



# One Evaluation Consulting

“Taking your evaluation in the right **direction**”

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To Whom It May Concern:

We, the evaluation team at One Evaluation Consulting, are pleased to have received your request for a proposal to evaluate the Immigrant Women Services Ottawa (IWSO) Settlement and Integration Services program. With our successful background of innovation and creativity, we are confident that we will not only efficiently and effectively evaluate your program, but that we will do so in a manner that exudes professionalism.

The members of the One Evaluation team have ample qualifications in the area of research design and program evaluation. They have studied research methods and statistics academically, and have years of experiences conducting evaluations in various settings.

The following evaluation package proposes a comprehensive and succinct analysis of the Settlement and Integration Services program, including:

- Understanding of the requirement
- A logic model assessment
- Methodology
- An evaluation matrix
- Challenges and mitigation strategy
- Competencies for Canadian evaluation practice

We eagerly anticipate your response. If you require any additional information with regards to our evaluation strategy, do not hesitate to contact us. Thank you kindly in advance for your time and consideration of this application.

Sincerely,

One Evaluation Consulting



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**Proposal to Evaluate the Settlement and  
Integration Services of the Immigrant  
Women Services Ottawa**

**Prepared for:**  
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## Program Overview

Immigrant Women Services Ottawa (IWSO) is a charitable organization operating in the city of Ottawa. Since its inception in 1988, has offered crisis intervention and counseling services to immigrant and visible minority women, originally targeting women who had been the victim of violence or abuse. While **helping immigrant women and their families overcome abusive situations** remains a key component of IWSO's mandate, they have expanded their efforts to include the delivery of programs and services designed to **empower immigrant and visible minority women along every step of their journey to achieving their full potential** as they settle in their new lives. In addition to the original **Crisis Intervention and Counselling Services Program**, IWSO now offers **Language Interpretation and Translation**, as well as **Settlement and Integration Services**.

Introduced to IWSO's service delivery model in 2009, Settlement and Integration Services aim to assist women who are new to Canada in overcoming the challenges they face when settling in their new lives. The goal is to foster a sense of belonging among these women and their families, while giving them the tools and resources needed to live independently, and enable them to contribute to their new communities socially, culturally, and economically. IWSO offers a range of no-cost services, including needs assessment and referral, newcomer orientation, employment services, computer training, and childcare.

Potential clients are reached through community agencies, word of mouth, outreach efforts, advertisements, promotional events, and even social media such as facebook (<https://www.facebook.com/immigrantwomenservicesottawa>). Once the needs of new clients are assessed, they are referred to the service offered through **Newcomer Orientation**. Settlement counselors work with women individually to help them adapt to life in Ottawa, by helping them learn about the city, secure affordable housing, locate appropriate schools for their children, and develop English and French language skills. Group workshops called Friendship Circles offer women a chance to integrate into their communities, and provide information about Canadian laws, health care, career opportunities, and self-protection. A team of volunteers offer social and recreational activities including arts, crafts, and yoga, which offers a platform for socialization, as well as mental and physical health benefits.

**Employment services** include job search workshops (funded by Citizenship and Immigration Canada) that educate women about the work environment in Canada, and assist them with resume preparation and job search skills. IWSO offers three levels of **computer training** to give immigrant women the computer literacy needed to function socially and professionally. They offer quality on-site **childcare** delivered by Early Childhood Educators, enabling women to

