Understanding CIC Evaluation and Reporting

P2P Performance Measurement Workshop
November 29, 2015

Purpose

- Overview of Evaluation and Performance Measurement at Citizenship and Immigration Canada (CIC)

- Discuss performance measurement and evaluation of:

  - Settlement Program

  - Local Immigration Partnerships (LIPs)

  - Réseaux en Immigration Francophone (RIFs)

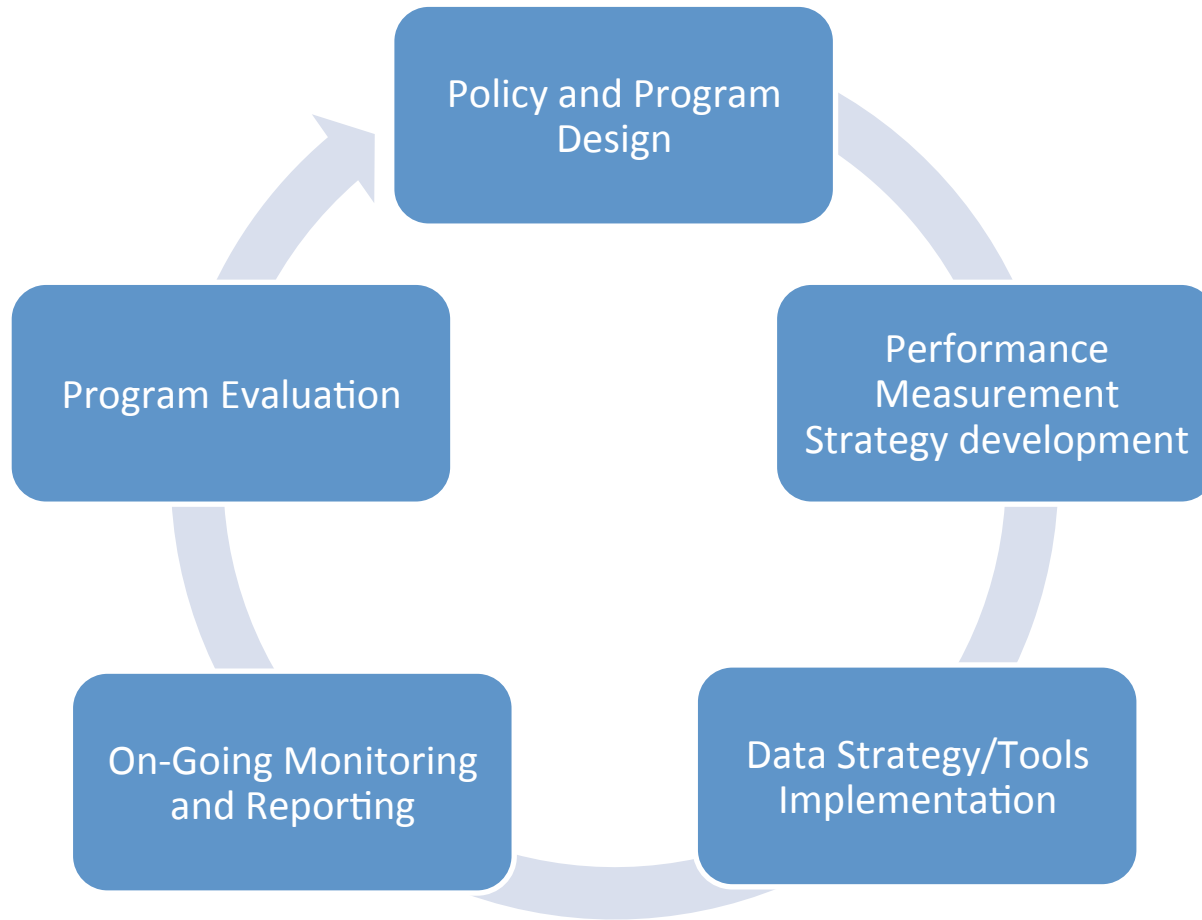# Evaluation and Performance Measurement (PM)

