



Department of Justice  
Canada

Ministère de la Justice  
Canada

## **EVALUATION DOCUMENT**

### **DEPARTMENT OF JUSTICE CANADA'S COMPONENT OF THE FAMILY VIOLENCE INITIATIVE 1997/98 – 2001/02**

#### **Evaluation Framework**

**May 2001**

**Evaluation Division  
Policy Integration and Coordination Section**

**Canada** 



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## 1. INTRODUCTION

This document presents the Evaluation Framework for the Department of Justice Canada's component of the federal interdepartmental Family Violence Initiative (FVI), which began April 1, 1997.<sup>1</sup>

The purpose of the evaluation framework is to:

- present the rationale and objectives of the Department's component of the FVI;
- describe the program elements in terms of their objectives and expected results;
- delineate the key evaluation questions, indicators and data requirements;
- identify the methods that should be used in the evaluation; and
- propose an appropriate plan of evaluation activities.

The framework was developed in close collaboration with program staff. The information was obtained from the following sources:

- a review of departmental and interdepartmental documents;
- a set of mission statements and performance indicators for each program element, that were developed following a one-day workshop held in May 2000; and
- consultations with Departmental staff.

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<sup>1</sup> The Department of Justice Canada carries out many initiatives, programs and activities that directly address, or are related to, family violence. This evaluation framework, however, deals only with activities that are funded through an annual allocation that the Department receives as part of the Family Violence Initiative. Seven other departments were also given special allocations (Canada Mortgage and Housing Corporation, Department of Canadian Heritage, Health Canada, Royal Canadian Mounted Police, Statistics Canada and Status of Women Canada).

The remainder of this report is organized as follows: Chapter 2 provides the background to the current initiative; Chapter 3 presents the Component Profile; Chapter 4 identifies the potential evaluation issues and methods; and Chapter 5 presents a proposed plan of evaluation activities. Appendix A provides more detailed information on the program elements.

## 2. BACKGROUND

The Department has participated in a number of federal interdepartmental initiatives to respond to family violence, beginning with the Child Sexual Abuse Initiative (1986-1988), followed by the Family Violence Initiative (FVI), which has included three phases (1988/89 to 1991/92, 1991/92 to 1995/96 and 1996/97 and ongoing<sup>2</sup>).

While each phase of the FVI has had a specific emphasis, all phases have been focused on the same long-term goal: to reduce the occurrence of family violence in Canadian society. The Department of Justice focus has been on improving the criminal justice legal framework and system response to family violence. For Phases I and II, the following objectives were identified for the Justice component:

1. Sensitive and responsive handling by the criminal justice system and allied agencies of cases involving family violence;
2. Public and professional acceptance that family violence is unacceptable in Canada and will not be tolerated; and
3. Development of a long-term policy approach by the criminal justice system to family violence.<sup>3</sup>

The Department received approximately \$1 million per year under Phase I and \$1.4 million per year under the first four years of Phase II. Under the current Initiative, the Department receives approximately \$1.5 million per year.<sup>4</sup>

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<sup>2</sup> Phase I and Phase II overlapped for one year. Phase II was initially supposed to end in 1994/95, but when program funding sunsetted on March 31, 1995, the Cabinet Committee on Social Development approved a one-year extension, though no resources were approved. In February 1996, Treasury Board confirmed that an amount up to \$7 million per year would be made available on an ongoing basis contingent upon the development of a new policy proposal and demonstration of a clear strategy and justification for the funding. In December 1996, Cabinet approved the renewal of the Family Violence Initiative and funding of \$7 million per year on an ongoing basis.

<sup>3</sup> Phase II Enhanced Family Violence Initiative: An Evaluation Assessment (October 1991).

<sup>4</sup> These figures include salaries, benefits, contribution funds and operating expenditures. As noted above, no monies were approved for 1995/96. For 1996/97, the Department was allocated \$1.08 million.

Under each phase of the FVI, the Department's efforts have concentrated on policy development, criminal law reform, research, grants and contributions in support of family violence projects and the development of public legal education materials.

These activities have been undertaken with a range of partners and players, including other federal departments, other levels of government, non-governmental organizations, professional associations and the private sector. The Department works in close collaboration with its provincial and territorial counterparts, in areas such as criminal justice policy development, law reform, and protocol development. It also collaborates with the academic and policy research communities, non-governmental organizations and professional associations on activities to enhance knowledge on matters such as risk factors and effective intervention strategies. The Department also supports public legal education organizations efforts to enhance public awareness of family violence issues and supports community efforts to develop effective strategies to prevent and intervene in family violence situations.

In addition to its FVI activities, the Department of Justice Canada undertakes a range of activities that have either a direct or indirect impact on reducing family violence. Of particular note from the perspective of improving the justice system's response to family violence are the following strategies, initiatives or activities:

- Phase II of the National Strategy on Community Safety and Crime Prevention;
- The Firearms Initiative;
- The Victims of Crime Initiative;
- The Aboriginal Justice Strategy;
- Restorative Justice;
- Diversity and Gender Equality.

The first four initiatives listed above are subject to separate evaluation requirements.



### **3. COMPONENT PROFILE**

This Chapter describes the Department's component under the Family Violence Initiative (FVI).

#### **3.1 Mandate, Objectives and Key Results**

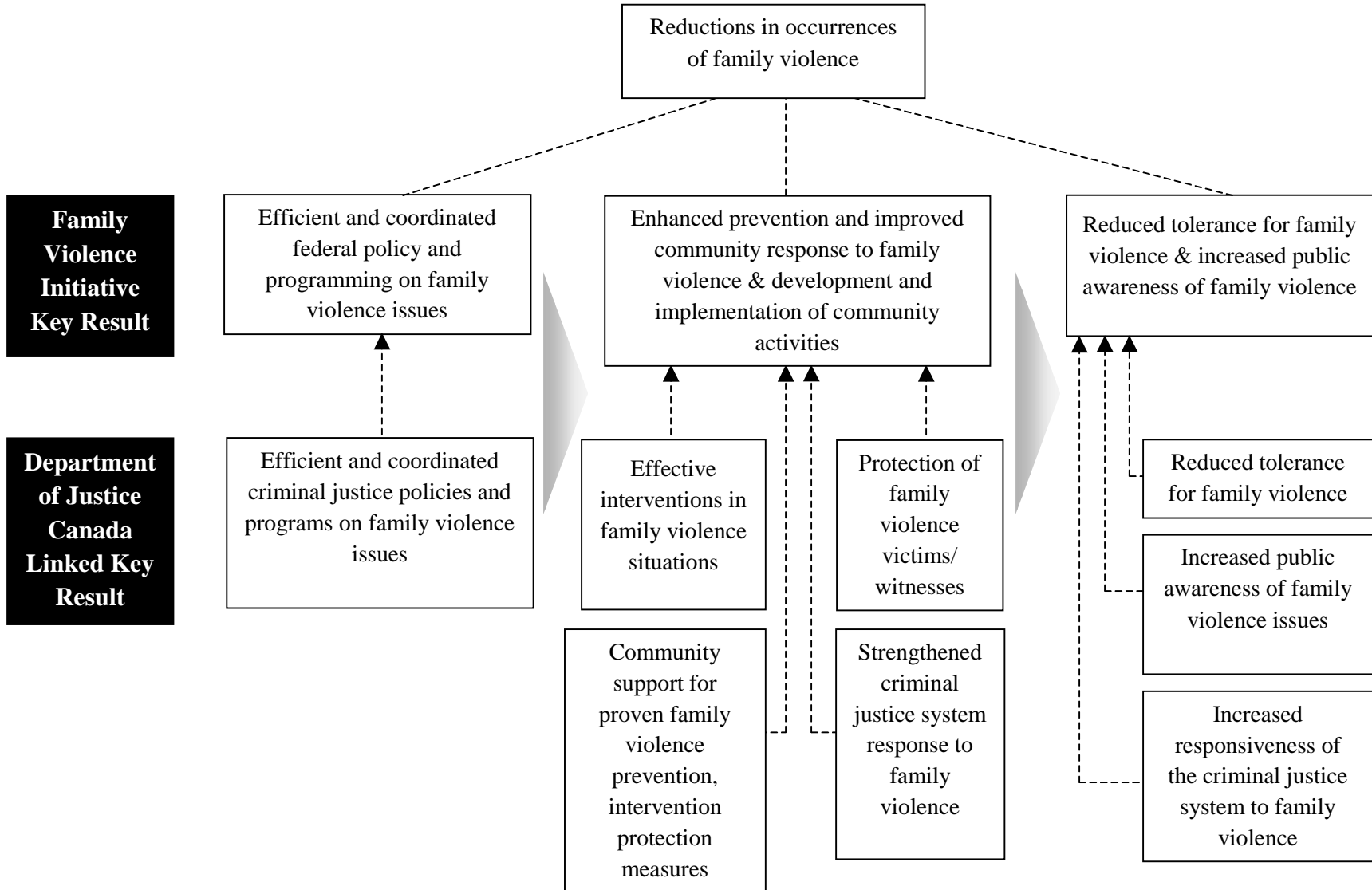
The Department's mandate and objectives under the current FVI should be seen in the context of the interdepartmental Initiative. The mandate for the Initiative is found in the Record of Decision for the December 1996 Memorandum to Cabinet on the Family Violence Initiative. The objective of the Initiative, as stated in the *Family Violence Initiative Interdepartmental Accountability Framework*, is "to reduce family violence in the Canadian population, particularly as it relates to women and children Canada [through]:

- Promoting public awareness of the risk factors of family violence and the need for public involvement in the response to family violence;
- Strengthening the ability of the criminal justice and housing systems to respond to family violence; and
- Supporting data collection, research and evaluation efforts to identify effective interventions."

