in that it is a long-term, broadly defined vision for change.

| **Project/Program Management** | | **Results Chain** | | | |
|---|---|---|---|---|---|
| **Inputs** → | **Activities** → | **Outputs** → | **Immediate Results** → | **Intermediate Results** → | **Final Results** |
| Time<br>Money<br>Energy | Designed and adjusted to produce specific outputs | Direct products or services stemming from activities | Changes result from activities and outputs | Changes result after immediate results achieved | Long-term changes after intermediate results achieved |

The diagram above shows the cause and effect relationship between Program Management (Inputs and Activities) and the Results Chain (Outputs and Results).

### How to Use Results in Planning a Project

Before you begin to design the project activities, work with your partners to consider what specific results the project can be expected to achieve. This involves:

- assessing where you are starting from (what does the situation look like now);
- determining where you are trying to get to (what it will look like at the end of the project); and
- determining, as much as possible, how you will know when you get there.

You may need to collect some baseline information to identify what the situation is now. This information may be quantitative (i.e., how many people are currently engaged in the activity that you are trying to promote, etc.) or qualitative (what attitudes do people hold about a certain subject). The next step is to decide what changes your project can reasonably expect to achieve by the time it is completed. Once you are clear about the results you are seeking, you can design activities that you think will achieve those results. To assess your progress, you should identify indicators that will help you measure the changes that have taken place. The results, rather than the activities, will guide the project. If your monitoring shows that the activities are not getting you where you want to go, re-evaluate and redesign them to achieve the targeted results.

Remember that results may be operational as well as developmental. That is, your partners may develop better ways of managing the project or of working together. These are valid results that should also be documented.

**Defining Good Expected Results**

a) **Set a clear time frame.**
   Some results may take many years to achieve. It is recommended that you focus on the results you expect to achieve within a specific phase of the project and/or by the end of the project.

b) **Include all the project partners.**
   All the project partners should be involved in determining the results to be achieved within a specific time frame. It is important that your expectations should be in harmony. Project partners and beneficiaries should also take part in assessing progress and revising the activities if progress is not satisfactory.

c) **Be precise – think about evaluation.**
   Remember that you are creating a framework for evaluating your project when you define the results you expect and the indicators for measuring success. Define results that can be assessed, either quantitatively or qualitatively.

d) **Be realistic – consider the context.**
   Your expected results should reflect a good understanding of the context in which the project will take place. Be realistic about what you can accomplish given the conditions and the constraints that may affect the project.

**Defining Good Performance Indicators**

Indicators should be appropriate for the type of project, its size and complexity. Try to limit the number of indicators to no more than three for each result. Indicators should be:

- clear and simple to use;
- relevant and appropriate for the expected results;
- useful over the whole life of the project;
- based on accurate and reliable information;
- cost-effective to carry out;

- measured quantitatively when possible (e.g. number of people involved, income etc.);
- qualitative when appropriate (e.g. descriptions of changes, personal testimonials etc.);
- easy to understand.

The indicators you define should help you assess the on-going progress of your project as well as the end results. Regular feedback, analysis and assessment of outputs will enable you to identify where you need to make adjustments to improve your project. This process is called iterative planning. It will strengthen the project and will improve your organization's capacity to manage for results.

# Appendix C

## Information to help you prepare your Budget

In addition to being reviewed by a program officer, your proposal will also be reviewed by a financial advisor within the Department in order to verify your proposed budget. For financial review, all expenditure items must be supported with a cost breakdown and proper justification.

**Revenues:**
When listing your revenue, you must:

- List all sources of revenues, including contact names and telephone numbers.
- List in-kind revenues and ensure that they are matched to the in-kind expenditures.

**Expenditures:**
The expenditures items described below are only a few of the many types of expenditures that you may address under your proposed budget. Below each heading are some questions that you should think about and try to address when preparing your detailed budget.

***Salaries/Wages:***
- How many full or part time employees are involved on the project?
- What is their hourly rate? Are Benefits included?