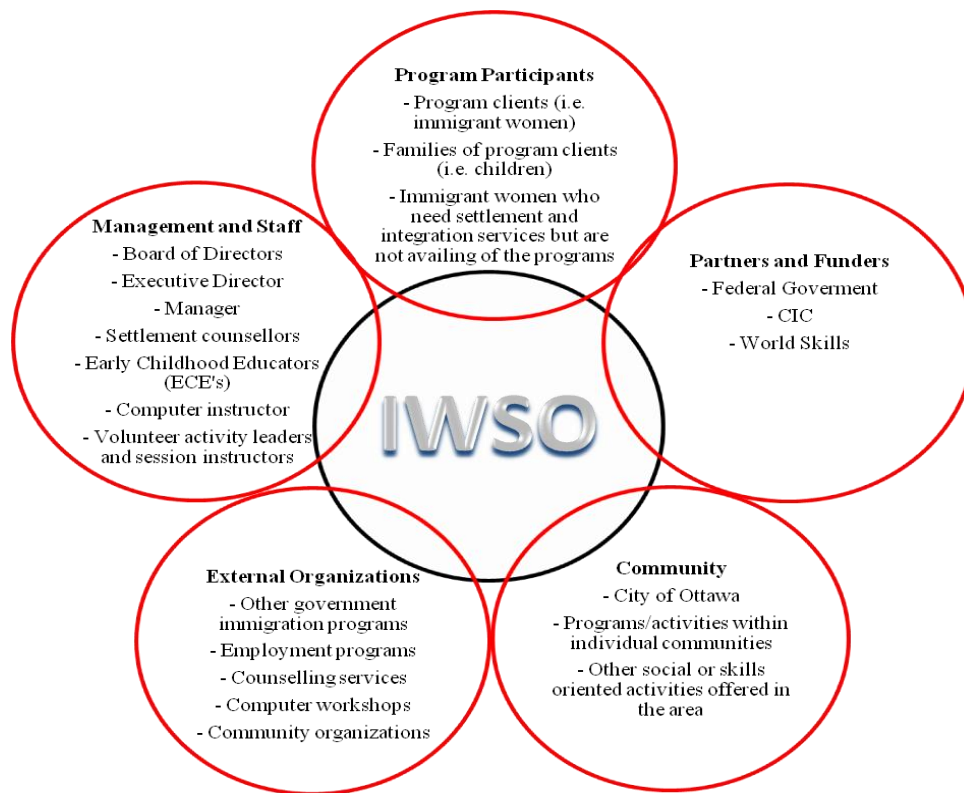


benefit from these learning opportunities, while offering children stimulating, age appropriate activities that facilitate fine-motor skill and language development.

One Evaluation endeavours to conduct an evaluation of IWSO’s Settlement and Integration Services program’s performance, with a focus on **opportunities to improve delivery**, and **assessment of long-term outcomes**. To accomplish this, we will conduct a **formative participatory evaluation**, which will include the **development of program outcome indicators**. We will work with key stakeholders through every step of the evaluation process to ensure completeness and accuracy of information collected, and to facilitate the development of their evaluation capacity.

## Key Stakeholders

Figure 1. Main stakeholder groups of the Settlement and Immigration Services program



## Logic Model Assessment

Program logic models identify the connections between the activities offered by a program and the program’s outcomes. The original logic model was designed by IWSO, and had some limitations associated with its design, clarity, and overall structure. *One Evaluation* proposes a



revised logic model that better encompasses the services offered by IWSO in relation to the specific outcomes they are working to achieve.

**Design:** The layout of the logic model did not show the logical flow of certain activities leading to particular outputs and outcomes. Instead, the logic model was constructed as a table that lists the different components of IWSO. We propose a logic model that shows the direct course of the program's activities into specified outputs and outcomes through the use of arrows and the grouping of information using brackets.

**Clarity:** The clarity of the column labels are compromised by the sub-labels provided. For example, the “long-term outcomes” label is coupled with a sub-label titled “conditions”. This sub-label is inappropriate as there are no conditions listed under this column. To correct for this, we removed the sub-labels as the labels speak for themselves.

#### **Overall structure:**

- **Target group:** This category is unnecessary for a logic model, as the target group for IWSO is already outlined in the stakeholder map. We suggest removing this column entirely to create more space for important information.
- **Activities:** The activities column is organized by overarching categories and arrows indicating the flow of services provided. As each client is unique and will avail of different services, this grouping is inappropriate and resulted in the exclusion of important information (such as the employment services and computer training services offered). We propose explicitly outlining each activity individually and grouping them together using brackets. This allows a proper representation of all the activities and services offered by IWSO, while showing how they relate to particular outputs.
- **Inputs:** The program inputs are misidentified, as they discuss developing partnerships and activities under this column. Ideally, the partnerships and activities should already be developed and explicitly stated. Otherwise, it would be best to list the development of new partnerships and activities under the “activities” column. We also propose placing the “inputs” column before the “activities” column, as inputs are needed in order for activities to take place.
- **Outputs:** The outputs outlined in the original logic model were good, but there were some very important outputs missing (e.g. # of counselling sessions, # of social and recreational activity sessions, # of job search workshops, # of children cared for, etc.). Additionally, we suggest removing some of the specific information provided, such as “4.0 FTE staff per year”, as it is “FTE” is not defined and only adds confusion.