The *Accountability Framework* identifies the "Key Results" of the federal initiative. The program logic model on the following page shows the relationship between the key results of the federal initiative and the key results that have been identified for the Justice Component of the Initiative. It should be noted that the key results can only be achieved in the long term and that the capacity of the Department to achieve the key results is influenced by many other environmental factors, including the policies and actions of other federal departments and levels of government and other players.



**Linkages between the Key Results of the Family Violence Initiative and  
of the Department of Justice Canada Component**





According to the FVI Interdepartmental Accountability Framework, the Department has four main objectives under the Initiative:

- Promote continued public awareness of the causes of family violence;
- Promote public involvement in the response to family violence;
- Strengthen the ability of the criminal Justice system to respond to the problem; and
- Support data collection, research and evaluation efforts to identify effective interventions.

### 3.2 Resources

#### 3.2.1 Federal

Table 1 outlines the resources allocated to the current interdepartmental Family Violence Initiative. Cabinet approved \$1.08M for 1996-97 and \$7M for 1997-98 and subsequent years. The renewed Initiative was also to be supported by other participating departments through their existing resources.

**Table 1: Resources Approved by Cabinet for Renewed Family Violence Initiative**

<b>Departments</b>	<b>FY 96-97</b>	<b>FY 97-98 and Ongoing</b>
Health Canada	\$0.50M	\$2.14M
CMHC	\$0.20M	\$1.90M
Justice	\$0.14M	\$1.45M
Canadian Heritage	\$0.24M	\$0.46M
Solicitor General	0	\$0.45M
Status of Women	0	\$0.25M
Statistics Canada	0	\$0.35M
Total	\$1.08M	\$7.00M

#### 3.2.2 The Department of Justice Family Violence Budget

Tables 2 and 3 indicate the breakdown of the Department of Justice resources, by program element and by object of expenditure.

**Table 2: Breakdown of Approved Resources by Program Element**

<b>Department of Justice Components</b>	<b>FY 96-97</b>	<b>FY 97-98 and ongoing</b>
Policy development	\$30,000	\$388,000
Policy research	\$15,000	\$169,650
Project development	\$40,000	\$413,250
Public Legal Education	\$50,000	\$457,101
Program Evaluation	\$5,000	\$22,000
<b>Total</b>	<b>\$140,000</b>	<b>\$1,450,000</b>

**Table 3: Breakdown of Approved Department of Justice Resources by Object of Expenditure**

<b>Family Violence Initiative</b>	<b>1997-98</b>	<b>1998-99</b>	<b>1999-00</b>	<b>2000-01</b>	<b>2001-02</b>	<b>2002-03 &amp; ongoing</b>
FTEs	4.64	4.64	4.64	4.64	4.64	4.64
Salaries & EBP	325,047	325,047	325,047	325,047	325,047	325,047
O&M	619,046	527,228	527,228	527,228	559,228	527,228
Total Vote 1 Operating Expenditures	944,093	852,275	852,275	852,275	884,275	852,275
Total Vote 5 Contributions	220,000	597,725	597,725	597,725	565,725	597,725
<b>TOTAL</b>	<b>1,164,093</b>	<b>1,450,000</b>	<b>1,450,000</b>	<b>1,450,000</b>	<b>1,450,000</b>	<b>1,450,000</b>

### **3.3 Organizational Structure and Linkages**

#### **3.3.1 Interdepartmental**

There are two interdepartmental working groups for the federal FVI: the Interdepartmental Working Group (IWG) and the Interdepartmental Evaluation Working Group (IEWG). The Coordinator of Children Law Policy, from the Family, Children and Youth Section serves as the departmental representative at the IWG. A representative of the Evaluation Division sits on the IEWG. Health Canada is the lead department.

#### **3.3.2 Departmental**

The following sections are funded under the Justice component of the FVI: the Family, Children and Youth Section; the Policy Integration and Coordination Section (Research Division and Evaluation Division); and the Innovations, Analysis and Integration Section (within the Programs Branch). All sections are part of the Policy Sector.

The Family, Children and Youth Section, Policy Sector, is responsible for the coordination and liaison of the Department's FVI work. This responsibility includes a range of activities, such as: coordinating the production of strategic documents, including work plans and budgets; coordinating performance monitoring and reporting; and convening departmental meetings on family violence issues.

Other departmental groups involved in family violence issues include: the Criminal Law Policy Section; the Policy Centre for Victim Issues; the Diversity and Gender Equality Office; and the National Crime Prevention Centre. All of these groups, plus Finance and Communications, participate from time to time in Departmental working group activities to share information and ensure an integrated, coordinated approach.

### **3.3.3 External**

In addition to Departmental and interdepartmental linkages, the Department consults, coordinates and liaises with its provincial and territorial counterparts. The Co-ordinating Committee of Senior Officials (CCSO) is used as a high level decision-making forum for family violence issues.

The Department also consults and collaborates with international bodies (e.g., the United Nations) and other governments in the development of international mechanisms (such as protocols) to address family violence related issues.

Apart from other government linkages, the Department has formal and informal links with non-governmental organizations and interest groups. This may include, for example, consultations with women's groups or consultations via committee hearings for new legislative initiatives. There are also links with international organizations concerned with family violence issues. Due to the diversity and large number of non-governmental organizations, consultation occurs on a project-by-project and/or issue-by-issue basis.

## **3.4 Program Elements**

The Department's component of the FVI is comprised of four interrelated program elements: Policy and Legal Advice; Policy Research; Project Development; and Public Legal Education and Information. While a specific functional area within the Department manages each program

element, consultation and collaboration occurs across and among all program elements within the Department, and with other partners and players. This section provides a brief description of each element. The tables in Appendix A identify the expected activities, outputs, client groups, short and long-term outcomes, and links to key results for each of the elements.

### **3.4.1 Policy and Legal Advice**

#### Overview & Mission

Policy development and legal advice is the cornerstone component of the Department's participation in the FVI, and is carried out by the Family, Children and Youth Section. Its specific mission under the Family Violence Initiative is:

To provide policy and legal advice that will assist decision-makers and other players in enhancing the criminal justice system's response to family violence.

This program element involves analyzing, researching, developing or modifying policies and legislation that have relevance to family violence, with the view to advise and assist decision-makers and other players in enhancing the criminal justice system's response to family violence.

#### Inputs

As per the TBS submission, the following resources were allocated to the Policy development component on an annual basis:

- \$217,436 in operational monies for salaries (1 LA-2A, 2/3 LA-2B, 1/3 LA-3A, 2/3 SCY3)
- \$170,564 in operational monies for contracts.

### **3.4.2 Policy Research**

#### Overview and Mission

The Department of Justice Canada undertakes a range of research activities in the area of family violence, such as undertaking, promoting, and disseminating research studies, statistical analyses, and methodological studies that have relevance to family violence at the national level.



This work is used to guide policy development and decision making within the criminal justice system on issues related to the prevention and reduction of family violence. The Research and Statistics Division carries out these activities.

Its specific mission under the Family Violence Initiative is:

To provide nationally-relevant<sup>5</sup>, high quality research and information to guide policy development and decision making within the criminal justice system on issues related to the prevention and reduction of family violence.

### Inputs

The following resources were allocated to the Policy Research component on an annual basis:

- \$169,650 in operational monies.

### **3.4.3 Project Development**

#### Overview and Mission

Project development includes facilitating partnership and project development and implementation, supporting projects, identifying, analyzing and disseminating project results as well as lessons learned, with the view to improve the criminal justice response to family violence. The Programs Branch carries out these activities. Its specific mission under the FVI is:

To support the development, implementation, testing and assessment of models, strategies and tools to improve the criminal justice system response to family violence.

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<sup>5</sup> This includes research that has justice-related implications across Canada. It may include research on family violence issues that are national in scope, as well as issues that are provincial or territorial in scope with links to national trends, or implications for more than one jurisdiction or community, including First Nations and Inuit communities. It may also include comparative international research on family violence that offers insight into, or implications for the Canadian situation.

### Inputs

The following resources were dedicated to the Project development component on an annual basis:

- \$53,806 in operational monies for salaries (1 FTE)
- \$45,564 in operational monies for contracts
- \$313,880 in Vote 5 monies for contribution funding.

### **3.4.4 Public Legal Education and Information (PLEI)**

#### Overview and Mission

The PLEI program element involves identifying, analyzing and assessing the needs for family violence public legal education and information materials, as well as support for the development and delivery of public legal education and information, with the view to contribute to the prevention and reduction of the incidence of family violence. The Public Legal Education and Information Program carries out these activities.

The specific mission of PLEI under the FVI is:

To support the development and delivery of public legal education and information to the Canadian public on family violence, to contribute to the prevention and reduction of the incidence of family violence.