***Professional /Consulting Services:***
- Who is doing the work and specify the corresponding per diem rate.
- What is the duration of the services required? Have you obtained a quotation/estimate for the services to be provided?

*Travel /Accommodation:*
- How many individuals will be travelling and which mode of transportation will be used? The travel is from where to where?
- Is there any accommodation involved and what is the cost?

*Rent:*
- Are you using temporary office space?
- Is there a lease agreement?
- If yes, what are the monthly rates and the occupation period? Will the cost be pro-rated over the period of the Contribution Agreement?

*Printing:*
- Will the printing be done in-house or externally?
- What will be printed and how many?
- If done externally, have you obtained a quotation/estimate?

*Advertising:*
- Which medium will be used to address your advertising campaign? (i.e., TV, radio, newspapers)
- Have you obtained a quotation/estimate?

*Office Expenses:*
- Ensure you provide a cost breakdown of expenses (i.e., phone and fax, Internet services, photocopies, etc.)
- Ensure the expenses correspond to the period of the project only (pro-rated).

*Office Equipment:*
- Is the equipment purchased or leased? If leased, have you obtained an estimate?

*Bookkeeping/Audit services:*
- Are the services provided in-house or externally? If externally, what is the cost?

*GST/PST rebate:*
- Ensure that the GST/PST rebate percentage is included. If claimed, net of rebate will be paid by Justice Canada.

# Appendix D

## Departmental Review Process

In selecting recipients for grants and contributions, consultations will normally be undertaken with different sectors within the Department and when appropriate, with other federal departments, provincial/territorial governments and other public or private organizations.

In reviewing proposals, the Department will take into consideration the following factors:

- a project must be in keeping with and directly support and advance the current governmental and Departmental legal, socio-legal and program mandate, responsibilities and priorities and objectives of the Fund under which the proposal is submitted;
- applicant's financial request for funding assistance;
- the potential of the budget to be in a deficit or surplus position on completion of the project;
- the involvement of the applicant, nature of the project, its validity, support of the provincial, territorial and where applicable, national governments, as well as local support;
- the innovative nature of the project, as well as its cost-effective aspects and applicability to other jurisdictions;
- the ability of the applicant to carry out the activities within a specific time frame and budget;
- the previous funding provided by the Department and the recipient's experience and background with respect to its ability to successfully complete and document the proposed project;
- the manner in which the project will be developed, implemented and monitored, as well as its accessibility to be documented for information purposes and where appropriate, for evaluation of its potential contribution to the development and implementation of legal, civil legal and program policies;
- the public recognition by the recipient of the Department's contribution;
- proposals which demonstrate the potential to further advance the government's and Department's knowledge base, legislative and policy and program development agendum;
- type and extent of report on activity;
- provision for appropriate evaluation of the project and suitability of dissemination plan, and
- project viability and impact on the justice system and Canadians.

# Application checklist

- ❑ **Covering Letter** (dated and signed)
- ❑ **Application Form** (see information kit)
- ❑ **Detailed Proposal**
  - ❍ **Background on the organization (if applying as an organization)**
    - Certificate and articles of incorporation; letters patent
  - ❍ **Organization/applicant's expertise in the area**
  - ❍ **Any previous funding received from the Department of Justice Canada**
  - ❍ **Project description:**
    - Project name
    - Project team members (if this is a group application)
    - Project timeframe
    - Description of the issue/need
    - What makes the project innovative or different
    - Project objectives
    - Project reach
    - Diversity and gender equality considerations
    - Anticipated results and indicators of success
    - Project linkages and partnerships
  - ❍ **Work Plan and Project Design (Activities)**
  - ❍ **Project Deliverables** (anticipated products of the project)
  - ❍ **Communication/Dissemination plan**
  - ❍ **Evaluation Plan**
  - ❍ **Detailed budget**
    - Fees/Expenses
    - Funding sources, if applicable
    - Revenue
    - Amount of funding requested from the Department of Justice Canada
    - GST/HST Rebate

# Notes:

Department of Justice

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