- **Short-term Outcomes:** The short-term outcomes provided in the IWSO logic model are similar to activities rather than outcomes. Additionally, they are not directly related to the outputs and there are important outcomes missing (e.g. does not address social connections, employment opportunities, or child care). We propose being concise about the short-term outcomes, presenting them appropriately, and addressing each outcome in relation to specific outputs.
- **Intermediate Outcomes:** The intermediate outcomes in the original logic model better reflect short-term outcomes, as they discuss an increase in information and understanding. It is also unclear which outputs or short-term outcomes IWSO believes the intermediate outcomes will derive from. *One Evaluation* proposes intermediate outcomes that show a change in client lifestyle and behavior in relation to the short-term outcomes.
- **Long-term Outcomes:** In reviewing the four long-term outcomes in the IWSO logic model, we noticed that the content overlapped. We propose one over-arching long-term outcome that encompasses all four outcomes previously outlined by IWSO, and also directly follows the short-term and intermediate outcomes.

## Evaluations Questions

Having given consideration to the essential goals of the Settlement and Immigration Services program as understood by the One Evaluation team, One Evaluation has chosen to focus on the evaluation questions upon which we have placed the highest priority, as listed in our evaluation matrix in Appendix B. However, it will be necessary to discuss these questions upon meeting with key stakeholders, in order to refine our evaluation focus to best meet the needs of all parties involved.

## Proposed Methods

### Evaluation Approach

One Evaluation plans to approach the evaluation of the IWSO's Settlement and Integration Services as a **formative participatory evaluation**. A formative evaluation is used to improve the program as it is presently functioning (Shadish, Cook and Campbell, 2002). This type of evaluation provides feedback to program personnel that can help improve its operation. Participant-oriented approaches, on the other hand, emphasize involving stakeholders throughout the evaluation in both a planning and implementation capacity (Fitzpatrick, Sanders and Worthen, 2011).

One Evaluation plans to involve stakeholders in the evaluative process by establishing an **Evaluation Task Force (ETF)**. The ETF will be composed of several members of IWSO's



senior management, members of the Policy and Program Committee, as well as any other interested stakeholders (e.g., other program staff, program users, etc). The ETF will be involved in every step of the evaluation process. This will ensure that we are meeting the needs of program stakeholders and, additionally, allow senior management the opportunity to increase their knowledge of program evaluation.

The first step in evaluating IWSO's Settlement and Integration Services will be to conduct an **Evaluability Assessment**. During this process, One Evaluation will determine if the program is ready to be evaluated. This will involve meeting with various stakeholder groups to determine evaluation questions that are important to each group, to identify what information (e.g., potential indicators) and resources are available, and to finalize the program's logic model. The One Evaluation team will first assemble the ETF with interested stakeholders and then conduct a site visit. During this site visit, the evaluation team, along the ETF, will observe the implementation of essential elements of the program. The goal of this preliminary assessment is to see if program activities are being implemented as planned. If there are issues with implementation than this may raise questions about whether the program will be able to achieve its expected outcomes. If the evaluability assessment indicates that the program is ready to be evaluated, then the next step will be to start data collection.

## **Methods**

The One Evaluation team, working alongside the ETF, will use a **mixed-methods approach** that triangulates quantitative and qualitative data to answer the evaluation questions. These methods will be discussed with primary stakeholders and the ETF prior to data collection to determine their appropriateness.

Qualitative methods will be implemented first to ensure adequate time for data collection. Such methods include jurisdictional and document reviews, further observation of the program delivery, and key informant interviews. Quantitative data will consist of data obtained from phone survey.

## **Literature and Document Review**

One Evaluation will conduct a search of the literature to see if we can find any relevant research that supports our revised logic model. We will also review any relevant existing documents of IWSO's Settlement and Integration Services since its inception in 2009. These documents will reveal important information about the program, and allow One Evaluation to gain a deeper understanding program implementation, activities and intended outcomes. Information relating to program use, referrals and demographic information will act as important indicators for answering several of the evaluation questions.