#### Inputs

The following resources were dedicated to this program element:

- \$53,806 in operational monies for salaries (1 FTE)
- \$119,450 in operational monies for contracts
- \$283,845 in Vote 5 monies for contribution funding

## **4. EVALUATION ISSUES, QUESTIONS, INDICATORS AND DATA SOURCES**

In this section, we present the key issues and questions to be addressed in an evaluation of the Department of Justice component of the Family Violence Initiative. The indicators and data sources are identified in the Matrix of Evaluation Issues and Questions, Indicators, Data Sources and Methods (see Appendix C). These evaluation questions focus on the following three issues:

- relevance
- success, and
- cost-effectiveness.

### **4.1 Relevance**

The issue of relevance is designed to reflect on the underlying rationale of the program, and to question whether there is an ongoing need for it. In the case of the Department's component of the Family Violence Initiative, the key questions on program relevance are:

#### **Relevance**

1. Is there a continuing need for action on the part of the Department to improve the criminal justice system's response to family violence?
2. Is there a need to continue all of the activities funded under the departmental component of the Family Violence Initiative?
3. Has the policy environment concerning family violence issues and the criminal justice system changed?
4. To what extent are the objectives and mandate of the Justice component of the Family Violence Initiative still relevant?
5. What should be the purpose and scope of the Department's involvement in the area of family violence?

6. Is there a continuing need for a coordinated interdepartmental initiative in the area of family violence?
7. Is there a continuing need for the Department of Justice Canada to participate in a federal initiative to address family violence issues?

## **4.2 Success**

The issue of success is focused on the results achieved by a program, and on the extent to which the Initiative is meeting its objectives. In the context of the Department of Justice Canada's participation in the FVI, the questions on program success are:

8. To what extent has the Justice component of the FVI contributed to the development of efficient and coordinated criminal justice policies and programs concerning family violence issues?
9. To what extent has the Justice component of the FVI contributed to effective interventions in family violence situations?
10. To what extent has the Justice component of the FVI contributed to community support for proven family violence prevention, intervention and protection measures?
11. To what extent has the Justice component of the FVI contributed to the protection of family violence victims/witnesses?
12. To what extent has the Justice component of the FVI contributed to a strengthened criminal justice system response to family violence?
13. To what extent has the Justice component of the FVI increased the responsiveness of the criminal justice system to family violence?
14. To what extent has the Justice component of the FVI increased public awareness of family violence issues?
15. To what extent has the Justice component of the FVI provided policy and legal advice that has assisted decision-makers and other players in enhancing the criminal justice system's response to family violence?

16. To what extent has research and information created through the Department of Justice Canada contributed to the policy development and decision making process within the criminal justice system, on issues related to the prevention and reduction of family violence?
17. To what extent has the Department of Justice Canada's work in developing, implementing, testing and assessing models, strategies and tools improved the criminal justice system's response to family violence?
18. To what extent has the Department of Justice Canada's work in supporting the development and delivery of public legal education and information to the Canadian public on family violence contributed to the prevention and reduction of the incidence of family violence?
19. Has the current model of intersectoral, multi-disciplinary partnership and collaboration contributed to the success of the Department's component of the FVI? If so, how?
20. Are adequate processes and systems in place to plan, organise, implement, monitor and report on the Department's component of the FVI?
21. Have there been any unintended impacts (positive or negative) of the Department's family violence activities?
22. What lessons have been learned as a result of the Department's component of the FVI?

### **4.3 Cost-Effectiveness**

The issue of cost-effectiveness is focused on whether or not a program represents the most cost-effective means of achieving the program's objectives, or whether more cost-effective alternatives can be identified. In the context of the FVI, the questions on cost-effectiveness are:

23. Was the distribution of program resources across all four program elements optimal for objectives achievement?
24. Are the program elements efficient and cost-effective ways to obtain the intended results?
25. Is the current intradepartmental approach to addressing family violence an efficient way to improve the responsiveness of the criminal justice system to family violence issues?

26. Is the current interdepartmental approach to addressing family violence an efficient way of addressing family violence issues?
27. Was the distribution of program resources sufficient to ensure efficient and effective coordination of Family Violence Initiative activity,
  - a. Within the Department?
  - b. With the federal Family Violence Initiative?
  - c. With other key players (e.g. provincial and territorial governments, NGO's)?
28. Were resources allocated to coordination and liaison sufficient to effectively manage the Department of Justice Canada's Family Violence Initiative component, in accordance with established priorities?
29. To what extent did the Department contribute FVI resources to other elements of the federal strategy and what was the value added of this partnership approach?
30. Do the results achieved justify continued investment?
31. Could the same or better results have been achieved by an alternative, more cost-effective approach?

## 5. EVALUATION STRATEGY

This chapter presents the evaluation strategy for the Department of Justice Canada's component of the Family Violence Initiative. This strategy involves:

- Ongoing monitoring and performance measurement by program managers;
- Selected substudies; and
- A summative evaluation scheduled for fiscal year 2001/02.

### 5.1 Ongoing Monitoring and Performance Measurement

All departments that received new monies under the FVI were required, pursuant to the *Accountability and Reporting Frameworks*, to develop performance indicators for their activities in support of the initiative and to report against them on an annual basis. Departments provide their information to Health Canada, which is responsible for the preparation of an annual report on the FVI that must be submitted to Treasury Board.

In support of this requirement, the Evaluation Division developed a workshop on performance indicators and monitoring, which was held in late 1997. The purpose of the one-day workshop was to introduce program managers involved in the delivery of the Department's component of the initiative to the concept of performance indicators, to identify methods that could be used for performance monitoring and to identify actual indicators and methods for monitoring and reporting on the Department's FVI activities. The indicators were finalized in April 1998.

The Department provided input to the 1997/98 and 1998/99 Annual Reports. The input focused to a very great extent on activities rather than results, which suggested that performance monitoring required improvement. In March, 2000, the performance measurement system was revised to better reflect the Department's activities and to improve the kind of information provided. In May, 2000, a one-day workshop was held with program managers to review the performance measurement system and encourage the use of performance monitoring. The

performance measurement tables were finalized in June, 2000. Appendix A presents the performance indicator tables that were developed for each element. Appendix B presents the high level indicators that should be used to prepare the Department's input to the annual report.

## **5.2 Substudies**

Substudies can be a useful tool to provide Program Managers with ongoing information about the results of key activities, and to provide more in-depth, qualitative information that can feed into a summative evaluation.

The Department has already undertaken a substudy on the effectiveness of three family violence PLEI products. The purpose of this substudy (completed) was to assess:

- the effectiveness of distribution methods used to disseminate three family violence PLEI publications and,
- the quality and effectiveness of the publications themselves, and the appropriateness of these types of PLEI material for informing their intended targets.

The three publications were: "Peace Bonds", "Stalking is a Crime Called Criminal Harassment" and "Abuse is Wrong in Any Language". The methodology and results of this substudy are presented in the forthcoming report. This substudy will primarily contribute information to the evaluation question:

- To what extent has the Department of Justice Canada's work in supporting the development and delivery of public legal education and information to the Canadian public on family violence contributed to increased public awareness of family violence issues?

Three other possible substudies were identified, but it has been decided that these would be undertaken as part of the summative evaluation.

## **5.3 Summative Evaluation**

The summative evaluation will address the issues of relevance, success and cost-effectiveness of the Department of Justice Canada component of the Family Violence Initiative. The focus will



be on the short-term outcomes (the outcomes that could be reasonably expected to be reached within 3-5 years of the activity).

### **5.3.1 Methods**

The evaluation will use multiple lines of enquiry. The Matrix in Appendix C shows the evaluation issues, questions, indicators, data sources and collection methods to be used in the evaluation. The key methods are summarized below.

#### Document Review

A document review would provide information on the Department's Family Violence Initiative history, activities and progress. The documents to be reviewed should include:

- Memorandum to Cabinet and Treasury Board Submission
- Financial records
- Work plans
- Performance Information and Annual Performance Reports
- Meeting Reports of the Interdepartmental Working Group and of any FPT Meetings concerning the Department's component
- Project Files, including any Project Evaluation Reports (for Grants and Contributions, this also includes the Project Control Data)
- Departmental Web Site
- Research reports
- Briefing Notes

The document review should be undertaken early in the course of the summative evaluation so that it may inform subsequent stages of the evaluation.

#### Trend Analysis

A trend analysis would provide context and information on any changes or emerging issues that would need to be considered in the evaluation. It should focus on a review and analysis of:

- National level statistics on criminal justice trends in the area of family violence, available from Statistics Canada (Family Violence in Canada series)

- Relevant provincial/territorial information (e.g. related to child welfare/protection in cases of family violence available from sources such as the Canadian Incidence Study of Reported Child Abuse and Neglect; and
- Review of provincial/territorial criminal justice policy development in the field of family violence, available from a review of FPT meeting reports on family violence issues.

The trend analysis would provide information on the issues and questions concerning relevance. It would also help to guide the development of the key informant interview issues and questions.