EVALUATION
• "Systematic collection and analysis of evidence on outcomes of programs/ policies to make judgments about their relevance, performance and alternatives" – TB *Policy on Evaluation* (2009).
• Role is to provide timely, objective and credible evidence-based analysis and related conclusions to senior management and program managers to support Departmental policy and program decision-making.
• Evaluation results and the management response and action plans put forward to address recommendations are posted on the departmental website.
http://www.cic.gc.ca/english/resources/evaluation/index.asp

PERFORMANCE MEASUREMENT
• A means to monitor and assess progress towards stated expected outcomes.
• A process and system of using performance information / data to guide decision making.
• PM is not an isolated activity, but part of a continuum of monitoring and reporting activities that take place throughout the entire life cycle of a project, program or initiative.
• PM connects across functional areas of CIC, e.g., evaluation, research, finance, operational management.

The Monitoring and Reporting Cycle

Policy and Program Design

Performance Measurement Strategy development

Data Strategy/Tools Implementation

On-Going Monitoring and Reporting

Program Evaluation

Performance Measurement Strategies (PMS)

PMS
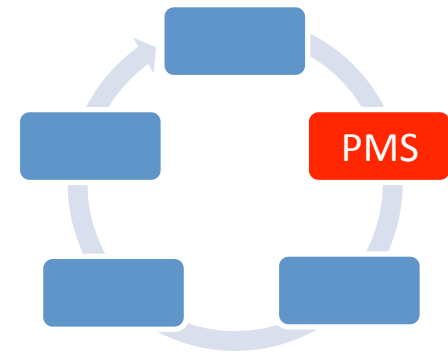
- Performance Measurement Strategies are foundational documents for on-going and periodic monitoring and reporting on the results of programs and initiatives

- Settlement Program PMS (2013)
  - Included logic model, performance measurement framework and evaluation strategy
  - Evaluation strategy outlining general approach (timing, generic questions, high level considerations)
- Local Immigration Partnerships theory of change (2013)
- Réseaux en immigration francophone logic model (2013)

Data Strategy/Tools Implementation

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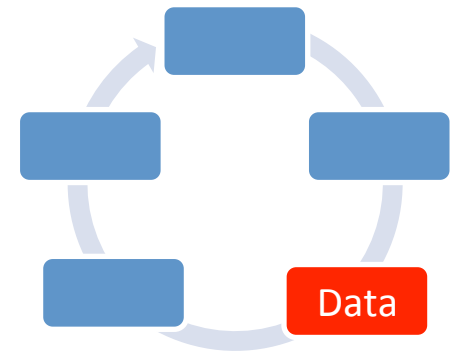
- iCARE
  - Allows for the collection of client and service information on the Settlement and Resettlement Programs delivered by Service Provider Organizations

- Annual Project Performance Report (APPR) – Direct Services

- Annual Performance Report for Community Partnerships (APRCP) – Indirect Services

The APPR: A key source of information for the Settlement Program

- The Annual Project Performance Report is a **standardized narrative report**, designed to collect information from service provider organizations (SPOs) on **project results** for **direct settlement services** aligned with the Settlement Program outcomes

- It is a key source of information for the **Settlement Program Performance Measurement Strategy**, and **Strategic Outcome 3** of the Departmental Program Alignment Architecture (PAA) – *Newcomers and citizens participate in fostering an integrated society*

- APPR reports have been/will be used to:
  - Provide key information on SPO activities, best practices, partnerships that enable them to improve project outcomes
  - Inform policy decisions related to the Settlement Program
  - Provide key evidence for the Settlement Program Evaluation

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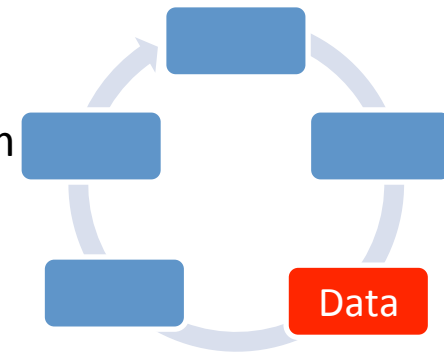
Development of the APPR

In 2010-2011, the Integration Branch consulted with representatives from the settlement sector and CIC staff in regional offices on the development of a standardized narrative report for SPOs to collect and share consistent information, which CIC would use to assess and convey the performance and global impact of the settlement program.