## **Jurisdictional Review**





A jurisdictional review will be conducted, both nationally and internationally, to determine if similar programs exist and to examine what kinds of services these programs offer that are similar and different from that of the IWSO. This will aid in answering key evaluation questions. The success of these programs and their underlying logic will also be analyzed. The review will be carried out primarily by conducting a formal search of the literature; the Canadian Evaluation Society's shared evaluations, grey literature database, and the Internet by using Internet search engines in order to find relevant non-academic literature (i.e. press releases). The results of this jurisdictional scan will be attached as an appendix to the final evaluation report.

### **Observation**

To further assess that program activities are being implemented as intended, members of the ETF and several members of the One Evaluation team will conduct observations. This will take place throughout the duration of the evaluation as it is important that program staff become used to being observed so that their behavior is not influenced. Data collection will consist of written notes. This will be done in order to gather evidence to see if the program is being implemented as intended. Furthermore, such observation will provide a clearer picture of what types of individuals take advantage of these services, and which individuals do not. Since IWSO is committed to serving a diverse population, it is important to determine whether or not they are reaching these populations.

### **Key Informant Interviews**

To gain more in-depth information, One Evaluation will conduct several key-informant interviews. Key-informants will consist of program staff and past and presents clients of the initiative. Since we are dealing with a potentially vulnerable population, members of the One Evaluation team will undergo cultural and sensitivity training. Approximately twenty to twenty-five interviews will be conducted so that we can gain in-depth information from various stakeholder groups. Each of these interviews will last for one hour and will be audio-recorded (if permission is received). All individuals will be informed of the confidential nature of the interview, and told that their responses will be kept anonymous. Individuals will also be asked to give their informed consent in order to participate.

### **Short Phone Survey**

To assess the views of the program's client, a short phone survey will be conducted. One Evaluation will randomly select a representative pool of past and present clients of the program to be contacted. This survey will assess if individuals are employed, their housing situation, their reported well-being, their social connections and their overall opinion of their integration into Canada. One Evaluation has decided to conduct a representative phone survey in order to reach a larger number of individuals than just interviews alone. The phone survey will be conducted in either English or French, or the women's native language if necessary.



## Anticipated Challenges and Solutions

Table 1 outlines several anticipated challenges that may occur during our evaluation preparation, and offers innovative solutions to these issues.

**Table 1.** Anticipated challenges and proposed solutions.

<b>Anticipated Challenges</b>	<b>Proposed Strategies</b>
Ethical consideration when dealing with vulnerable populations	We will need to obtain ethical approval from an Internal Review Board, and program users will give informed consent, which we will take care to explain.
Difficulty contacting program users	Some program users may not be reachable by telephone or email, due to lack of access or out-dated information on file. We will partner with community organizations to recruit program users. These partners can propose the benefits of participating, and connect us with program users who are willing to speak with us. We could also utilize visual recruitment materials, such as posters in areas frequented by program users.
Difficulty recruiting program users willing to discuss their experience, as the nature of experiences may be sensitive	We will ensure potential informants of confidentiality, making sure they understand that their identities will never be shared, and that the information is being collected to help improve the program. Evaluators conducting interviews will undergo sensitivity training.
Behavioural biases in response to being observed	Clients and staff may behave differently in the presence of outside observers. We will conduct multiple site visits, assuming that people will habituate to our presence. Another option is to train program staff to conduct observations, as their presence would not be perceived as unusual.
Education/literacy levels of program users	Program users will vary in terms of education and literacy levels. We will be using a written informed consent form, which will be written in simple language not exceeding a grade 8 reading level. The form will also be explained orally and translated if necessary.
Language barriers	Immigrant women will vary in their English fluency. We will hire a translator to facilitate communication.



## Conclusion

The team at One Evaluation has proposed an evaluation preparation methodology which is both well thought out and scientifically validated for the evaluation of the Settlement and Immigration Services program. Throughout this methodology, we have demonstrated various Credentialed Evaluator Competencies, as outlined below.

### Evaluator Competencies

One Evaluation is committed to demonstrating the five core competencies of Credentialed Evaluators throughout our proposal.