### Summary Inventory/Assessment of Policy/Legislative Changes and Impacts

A Summary Inventory of policy/legislative changes introduced as part of the FVI on the prevention, investigation and/or prosecution of family violence cases and an assessment of the impacts of those changes would provide information that would primarily contribute to the following evaluation questions:

- To what extent has the Department of Justice Canada's component of the FVI contributed to the development of efficient and coordinated criminal justice policies and programs concerning family violence?
- To what extent has the Department of Justice Canada's component of the FVI provided policy and legal advice to assist decision-makers and other players in enhancing the criminal justice system's response to family violence?

The summary inventory would involve compiling information (federal, provincial/territorial, as well as selected international e.g. United Nations) on policy changes that have been initiated and implemented during this phase of the FVI, as well as reported information on the impact of those changes. The summary inventory could also serve as a useful preparatory document for the key informant interviews that would be undertaken in the evaluation.

### Case Studies of Major Grants and Contributions Projects

Case studies of the major contribution projects, including an assessment of the grant review and selection process<sup>6</sup>, would provide information on the key impacts and lessons learned. They

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<sup>6</sup> Case studies may also form part of the Department of Justice Canada's Evaluation of the Grants and Contributions Fund in General, scheduled for 2001/02. FVI projects may be considered in this evaluation.

would also provide information on the grants and contributions process as a tool to reach FVI objectives.

These case studies would primarily contribute information to the following evaluation questions:

- To what extent has the Department of Justice Canada's work in developing, implementing, testing and assessing models, strategies and tools contributed to the creation of effective criminal justice interventions in family violence situations?
- To what extent has the Department of Justice Canada's work in facilitating partnership, project development and implementation contributed to increased community support for proven family violence prevention, intervention and protection measures?

The case studies would involve:

- a review of the project information (from the application stage, through to proposal development, funding agreements, deliverables, progress and final reports, evaluation reports, dissemination reports) contained in the Project Control System as well as in the paper files.
- interviews (the FVI officer responsible for the grant/contribution, the funding recipient, other DOJ officials, other funding partners, and, where applicable client/beneficiaries).

#### Case Studies of Key Policy Research Projects

Case Studies of key Policy Research products to assess the extent to which these products were successful in identifying effective interventions, in communicating lessons learned about these (as well as other, unsuccessful interventions) to potential users, and influencing the policy development process would provide information that would primarily contribute to the following evaluation questions:

- To what extent has the Department of Justice Canada's component of the FVI contributed to the development of a nationally relevant knowledge base, in particular in relation to criminal justice dimensions of family violence issues?
- To what extent has research and information created through the Department of Justice Canada contributed to the policy development and decision making process within the criminal justice system, on issues related to the prevention and reduction of family violence?

The case studies would involve:

- a review of the project file (initial product conception, through to product development, dissemination and where available, evaluation)
- key informant interviews (the FVI officer responsible for the research as well as other project participants, such as DOJ officials and other funding partners, the research team and, client/beneficiaries of the research).

### Key Informant Interviews

The Department of Justice Canada interacts with a range of partners and players. A selection of key informant interviews would be undertaken. These interviews are envisioned as in-depth, semi-structured telephone/in-person interviews. The interviews would provide information and insight on the majority of the evaluation issues. Suggested interviews include: Justice managers and staff and in the provinces and territories; justice policy officials involved in family violence; crown prosecutors; private sector lawyers; staff of women's advocacy programs; court worker programs; child victim/witness programs and other court-related programs relevant to family violence; judges; officials in the provincial social services and health departments; leaders of women's groups such as provincial associations of transition houses; directors of treatment programs for male batterers; police officers; and social workers and researchers. Also officials in Washington D.C. (to investigate the federal approach to FV in the U.S.).

### **5.3.2 Costs**

The evaluation design and estimated costs of the summative evaluation are provided in the following table.

**Table 4: Summative Evaluation Costs**

<b>Method</b>	<b>Option 1</b>	<b>Option 2</b>
Document Review	\$5,000	\$5,000
Trend Analysis	\$3,000	\$3,000
Summary Inventory/Assessment of Policy/Legislative Changes and Impacts	\$5,000	\$5,000
Case Studies of Major Grants and Contributions Projects <sup>7</sup>	\$10,000	
Case Studies of Key Policy Research Projects	\$10,000	\$10,000
Key Informant Interviews	\$15,000	\$15,000
Report Preparation	\$5,000	\$5,000
<b>Total</b>	<b>\$ 53,000</b>	<b>\$ 43,000</b>

Tables 4 does not include costs associated with:

- translation of documents;
- miscellaneous costs such as printing;
- staff time related to managing the evaluation or providing information or data in support of the evaluation.

### **5.3.3 Evaluation Timing**

The summative evaluation of the Department of Justice Canada component of the Initiative should be scheduled for completion by December 2001, in order for the evaluation results to be considered for Departmental strategic planning purposes, and for integration with the Five Year Report on the results of the overall Family Violence Initiative that must be submitted to Cabinet no later than July 2002.

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<sup>7</sup> Under option 2, the case studies would be completed as part of the Grants and Contributions Evaluation.



## **APPENDIX A**





**POLICY AND LEGAL ADVICE**

**PERFORMANCE INDICATORS**



DEPARTMENT OF JUSTICE CANADA: FAMILY, CHILDREN AND YOUTH SECTION, POLICY SECTOR				
<p><i>MISSION: To provide policy and legal advice that will assist decision-makers and other players in enhancing the criminal justice system's response to family violence.</i></p> <p><i>JUSTICE LINKED KEY RESULT: Efficient &amp; coordinated criminal justice policies on family violence.</i></p>				Version 1.0 June 2000
ACTIVITIES	OUTPUTS	CLIENT GROUPS <sup>8</sup>	OUTCOMES	KEY FVI RESULTS
<ul style="list-style-type: none"> <li>Analyze FV policies</li> <li>Conduct FV policy research</li> <li>Develop FV policy advice</li> <li>Develop FV policy positions</li> <li>Disseminate FV policy information</li> </ul> <p>Prepare legal briefings and opinions</p>	<ul style="list-style-type: none"> <li>Coordinated FV policy development agendas</li> <li>FV policy advice<sup>9</sup></li> <li>FV policy information<sup>10</sup></li> <li>FV policy products<sup>11</sup></li> </ul> <p>Legal advice, litigation support</p>	<p><u>National:</u></p> <ul style="list-style-type: none"> <li>Minister of Justice (F)</li> <li>Ministers of Justice/Attorneys General (PT)</li> <li>FPT officials</li> <li>FPT Justice community</li> <li>FV Policy community<sup>12</sup></li> </ul> <p><u>International:</u></p> <p>International bodies (e.g. United Nations)</p>	<p><u>Short-term</u><sup>13</sup>:</p> <ul style="list-style-type: none"> <li>Coordinated<sup>14</sup>FV criminal justice policy development (in Canada)</li> <li>Coordinated FV criminal justice policy instruments (internationally)</li> <li>FV legislation</li> </ul> <p><u>Long-term</u><sup>15</sup>:</p> <ul style="list-style-type: none"> <li>Implementation of coordinated criminal justice policies to address family violence</li> </ul>	<ul style="list-style-type: none"> <li>Efficient and coordinated federal policy development and programming related to family violence</li> </ul>

<sup>8</sup> Client Groups include a range of players whose actions are influenced by DOJ FVI activities and/or outputs.

<sup>9</sup> Advice includes policy options, alternatives, and recommendations.

<sup>10</sup> Information includes policy analyses, assessments, research findings.

<sup>11</sup> Products include policy statements, guidelines, protocols, and other policy instruments.

<sup>12</sup> FV Policy community includes those involved in other aspects of FV policy (e.g. policy research, policy development in related sectors, such as health, housing, and social services).

<sup>13</sup> Within 3-5 years.

<sup>14</sup> Coordinated policy development may include harmonized, standardized or consistent FV policy development across jurisdictions.

<sup>15</sup> Within 5-10 years.

	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>• Level of coordination in policy development process</li> <li>• Existence/level of participation in coordination mechanisms</li> <li>• Existence/scope of joint plans (e.g. policy research plans, FPT coordinated policy plans, Inter-governmental plans)</li> <li>• Extent/scope of litigation in support of policies and legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Scope/reach of dissemination of policy information and “products”</li> <li>• Source/type of inquiries for policy information and “products” (including web site)</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Extent/scope<sup>16</sup> of policy-relevant information base</li> <li>• Level of coordination in policy advice, information and products provided (at FPT and International Levels)</li> <li>• Increased “uptake<sup>17</sup>” of policy advice, information, and products by decision-makers and others (at FPT and international levels)</li> <li>• Existence/quality/relevancy of FV family violence policy instruments</li> <li>• Existence/quality/relevancy of FV family violence policy legislation</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Level of “responsiveness<sup>18</sup>” of the criminal justice system to family violence (at F and PT levels)</li> </ul>	<ul style="list-style-type: none"> <li>• Level of efficiency and coordination in federal policy development and implementation on FV</li> <li>• Level of efficiency and coordination in FPT criminal justice policy development &amp; implementation on FV</li> </ul>

I concur: \_\_\_\_\_ Date: \_\_\_\_\_

<sup>16</sup> Extent/scope/quality refers to set criteria such as topic coverage, diversity of perspectives taken into account, quality of information produced, among others.