Beginning in 2015-16, Service Provider Organizations began inputting their APPR information directly into iCARE. This change standardizes data collection across SPOs and facilitates CIC data analysis.

Annual Performance Report for Community Partnerships (APRCP)

- In 2012-2013, CIC implemented the Annual Performance Report for Community Partnerships (APRCP) to facilitate reporting by Service Provider Organizations (SPOs) providing **indirect services** in the form of community partnerships
  - Includes Local Immigration Partnerships (LIPs) and the *Réseaux en immigration francophone* (RIFs)

- Similar to the APPR, the APRCP is a key source of information on community partnership activities, and provides helpful insight into newcomer needs, partnership challenges and successes, as well as gaps in services
- APRCPs have helped inform policy and program analysis:
  - Joint CIC-FCFA analysis of past APRCPs (2013-2014). Analysis of 2014-2015 APRCPs to follow
  - CIC report: *Local Immigration Partnerships Outcomes 2008-2013*
- However, from a reporting perspective there are challenges associated with linking partnership activities to community impacts

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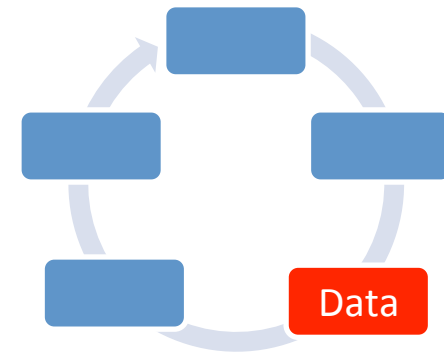
Key information collected

APRCP focuses on the results of activities under partnerships including:

- *Partnership Inputs and Capacity Development*
- *Strategy Development*
- *Implementation and Community Impact*
- *Settlement Program Outcomes*
- *Successes and Challenges*
- *Partners' Feedback*
- *Conclusions and Continued Learning*

Annual Performance Report for Community Partnerships (APRCP)

Strengths

- Captures local trends in settlement and integration based on community research and consultations
- Opportunity to highlight member contributions, as well as innovative or creative aspects that helped facilitate the partnership
- Provides an important opportunity for Contribution Agreement holders to provide their feedback, as well as feedback from their partners

Challenges

- Open ended structure of questions can lead to repetition
- Some organizations report difficulty in measuring community impacts and linking RIF/LIP activities with CIC Settlement Program outcomes
- For RIFs in particular, the APRCP is not completely aligned with RIF logic model as some results are associated with the objectives of the Official Languages Road Map (namely attraction and retention of Francophone newcomers).

On-going Monitoring and Reporting
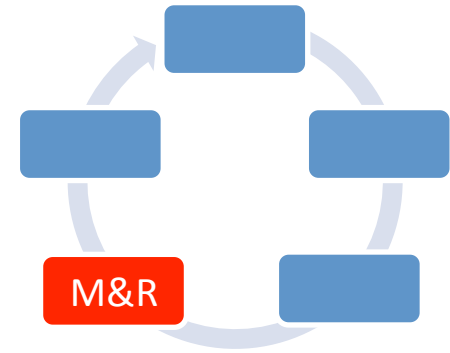
- Departmental-level Reporting to the Public
  - Annual Report on Plans and Priorities (RPP)
  http://www.cic.gc.ca/english/resources/publications/rpp/2015-2016/
    index.asp
  - Departmental Performance Reports (DPR)
  http://www.cic.gc.ca/english/resources/publications/dpr/2014/index.asp

- Internal Monitoring and Reporting
  - Quarterly reporting/dashboards for Senior Management
  - Quarterly/annual financial reporting
  - Periodic/ad hoc reports for Senior Management

- Program-level Reporting to the Public
  - Internal audits
  - Program evaluations