We demonstrate **reflective competencies** through our respect for sensitive populations and our commitment to stakeholders. Evaluators conducting interviews with immigrant women will undergo sensitivity training, and we will have a translator present to minimize the stress associated with communication barriers. We will work with ISWO stakeholders through every step of our evaluative process, to seek their input, and to facilitate their evaluation capacities.

**Technical competencies** are evident in our careful development of an evaluation matrix, theory of change, and revised logic model. Our proposed methodology showcases our knowledge of appropriate data collection, and strategies for dealing with threats to reliability and validity.

**Situational practice competencies** are evidenced through our understanding of the unique set of cultural circumstances immigrant women find themselves in. Our data collection methods reflect this by including translation services and sensitivity training. One of our goals is to share evaluation expertise with stakeholders through collaboration during the evaluative process.

We have demonstrated **management competencies** through careful planning of the evaluation process, including resources necessary to achieve each stage of data collection and subsequent analysis within IWSO's specified timeframe of 30-40 days. We have prepared effective mitigation strategies for dealing with projected challenges.

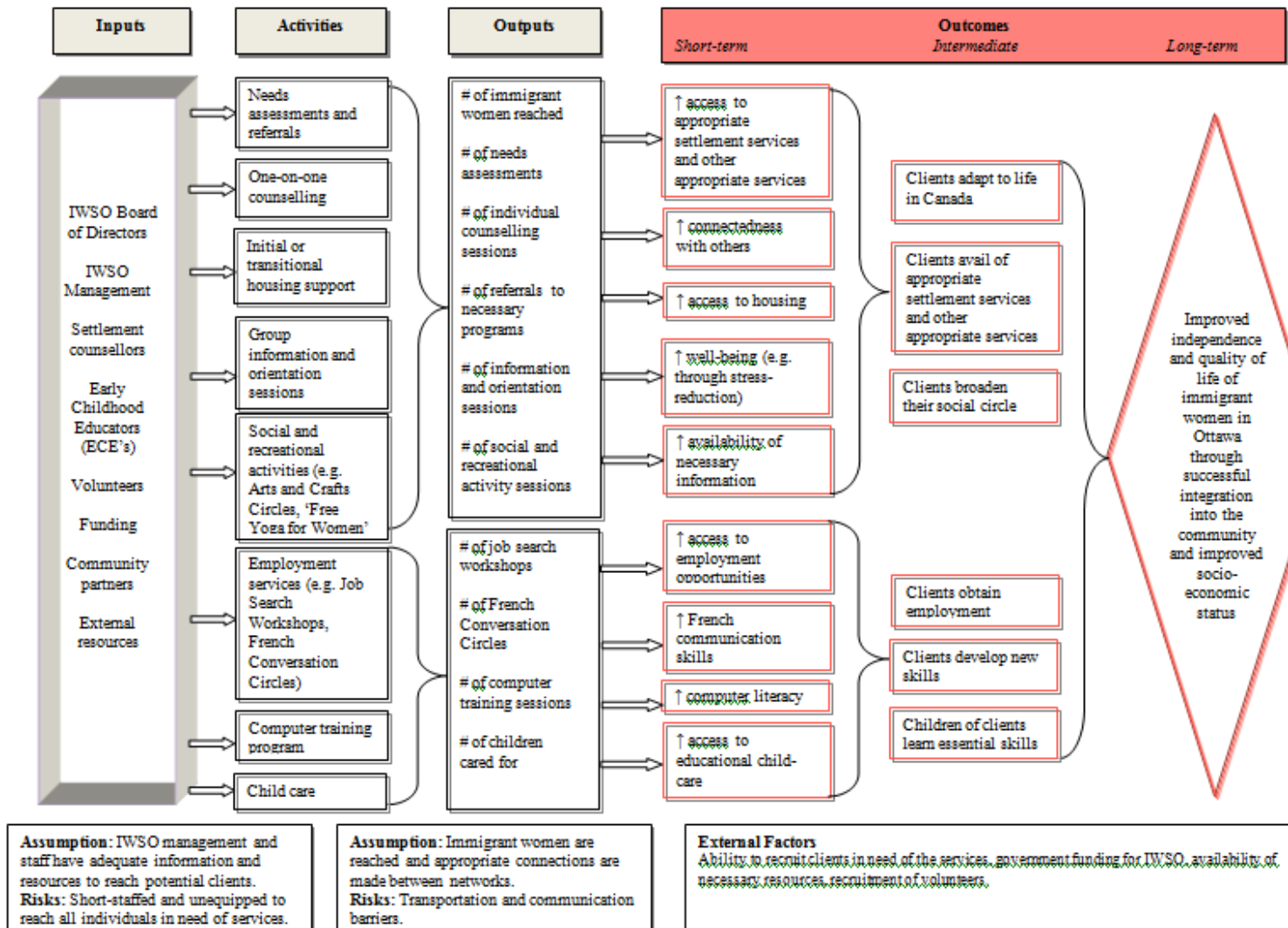
All of our evaluators are committed to **interpersonal practice competencies**, which is evident in every stage of our planned evaluation. To facilitate communication with a potentially sensitive population, we have underwent sensitivity training. To minimize communication barriers, we hired a translator. We have ensured use of written material is limited, and when used, are written simply and explained orally as well. Finally, we will be collaborating with key stakeholders through every step of the evaluation process, which we hope will be mutually beneficial.