<sup>17</sup> “Uptake” includes consideration, use, and/or implementation of policy advice, information and products.

<sup>18</sup> “Responsiveness” includes the use, application, consideration, and/or interpretation of family violence polices and legislation in ways that foster integration with other systems and that improve outcomes (e.g. prevention of family violence, protection of family violence victims/witnesses, effective prosecution of family violence cases).

	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>DATA SOURCES</b>	<ul style="list-style-type: none"> <li>• Departmental files</li> <li>• Coordination mechanisms/protocols</li> <li>• Policy information/products</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental files</li> <li>• Policy Information Distribution/Dissemination Lists or Data Bases</li> <li>• Justice Web site</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Departmental files</li> <li>• Opinions of decision-makers, policy officers, FPT officials, criminal justice personnel, victims' advocates, academics, experts, NGOs, other affected players/sectors &amp; International players</li> </ul> <ul style="list-style-type: none"> <li>• Case law</li> <li>• Legislation</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Opinions of decision-makers, policy officers, FPT officials, criminal justice personnel, victims' advocates, academics, experts, NGOs, other affected players/sectors International players</li> </ul> <ul style="list-style-type: none"> <li>• Case law</li> <li>• Legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Opinions of decision-makers, policy officers, FPT officials, criminal justice personnel/legal community, victims' advocates, academics, other experts, NGOs', policy community, international players</li> </ul>
<b>METHODOLOGICAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Content analysis</li> </ul>	<ul style="list-style-type: none"> <li>• The capacity to track and analyze by relevant client type may be for selected products only.</li> </ul>	<p><u>Options include:</u></p> <ul style="list-style-type: none"> <li>• Key informant survey (s)</li> <li>• Case law reviews</li> <li>• Content analysis</li> <li>• Comparative legislative reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Key informant survey(s)</li> </ul>



**POLICY RESEARCH**

**PERFORMANCE INDICATORS**

DEPARTMENT OF JUSTICE CANADA: RESEARCH AND STATISTICS				
<p><i>MISSION: To provide nationally-relevant<sup>19</sup>, high quality research and information to guide policy development and decision making within the criminal justice system, on issues related to the prevention and reduction of family violence.</i></p> <p><i>JUSTICE LINKED KEY RESULT: Efficient &amp; coordinated criminal justice policies and programming on family violence.</i></p>				Version 1.0 June 2000
ACTIVITIES	OUTPUTS	CLIENT GROUPS	OUTCOMES	KEY RESULTS
<ul style="list-style-type: none"> <li>• Undertake<sup>20</sup> FV research studies</li> <li>• Undertake FV statistical analysis</li> <li>• Improve FV research methods</li> <li>• Promote/disseminate FV research and statistical information</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated research agendas</li> <li>• Contracts</li> <li>• Funding partnership agreements</li> <li>• Research reports</li> <li>• Statistical reports</li> <li>• Methods reports</li> <li>• Policy advice &amp; recommendations</li> <li>• Presentations</li> <li>• Publications</li> <li>• Other related information products (e.g. reference documents, summaries, briefing notes, bulletins)</li> </ul>	<p><u>National:</u></p> <ul style="list-style-type: none"> <li>• Minister of Justice (F)</li> <li>• Ministers of Justice (PT)</li> <li>• FPT justice officials</li> <li>• FV policy community</li> <li>• Non-governmental organizations</li> <li>• General public</li> <li>• Media</li> </ul> <p><u>International:</u></p> <p>International bodies (e.g. United Nations)</p>	<p><u>Short-term</u><sup>21</sup>:</p> <ul style="list-style-type: none"> <li>• Increased understanding of, and knowledge base on the risk factors, extent, nature and dynamics associated with FV, particularly violence against women and children</li> <li>• Increased understanding of, and knowledge on effective interventions to prevent/respond to FV</li> <li>• Improved dissemination of FV information</li> <li>• Informed policy analysis, development and decision making</li> </ul> <p><u>Long-term</u><sup>22</sup>:</p> <ul style="list-style-type: none"> <li>• FV legislation</li> <li>• FV policies and programs</li> <li>• Improved effectiveness of interventions to prevent and respond to FV</li> </ul>	<ul style="list-style-type: none"> <li>• Public awareness of family violence issues</li> <li>• Efficient and coordinated federal policy development and programming related to family violence</li> </ul>

<sup>19</sup> “Nationally-relevant” research is research that has justice-related implications across Canada. It may include research on family violence issues that are national scope, as well as issues that are provincial or territorial in scope with links to national trends, or implications for more than jurisdiction or community, including First Nations and Inuit communities. It may also include comparative international research on family violence that offers insight into, or implications for the Canadian situation.

<sup>20</sup> “Undertake” may involve “in-house” as well as contracted or commissioned studies and analysis.

<sup>21</sup> Within 3-5 years.

<sup>22</sup> Within 5-10 years.



	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>• Level of coordination of research plan(s) (departmentally, federally, with FPT)</li> <li>• Records of decision</li> <li>• Contracts</li> <li>• Level of coverage &amp; relevancy of topics in knowledge base</li> <li>• Quality<sup>23</sup> of information produced</li> <li>• Level/quality<sup>24</sup> of policy, planning and programming advice</li> </ul>	<ul style="list-style-type: none"> <li>• Scope/reach of dissemination of FV information products (e.g. research, methods and statistical analysis)</li> <li>• Source/type or inquiries for products</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Level of awareness and knowledge of FV issues</li> <li>• Level of support for efforts to prevent/respond to FV</li> <li>• Use and incorporation of FV research &amp; statistical information into policy, planning, and program decisions</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Level of effective interventions in prevention and responses to FV</li> <li>• Impact on FV legislation</li> <li>• Impact on FV policies and programs that are evidence-based</li> <li>• Impact on fair and equitable treatment of victim/witnesses of FV in the justice system</li> </ul>	<ul style="list-style-type: none"> <li>• Level of public awareness/knowledge of family violence issues</li> <li>• Level of public support for efforts to prevent/respond to FV</li> </ul>

<sup>23</sup> The extent to which research, methods and statistical information are nationally-relevant, timely, and follows methodologically sound practices.

<sup>24</sup> See above.

	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>DATA SOURCES</b>	<ul style="list-style-type: none"> <li>• Departmental files</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental files</li> <li>• Promotion/ dissemination databases</li> <li>• Web site use reports</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Opinions of decision makers, policy officers, FPT officials, criminal justice personnel, victims advocates, academics, experts, NGO's, other affected players/sectors</li> <li>• Policy documents, instruments, legislation</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Opinions of decision makers, policy officers, FPT officials, criminal justice personnel, victims advocates, academics, experts, NGO's, other affected partners/ players/sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Public opinion survey</li> <li>• Media analysis</li> </ul>
<b>METHODOLOGICAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• May require construction of baseline information</li> </ul>	<ul style="list-style-type: none"> <li>• Assumes data bases exist and that there is a capacity to track and analyze by relevant client type</li> <li>• May require the construction of baseline information</li> </ul>	<p><u>Options include:</u></p> <ul style="list-style-type: none"> <li>• Key informant survey(s) and/or focus groups to determine satisfaction (ease of access/use) and results of use of products</li> <li>• Expert/peer reviews of products</li> <li>• Focus groups</li> <li>• Reviews to determine whether legislation, policies, programs are in accordance with research findings.</li> <li>• Case studies</li> </ul>	<ul style="list-style-type: none"> <li>• Public opinion survey</li> <li>• Media analysis</li> </ul>

I concur: \_\_\_\_\_

Date: \_\_\_\_\_

**POLICY DEVELOPMENT**

**PERFORMANCE INDICATORS**



<b>DEPARTMENT OF JUSTICE: PROGRAMS BRANCH, GRANTS AND CONTRIBUTIONS</b>				Version 1.0 June 2000
<p><i><b>MISSION:</b> To support the development, implementation, testing and assessment of models, strategies and tools to improve the criminal justice system's response to family violence.</i></p> <p><i><b>LINKED JUSTICE FVI RESULT:</b> Effective criminal justice interventions in family violence situations; community support for proven family violence prevention, intervention, protection measures; strengthened criminal justice system response to family violence.</i></p>				
<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>CLIENT GROUPS<sup>25</sup></b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<ul style="list-style-type: none"> <li>Facilitate partnership project development &amp; implementation</li> <li>Fund projects<sup>26</sup></li> <li>Identify and analyze project results</li> <li>Disseminate project results &amp; lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>Funded projects</li> <li>Partnership contributions</li> <li>Tested Models</li> <li>Strategies, tools</li> <li>Project information (reports, presentations, publications)</li> <li>Policy and Program analyses and planning advice</li> </ul>	<p><u>National:</u></p> <ul style="list-style-type: none"> <li>Beneficiaries<sup>27</sup></li> <li>Departmental staff</li> <li>FPT officials</li> <li>Communities</li> <li>Public</li> </ul> <p><u>International:</u></p> <ul style="list-style-type: none"> <li>International bodies (e.g. United Nations)</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>Improved capacities<sup>28</sup> to address FV</li> <li>Increased awareness and knowledge of family violence issues and effective solutions</li> <li>Testing and implementation of pilot projects, proven models, strategies, and tools to address FV</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>Improved response to FV issues</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced prevention and improved community response to family violence and development and implementation of community activities to reduce family violence</li> </ul>

<sup>25</sup> Client groups include a range of players whose actions are influenced by Department of Justice Canada Family Violence Initiative activities and/or outputs.