Program Evaluation
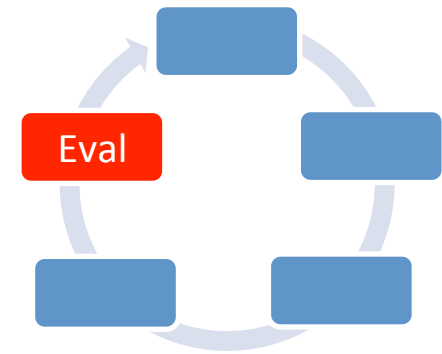
- Guided by a Treasury Board Policy at the Federal government level
  - Evaluate all departmental spending every five years (100% coverage), including all ongoing Grants and Contributions programs.
  - Provide timely and relevant information to meet senior management and stakeholder needs
- Must focus on core issues of program relevance and performance
  - Relevance: program need, alignment with priorities, role of the federal government
  - Performance: achievement of expected results (outcomes) and use of resources
- Evaluation reports are posted on the departmental website as per policy requirements (http://www.cic.gc.ca/english/resources/evaluation/)

Settlement Program Evaluation
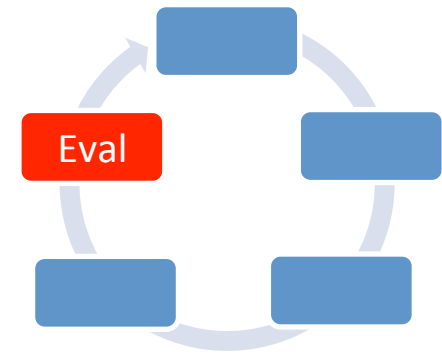
- The evaluation of the Settlement Program is scheduled for 2016/17

  - Will use multiple lines of evidence including iCARE data, settlement client outcome survey, SPO survey, mapping exercise, interviews, document/literature review, review of APPRs, and case studies

- LIPs are an important area of focus and will be one of the case studies.

- RIFs will be looked at as part of the concurrent evaluation of the Immigration to Official Language Minority Communities (OLMC) Initiative

  - Will also support the Government of Canada evaluation of the Roadmap for Canada's Official Languages 2013-2018

Case Study of LIPs
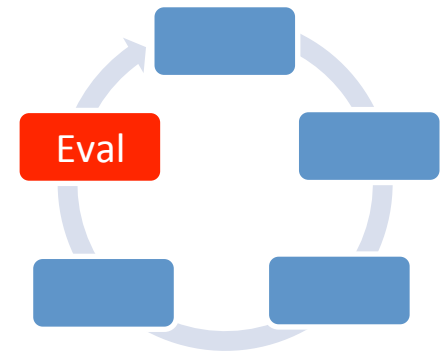
- Focus on:
  - Governance of the LIPs – structures, mechanisms, diversity of partners, effectiveness
  - Design and Delivery – development and use of strategic plans/action plans, leveraging of diverse sources of funding
  - Reach – accessibility of services, enhanced uptake
  - Outcomes – awareness, engagement, coordination, innovation
  - Success factors and challenges

- Lines of evidence:
  - Survey of LIPs
  - Case study/site visits
  - Literature and document reviews (e.g., strategic plans, asset mapping, action plans, etc…)
  - Review of APRCPs
  - Mapping exercise (iCARE)
  - Profiles (iCARE)
  - Key informant interviews

RIF Case Study
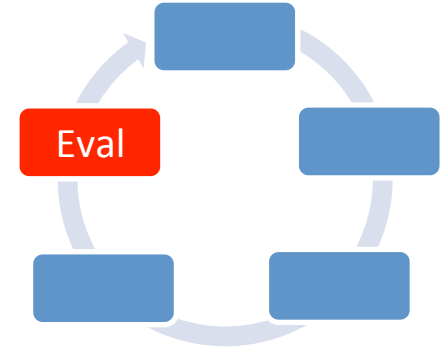
Focus on:
- Mobilization of partners to set priorities, plan and implement actions;
- Coordination among service provider and mainstream organizations to serve French-speaking immigrants;
- Awareness of and support for Francophone/FMC issues among key stakeholders;
- Leveraging of diverse sources of funding; and
- Success factors and challenges.