<sup>26</sup> According to departmental funding priorities and criteria. See relevant G&C funding guides for criteria.

<sup>27</sup> Beneficiaries included two groups: recipients of project funding and groups who are deemed to benefit from the project or activity.

<sup>28</sup> This refers to capacities at the community level, and includes scope of infrastructure, level of expertise & skills, level of resources, use of partnerships (formal and informal).

	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>• #/quality of completed projects by type</li> <li>• #/quality of project evaluation reports</li> <li>• #/type of recommendations and “lessons learned”</li> <li>• #/type of partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• #/type of organizations funded</li> <li>• Scope/reach of dissemination of project information and “products”</li> <li>• Source/type of inquiries for project information and “products” (including website)</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Level of capacity<sup>29</sup> to address FV</li> <li>• Level of awareness and knowledge of family violence effective models, strategies and approaches</li> <li>• Extent/scope of implementation of proven FV models, strategies, approaches</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Use/uptake of project-generated “lessons learned” (from community to national levels)</li> <li>• Improved policy development and programming</li> </ul>	<ul style="list-style-type: none"> <li>• Level of resources (e.g. financial, human, in-kind) by other jurisdictions and sectors (including justice) to enhance/strengthen effectiveness of the response to family violence.</li> <li>• Adoption of proven family violence models, strategies, tools</li> </ul>

<sup>29</sup> See earlier definition of capacity.

	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>DATA SOURCES</b>	<ul style="list-style-type: none"> <li>• Funding Agreements</li> <li>• Departmental files</li> <li>• PCS Data base</li> </ul>	<ul style="list-style-type: none"> <li>• PCS Data base</li> <li>• Dissemination Lists</li> <li>• Databases</li> <li>• Justice web-site</li> <li>• Departmental files</li> <li>• Publications</li> <li>• Conference proceedings</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Opinions of affected stakeholders and players.</li> <li>• Strategic plans, program planning</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Opinions of affected stakeholders and players.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial records, budgets, plans</li> <li>• Program and administrative records</li> <li>• Opinions of affected stakeholders and players</li> </ul>
<b>METHODOLOGICAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• File reviews</li> <li>• PCS reports</li> <li>• Internet searches</li> <li>• Content analysis</li> </ul>	<ul style="list-style-type: none"> <li>• File reviews</li> <li>• PCS reports</li> <li>• Web-site use reports</li> <li>• Selected post-project evaluation feedback<sup>30</sup></li> </ul>	<p>Options include:</p> <ul style="list-style-type: none"> <li>• Key informant survey(s)</li> <li>• Case studies</li> <li>• Focus groups</li> <li>• Expert panels</li> <li>• Post-project evaluation feedback analysis</li> <li>• Content analysis of FV planning documents</li> <li>• Inventory of approaches/comparative analysis to “best practices”</li> </ul>	<ul style="list-style-type: none"> <li>• Information on resources (financial and other) allocated to FV at the community level</li> <li>• Community case studies, surveys or inventories</li> </ul>

I concur: \_\_\_\_\_

Date: \_\_\_\_\_

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<sup>30</sup> Post-project feedback is a new mechanism and would be a formal deliverable as part of the funding agreement.





**PUBLIC LEGAL EDUCATION AND INFORMATION**  
**PERFORMANCE INDICATORS**



<b>DEPARTMENT OF JUSTICE CANADA: PUBLIC LEGAL EDUCATION AND INFORMATION</b>				Version 1.0 June 2000
<i>MISSION: To support the development and delivery of public legal education and information to the Canadian public on family violence, to contribute to the prevention and reduction of the incidence of family violence</i>				
<i>JUSTICE LINKED FVI RESULT: Protection of family violence victims/witnesses, and increased public awareness of family violence.</i>				
<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<ul style="list-style-type: none"> <li>Identify, analyze/assess needs for FV public legal education and information materials.</li> <li>Support the development, delivery and dissemination of FV public legal education and information materials and programs.</li> </ul>	<ul style="list-style-type: none"> <li>Funded FV PLEI projects</li> <li>FV PLEI products e.g. (fact sheets, brochures, and training programs, workshop)</li> </ul>	<ul style="list-style-type: none"> <li>PLEI organizations</li> <li>Intermediary groups<sup>31</sup></li> <li>Women and children at risk of, who have, or who are experiencing<sup>32</sup> violence in family contexts</li> <li>Criminal justice professionals</li> <li>General (Canadian) public</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>Increased ability of intermediary groups to advise/support individuals at risk for FV, and victims/witnesses of FV</li> <li>Increased public awareness/knowledge of legal issues in family violence situations</li> <li>Increased capacity of individuals who are at risk, a victim of, or witness to family violence to make informed decisions about their particular situation</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>Increased prevention of FV</li> <li>Increased protection of FV victims/witnesses</li> <li>Improved response to FV situations</li> </ul>	<ul style="list-style-type: none"> <li>Public awareness of family violence issues</li> <li>Efficient and coordinated federal policy development and programming related to family violence issues</li> <li>Enhanced prevention and improved community response to family violence and development and implementation of community activities to reduce family violence</li> </ul>

<sup>31</sup> Such as victim/witness assistance, social service organizations.

<sup>32</sup> “Experience” includes witnessing/exposure to violence.

	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>INDICATORS</b>	<ul style="list-style-type: none"> <li>• Funding agreements</li> <li>• Contracts</li> <li>• #/Level/type/quality of PLEI products</li> </ul>	<ul style="list-style-type: none"> <li>• Scope/reach of dissemination of PLEI materials (to all levels)</li> <li>• Source/type of inquiries for PLEI products (including web site)</li> <li>• #/type of PLEI organizations funded</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Level/type of use of PLEI materials by client groups</li> <li>• Level of awareness/knowledge of legal issues in family violence situations (Intermediaries, FV victim/witnesses, general public)</li> <li>• Level of capacity of intermediary groups to advise/support individuals at risk for FV, and victims/witnesses of FV</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Level of effective interventions to prevent and respond to FV situations</li> </ul>	<ul style="list-style-type: none"> <li>• Level of public awareness and knowledge of legal issues in family violence situations</li> <li>• Level of public support for efforts to prevent and respond to family violence</li> </ul>

	<b>OUTPUTS</b>	<b>CLIENT GROUPS</b>	<b>OUTCOMES</b>	<b>KEY RESULTS</b>
<b>DATA SOURCES</b>	<ul style="list-style-type: none"> <li>• Departmental files</li> <li>• PCS</li> <li>• Funding Agreements</li> <li>• Contracts</li> <li>• PLEI Organization Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion/dissemination records and/or data bases</li> <li>• PLEI organization reports on product development, promotion, dissemination, use</li> <li>• Web site use reports</li> <li>• PCS</li> <li>• Publications</li> </ul>	<p><u>Short-term:</u></p> <ul style="list-style-type: none"> <li>• Opinions of users/consumers of PLEI products (e.g. intermediary groups, FV victim/witnesses, general public)</li> <li>• Criminal justice personnel</li> </ul> <p><u>Long-term:</u></p> <ul style="list-style-type: none"> <li>• Opinions of users/consumers of PLEI products (e.g. intermediary groups, FV victim/witnesses, general public)</li> </ul>	<ul style="list-style-type: none"> <li>• Public Opinion Survey</li> <li>• Media Analysis</li> </ul>

I concur: \_\_\_\_\_

Date: \_\_\_\_\_



## **APPENDIX B**



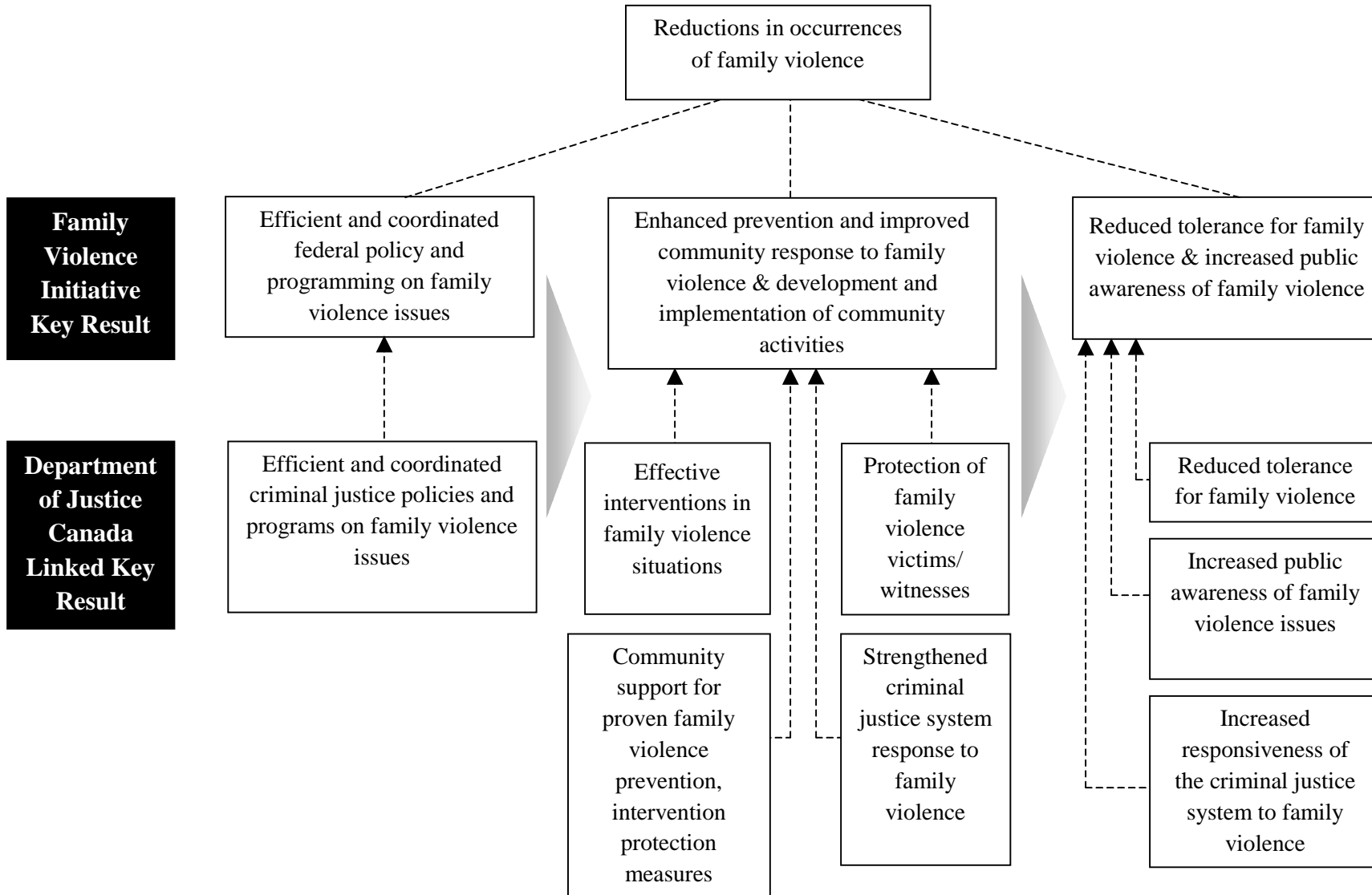


**LINKAGES BETWEEN THE KEY RESULTS OF THE  
FAMILY VIOLENCE INITIATIVE AND OF THE  
DEPARTMENT OF JUSTICE CANADA COMPONENT**

**PERFORMANCE INDICATORS**



**Linkages between the Key Results of the Family Violence Initiative and  
of the Department of Justice Canada Component**





<b>FVI KEY RESULTS</b>	<b>HIGH LEVEL PERFORMANCE INDICATORS</b>	<b>LINKED KEY RESULTS JUSTICE SECTOR</b>	<b>DEPARTMENT OF JUSTICE CONTRIBUTION - HIGH LEVEL INDICATORS</b>
Efficient & Coordinated Federal Policy and Programming on Family Violence Issues	<ul style="list-style-type: none"> <li>• Information base that assists fed govt. departments in addressing FV issues</li> <li>• Efficient &amp; effective dissemination of knowledge to fed govt. partners</li> <li>• Use of information by federal government partners in development &amp; application of policies &amp; programs</li> <li>• Coordination mechanisms that meet the needs of depts., agencies and Crown Corporations</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient &amp; coordinated criminal justice policies &amp; programs</li> </ul>	<ul style="list-style-type: none"> <li>• Quality/scope/diversity of nationally-relevant knowledge base</li> <li>• Level/scope of dissemination of nationally relevant “products” (e.g. advice, research, guidelines)</li> <li>• Level of uptake<sup>33</sup> of policy and programming advice by decision-makers within the justice system</li> <li>• Level of implementation of policy and programming advice by justice personnel</li> <li>• Extent/scope/nature of coordination mechanisms to address family violence policy and program issues (federally, nationally, internationally)</li> <li>• Existence/degree of participation in coordination mechanisms</li> <li>• Level of coordination (inter-sectorally and inter-jurisdictionally) in family violence policy and programming process</li> <li>• Level of inter-sectoral and inter-jurisdictional complementarity in addressing areas of mutual, inter-jurisdictional concern.</li> </ul>
Enhanced Prevention and Improved Community Response to Family Violence & Development and Implementation of Community Activities	<ul style="list-style-type: none"> <li>• Resources dedicated by other levels of government &amp; NGO’s to address family violence</li> <li>• Relevant policy and program development by other levels of govt, FNs, NGOs, Professional Associations, Private Sector</li> <li>• Adoption of proven family violence intervention models at community level</li> <li>• Population access to family prevention and treatment services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective criminal justice interventions in family violence situations</li> <li>▪ Protection of family violence victims/witnesses</li> <li>▪ Community support for proven family violence prevention, intervention protection measures</li> <li>▪ Strengthened criminal justice system response to family violence</li> </ul>	<ul style="list-style-type: none"> <li>• Level of resources<sup>34</sup> by other jurisdictions to enhance/strengthen effectiveness of the justice system response to family violence</li> <li>• Existence of effective intervention tools<sup>35</sup> in family violence situations</li> <li>• Level of community support (that include the criminal justice system) to prevent/respond to family violence issues</li> <li>• Extent/scope of adoption of “proven,” integrated “models” (that include criminal justice system) to address family violence</li> </ul>
Reduced Tolerance for Family Violence & Increased Public Awareness	<ul style="list-style-type: none"> <li>• Public support for efforts to prevent and respond to family violence</li> <li>• Public willingness to report family violence as a crime</li> <li>• Incidence of family violence as reported in public surveys</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced tolerance for family violence</li> <li>▪ Increased public awareness of family violence issues</li> <li>▪ Increased responsiveness of the CJ system to FV</li> </ul>	<ul style="list-style-type: none"> <li>• Level of public willingness to report family violence as a crime</li> <li>• Level of public understanding of the criminal justice process to address family violence</li> <li>• Level of public support for the use of the criminal justice process to address family violence</li> <li>• Level of public use of the criminal justice system in family violence cases</li> </ul>

<sup>33</sup> Level of use/consideration.

<sup>34</sup> Resources such as financial, human, in kind.

<sup>35</sup> Intervention tools such as legislation to protect/support victim witnesses, guidelines, protocols.



## **APPENDIX C**





**Matrix of Evaluation Issues  
and Questions, Indicators, Data Sources and Methods**



**Table 1: Matrix of Evaluation Issues & Questions, Indicators, Data Sources & Methods**

Issues	Questions	Indicators	Data Sources	Methods
<b>Relevance</b>	1. Is there a continuing need for federal action to improve the criminal justice system's response to family violence?	Trends in the incidence of family violence	National Statistics (Statistics Canada) Research Reports Performance Information	Trend Analysis
		Trends in the application of criminal justice measures to cases of family violence	National Statistics (Statistics Canada) Research Reports Performance Information Opinions	Trend Analysis Document Review Key Informant Interviews
		Trends in FPT relations and support for criminal justice reform	Departmental files Performance Information Opinions	Trend Analysis Document Review Key Informant Interviews
	2. Is there a need to continue all of the activities funded under the departmental component of the FVI?	Extent to which activities are aligned with objectives, and the extent to which results have been achieved	Departmental files Performance Information Opinions	Document Review Key Informant Interviews
		Extent to which activities, have, or are expected to contribute to results	Departmental files Performance Information Opinions	Document Review Key Informant Interviews
	3. Has the policy environment concerning family violence issues and the criminal justice system changed?	FPT policy trends concerning family violence issues and criminal justice reform	Departmental files Opinions Research Reports Performance Informations	Trend Analysis Document Review Key Informant Interviews

Issues	Questions	Indicators	Data Sources	Methods
	4. To what extent are the objectives and mandate of the Justice component of the FVI still relevant?	FPT trends concerning family violence issues and criminal justice reform	Departmental files Opinions Performance Information	Trend Analysis Document Review Key Informant Interviews
	5. What should be the purpose and scope of the Department's involvement in the area of family violence?	FPT trends concerning family violence issues and criminal justice reform	Departmental files Opinions Research Reports Performance Information (DOJ and Interdepartmental)	Trend Analysis Document Review Key Informant Interviews
	6. Is there a continuing need for a coordinated interdepartmental initiative in the area of family violence?	Nature/extent of support for inter-departmental intersectoral, multi-disciplinary approaches to family violence	Departmental files Opinions Performance Information (DOJ and Interdepartmental)	Document Review Key Informant Interviews
	7. Is there a continuing need for the Department of Justice Canada to participate in a federal strategy to address family violence issues?	Nature/extent of support for inter-departmental intersectoral, multi-disciplinary approaches to family violence	Departmental files Opinions Performance Information (DOJ and Interdepartmental)	Document Review Key Informant Interviews
		Extent of complementarity versus overlap with other Department of Justice Canada strategies, e.g. National Strategy on Crime and Community Safety	Departmental files Opinions Performance Information (DOJ and Interdepartmental)	Document Review Key Informant Interviews