Lines of evidence:
- RIF survey
- APRCP review
- Document review
- Interviews
- Mapping exercise
- Profiles

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Opportunities to Participate

- LIPs Case Study
  - 9 site visit locations selected
    - West: Vancouver, Victoria, North Vancouver Island
    - Prairies: Calgary
    - ON: Toronto (City-wide), Peel, Peterborough, Smiths Falls
    - Atlantic: St. John's
  - Survey of all LIP Coordinators
- RIF Case Study
  - Survey of RIF Coordinators
  - In-depth interviews with a sample of RIF coordinators
- Settlement Program Evaluation
  - Numerous opportunities for SPOs to participate

Timelines and Next Steps

- LIP case study
  - Launch communiqué sent in November
  - Data collection to be completed by March 2016

- RIF case study
  - Launch communiqué to be sent in December/January
  - Data collection to be completed by April

- Settlement Program evaluation
  - Data collection to be completed in the fall of 2016

Contact us for more information:
  - David Kurfurst, Director Evaluation – david.kurfurst@cic.gc.ca
  - Kim Bachmann, Assistant Director – kim.bachmann@cic.gc.ca

Settlement Program Logic Model - April 1st, 2013

Service Delivery

Direct Services | Indirect Services | **Program Development & Management**

Program Components

Needs Assessment & Referrals	Information & Orientation	Language Training	Employment Related Services	Community Connections	Indirect Services

Target Groups

Support Services offered across the Program to enable access to direct services: childcare, transportation, translation, interpretation, crisis counselling, and provisions for disabilities

Newcomers (eligible clients) | Communities & Groups [Employers] | Service Providers/ Funding Recipients

Outputs

Needs Assessment & Referrals
- Formal needs assessments (including follow-ups or reassessments)
- Referrals to appropriate settlement services
- Settlement plans based on assessed needs and objectives

Information & Orientation
- Information products
- Orientation sessions & workshops (domestic and overseas)
- Individual & family consultations or counselling
- Basic skills development & training

Language Training
- Language assessments
- Language training placements
- Formal language training classes
- Informal language training sessions
- Literacy classes

Employment Related Services
- Skills development & training
- Work placements
- Employment networking
- Client-Mentor matches
- Employment counselling

Community Connections
- Services connecting newcomers to public institutions and their communities
- Cross-cultural interactions and related activities
- Community activities

Communities & Groups [Employers]
- Community partnerships for local planning & coordination
- Initiatives for professionals and partners outside of settlement sector
- Initiatives for accessing foreign-trained workforce

Service Providers/ Funding Recipients
- Capacity development and planning activities for nationally consistent service delivery
- Competency development and training activities
- Best practice activities & pilots for service delivery innovation

Program Development & Management
- Governance
- Policy research
- National & regional plans
- Program design, implementation strategies and related tools
- Program monitoring and performance measurement frameworks
- Functional guidance, support and training

Immediate Outcomes

- Clients receive appropriate information and services to address settlement needs
- Clients attain awareness of community and other resources to deal with settlement issues
- Clients gain knowledge of life in Canada, including laws, rights, and responsibilities
- Clients learn official language skills and other skills for adapting to Canadian society
- Clients acquire knowledge, skills, and connections related to the Canadian work environment
- Clients have connections to communities and public institutions

- Partners & stakeholders are engaged in settlement and implement strategies to address newcomers needs
- Provision of settlement services is consistent, innovative and coordinated
- Settlement and non-settlement services are responsive to the needs of newcomers and communities

- Program development, management and governance effectively support consistent and responsive program delivery

Intermediate Outcomes

- Clients make informed decisions about life in Canada, enjoy rights and act on their responsibilities in Canadian society
- Clients use official languages to function and participate in Canadian society
- Clients participate in local labour markets, broader communities and social networks

Ultimate Outcomes

- Newcomers contribute to the economic, social and cultural development needs of Canada (PAA)
- Newcomer settlement and integration is supported in Canadian society

Departmental Strategic Outcome (SO3)

- Newcomers and citizens participate in fostering an integrated society (PAA)

LIPs

Build capacity — 1-2 years
Immediate outcomes

- Partnership council allows for meaningful engagement of a diversity of members
- Partnership allows for cross-sector collaboration
- Newcomers' needs identified
- Community assets and gaps mapped
- Partners have the tools to become more welcoming
- Relevant strategy and action plans developed on the basis of newcomers needs and the assets and gaps mapping