Issues	Questions	Indicators	Data Sources	Methods
<b>Success</b>	8. To what extent has the Department of Justice Canada's component of the FVI contributed to the development of efficient and coordinated criminal justice policies and programs concerning family violence?	Level of uptake <sup>36</sup> of FVI policy and programming advice by decision-makers within the criminal justice system	Legislation & Policy Instruments (Summary Inventory) Departmental files Opinions Performance Information	Document Review Key Informant Interviews Summary Inventory/Assessment
		Level of implementation of legislative and policy reforms concerning family violence	Legislation & Policy Instruments (Summary Inventory) Departmental files Performance Information	Document Review Summary Inventory/Assessment
		Extent to which legislative and policy reforms have improved the criminal justice system response	Research reports Departmental Files Opinions Performance Information	Document Review Summary Inventory/Assessment Key Informant Interviews
		Extent/scope/nature of coordination mechanisms to address family violence policy & program issues (federally, nationally, internationally)	Departmental files Opinions Performance Information	Document Review Key Informant Interviews
		Level of coordination (inter-sectorally and inter-jurisdictionally) in family violence policy and programming	Departmental files Meeting Reports Performance Information Opinions	Document Review Key informant Interviews
		Level of inter-sectoral and inter-jurisdictional complementarity in addressing areas of mutual, inter-jurisdictional concern.	Departmental files Performance Information Meeting Reports Opinions	Document Review Key informant Interviews

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<sup>36</sup> Use/consideration.

Issues	Questions	Indicators	Data Sources	Methods
	9. To what extent has the Justice component of the FVI contributed to effective interventions in family violence situations?	Existent/scope of adoption of effective intervention tools <sup>37</sup> supported through the Department's FVI work	Departmental files Performance Information Opinions	Document Review Key Informant Interviews Case Studies of Selected Intervention Tools <sup>38</sup>
		Extent/scope of adoption of "proven", integrated "models" that include criminal justice system, to address family violence	Departmental files Performance Information Opinions	Document Review Key Informant Interviews Case Studies of Selected Intervention Tools <sup>39</sup>
	10. To what extent has the Justice component of the FVI contributed to community support for proven family violence prevention, intervention and protection measures?	Level of community support (that includes the criminal justice system) to prevent/respond to family violence issues using "proven" methods	Departmental files Performance Information Opinions	This question may be partially addressed via case studies.
	11. To what extent has the Justice component of the FVI contributed to the protection of family violence victims/witnesses?	Extent/scope of adoption & implementation of effective protective criminal justice measures	Departmental files Performance Information Opinions	Document Review Key Informant Interviews Summary Inventory/Assessment Case Studies
	12. To what extent has the Justice component of the FVI contributed to a strengthened criminal justice system response to family violence?	Overall assessment of success	Cumulative	Summary Assessment, based on all lines of inquiry, including substudies and Performance Information

<sup>37</sup> Examples of intervention tools include legislation to protect/support victim witnesses, guidelines, and protocols.

<sup>38</sup> Created via Policy Research or the Grants and Contributions.

<sup>39</sup> Created via Policy Research or the Grants and Contributions.

Issues	Questions	Indicators	Data Sources	Methods
	13. To what extent has the Justice component of the FVI increased the responsiveness of the criminal justice system to family violence?	Overall assessment of success	Cumulative	Summary Assessment, based on all lines of inquiry, including substudies and Performance Information
	14. To what extent has the Justice component of the FVI increased public awareness of family violence issues?	Overall assessment of success	Cumulative	Summary Assessment, based on all lines of inquiry, including substudies and Performance Information
	15. To what extent has the Justice component of the FVI provided policy and legal advice that has assisted decision-makers and other players in enhancing the criminal justice system's response to family violence?	Level of consideration of FVI legal advice by decision-makers and other players	Departmental files Opinions Performance Information	Document Review Key Informant Interviews
	16. To what extent has research and information created through the Department of Justice Canada contributed to the policy development and decision making process within the criminal justice system, on issues related to the prevention and reduction of family violence?	Extent/scope of knowledge base created (e.g. research, methods,) created through the Department's FVI work	Departmental files Research Reports, and other Knowledge Products Web Site Opinions Performance Information	Document Review Key Informant Interviews
		Level/scope of dissemination of nationally relevant knowledge products	Departmental files Dissemination Plans and Reports Web Site Opinions Performance Information	Document Review Key Informant Interviews

Issues	Questions	Indicators	Data Sources	Methods
		Level/extent of uptake of knowledge	Departmental files Opinions Performance Information	Document Review Key Informant Interviews Case Studies of Selected Policy Research Products
	17. To what extent has the Department of Justice Canada's work in developing, implementing, testing and assessing models, strategies and tools improved the criminal justice system's response to family violence?	Extent/scope of models and tools created through the Department's FVI work	Departmental files Research Reports, Models, Tools and other Knowledge Products Web Site Opinions Performance Information	Document Review Key Informant Interviews
		Level/scope of dissemination of models and tools	Departmental files Dissemination Plans and Reports Web Site Opinions Performance Information	Document Review Key Informant Interviews
		Level/extent of uptake of knowledge	Departmental files Opinions Performance Information	Document Review Key Informant Interviews Case Studies of Selected Policy Research Products
	18. To what extent has the Department of Justice Canada's work in supporting the development and delivery of public legal education and information to the Canadian public on family violence contributed to the prevention and reduction of the incidence of family violence?	Level/type of use of PLEI materials by client groups	Departmental Files Opinions Evaluation Reports Performance Information	Review of PLEI Product Effectiveness Report with supplementary Key Informant Interviews where required
		Level of public awareness/knowledge of legal issues in family violence situations	Opinions Performance Information	Review of PLEI Product Effectiveness Report with supplementary Key Informant Interviews where required



Issues	Questions	Indicators	Data Sources	Methods
	19. Has the current model of intersectoral, multi-disciplinary partnership and collaboration contributed to the success of the Department's component of the FVI?	Evidence of intersectoral, multi-disciplinary partnership and collaboration	Departmental files Research Reports Performance Information Opinions	Document Review Key Informant Interviews
	20. Are adequate processes and systems in place to plan, organize, implement, monitor and report on the Department's component of the FVI?	Evidence of existence/use/effectiveness of process and systems (including data bases) and level of effectiveness	Departmental Files Opinions Performance Information	Document Review Database(s) Review Key Informant Interviews
	21. Have there been any unintended impacts (positive or negative) of the Department's family violence activities?	Evidence of unintended impacts	Departmental Files Opinions Performance Information	Document Review Database(s) Review Key Informant Interviews
	22. What lessons have been learned as a result of the Department's component of the FVI?	Overall assessment of success	Cumulative	Summary Assessment, based on all lines of inquiry, including substudies and Performance Information
<b>Cost-Effectiveness</b>	23. Was the distribution of program resources across all four program elements optimal for objectives achievement?	Distribution of human and financial resources by program element and by priority	Departmental files Opinions Performance Information	Document Review Key Informant Interviews

Issues	Questions	Indicators	Data Sources	Methods
	24. Are the program elements efficient and cost-effective ways to obtain the intended results?	Overall assessment of efficiency and cost-effectiveness	Cumulative	Summary Assessment, based on all lines of inquiry, including substudies and Performance Information
	25. Is the current intradepartmental approach to addressing family violence an efficient way to improve the responsiveness of the criminal justice system to family violence issues?	Nature and extent of participation, and satisfaction with intradepartmental approach	Departmental files Opinions Performance Information	Document Review Key Informant Interviews
	26. Is the current interdepartmental approach to addressing family violence an efficient way of addressing family violence issues?	Nature and extent of participation, and satisfaction with interdepartmental approach	Departmental files Opinions Performance Information (DOJ and Interdepartmental)	Document Review Key Informant Interviews
	27. Was the distribution of program resources sufficient to ensure efficient and effective coordination/liaison of FVI activity: <ul style="list-style-type: none"><li>• within the Department?</li><li>• with the federal FVI?</li><li>• with other key players (e.g. provincial and territorial governments, NGOs)?</li></ul>	Distribution of resources for coordination activity by program element and by priority	Departmental files Opinions Performance Information	Document Review Key Informant Interviews
	28. Were resources allocated to coordination and liaison sufficient to effectively manage the Department's	Distribution of human and financial resources for coordination and liaison	Departmental files Opinions	Document Review Key Informant Interviews

Issues	Questions	Indicators	Data Sources	Methods
	manage the Department's Family Violence Initiative component, in accordance with established priorities?	Evidence of complementarity/versus evidence of duplication of effort	Departmental files Opinions Performance Information	Document Review Key Informant Interviews
	29. To what extent did the Department contribute FVI resources to other elements of the federal strategy and what was the value added of this partnership approach?	Evidence of contributions and value added of leveraged activities	Departmental files Opinions Performance Information	Document Review Key Informant Interviews
	30. Do the results achieved justify continued investment?	Assessment of overall achievement of objectives	Cumulative	Summary Assessment based on all lines of inquiry, including substudies and Performance Information
	31. Could the same or better results have been achieved by an alternative, more cost effective approach?	Assessment of overall achievement of objectives	Cumulative	Summary Assessment based on all lines of inquiry, including substudies and Performance Information