Effect community change — 3-5 years
Intermediate outcomes

- Services coordinated at the community level
- Adapted programming and service delivery by non-settlement institutions
- Improved accessibility of newcomers to services and enhanced uptake
- LIPs secured resources from diverse sources

Feed into Settlement Program outcomes (from Settlement Program Logic Model)

Improve outcomes for newcomers — 5+ years
Ultimate outcomes

- Newcomers find employment commensurate with their skills and experience
- Newcomers enjoy their rights and act on their responsibilities in Canadian society
- Canadians provide a welcoming community to facilitate the full participation of newcomers
- Newcomers contribute to the economic, social and cultural development needs of Canada
- Sustaining partnerships at the community level

Réseaux en immigration francophone – Logic Model

**LOGIC MODEL
RÉSEAU EN IMMIGRATION FRANCOPHONE**

Final version, May 2013

ACTIVITIES	OUTPUTS	IMMEDIATE OUTCOMES	INTERMEDIATE OUTCOMES Network activities contribute to the following outcomes:	FINAL OUTCOMES Network activities contribute to the following outcomes:
• Ensure cooperation and promote partnerships with stakeholders from various sectors—community, private, parapublic and government (three levels) • Identify needs, gaps and assets of the community and newcomers with respect to the various stages of the immigration continuum • Develop an Action Plan on Francophone Immigration to deal with the needs, gaps and assets identified and guide the national Francophone immigration priorities • Raise awareness, mobilize and support communities and partners in the implementation of the Action Plan on Francophone Immigration	• Collaborative platforms (provincial, territorial and/or municipal) that bring together various players • Research and/or study on needs, gaps and assets • Provincial, territorial and/or municipal action plan on immigration • Coaching and support for partners to aid in developing activities and collaborative projects	• Partners are mobilized and actively collaborate on setting goals and priorities for the Action Plan on Francophone Immigration • Needs, gaps and assets are identified around the Francophone immigration continuum in FMCs • Partners are mobilized and actively collaborate in the implementation of the Action Plan on Francophone Immigration • Economic stakeholders and employers are aware of the importance of immigration and the issues associated with the vitality of FMCs • Specific initiatives and collaborative projects are created for the implementation of the Action Plan on Francophone Immigration • Partner capacity is improved to support the implementation of the Action Plan on Francophone Immigration • Francophone communities and institutions offering general services to the public are aware of the importance of immigration and the issues associated with the vitality of FMCs	• Immigration applicants abroad and temporary residents in Canada are informed about immigration options, as well as services offered in the FMCs, and referred accordingly • Reception, settlement and integration services in the FMCs are adapted, concerted and coordinated • Francophone newcomers are aware of reception, settlement and integration services and make use of them • Francophone and Anglophone employers and economic stakeholders support immigration and the vitality of FMCs • Institutions offering general services to the public (municipalities, hospitals, educational institutions, police services, etc.) factor in and consider the needs of Francophone immigrants	• Increased number of French-speaking immigrants settle in FMCs • French-speaking immigrants have access to quality reception, settlement and integration services that are adapted to their needs and provided in the official language of their choice • French-speaking immigrants find employment in keeping with their training and experience • French-speaking immigrants are integrated into the various spheres (social, economic and cultural) of community life

Axis 1: Increase the number of French-speaking immigrants in FMCs
Axis 2: Improve the reception capability of FMCs and enhance structures to receive and settle newcomers
Axis 3: Ensure the economic integration of French speaking immigrants in FMCs and in Canada as a whole
Axis 4: Ensure the social and cultural integration of French speaking immigrants in FMCs and in Canada as a whole

Table Discussion

- What other data and information should be taken into account in the evaluation and overall reporting on SPO, LIP, and RIF outcomes?
  - Things to consider:
    - Your experience in completing project reports for CIC (e.g., challenges in completing the reports, questions that should be asked but are not, etc..)
    - Your experience with iCARE
    - Other information you collect for internal reporting or that you provide to other funding organizations