Hopefully the discussion of these competencies will have alleviated any concern you may have in regard to our firm's ability to adequately prepare an evaluation plan for your program. We look forward to meeting with you to discuss our strategic plan of action.



## Appendix A – Revised Logic Model for Settlement and Immigration Services

IWSO Revised Logic Model





## Appendix B – Evaluation Matrix for Settlement and Immigration Services

Evaluation Questions	Indicators	Related Outcomes	Data Sources	Methods
<b>Rationale/ Relevance</b>				
Does IWSO meet the complex and varied settlement and integration needs of its clients?	- comparison to existing theoretical models in literature - # women accessing the program -extent to which the IWSO activities and objectives meet current needs	-Increased access to appropriate settlement services and other appropriate services	-available research -existing records -stakeholders	-literature search -document review -key informant interviews
Do other programs with similar objectives to IWSO exist within the jurisdiction?	-evidence that IWSO overlaps or duplicates efforts of other programs		-Ottawa program listings websites/reports of other programs	-jurisdictional scan
<b>Design/ Delivery</b>				
Who is availing of these services? Who is <i>not</i> using these services?	-# women accessing program -demographics of women accessing program and those who dropped out of program -information about women accessing similar programs in Ottawa	-Clients avail of appropriate settlement services and other appropriate services	-program data and records -Ottawa program listings/ websites/ reports of other programs	-document review -jurisdictional scan
What barriers exist that prevent women from accessing these services?	-# of women reporting language barriers -# of women reporting obstacles such as lack of transportation -information provided by women who no longer access program		-program data and records -stakeholders (especially present staff)	-key informant interviews
Does the Needs Assessment accurately identify women's needs? Does the settlement plan adequately address those needs?	-users opinions on needs assessment -# of needs met	-Increased access to appropriate settlement services and other appropriate services	-stakeholders (especially past and present clients)	-key informant interviews
Are the delivery mechanisms (e.g. one-on-one counselling) of IWSO appropriate	-service provider views -# women accessing program -demographics of women	-Increased access to appropriate settlement services and other appropriate services	-stakeholders (especially present staff) -program data and records	-document review -key informant interviews -document review



for delivering services to a population with multiple and complex needs?	accessing program			
Is program being implemented as planned?	-comparison of planned implementation compared to actual implementation		-stakeholders (especially present staff) -site visit	-document review -key informant interviews -observation
How can administration processes be improved?	-service provider views - assessment of administrative process		-stakeholders (especially present staff) -program data and records	-document review -key informant interviews
Are clients satisfied with the delivery of the program?	-client satisfaction		-program clients (past and present)	-key informant interviews
<b>Impact</b>				
Do women have increased knowledge in relevant areas (e.g., job searching, language skills, computer literacy, etc.) after participating in the program?	-Women's reported knowledge of Canadian laws, rights, responsibilities -French language assessment -Computer skills assessment -Job knowledge assessment	-Increased availability of necessary information -Increased French communication Skills -Increased Computer literacy -Increased access to employment opportunities -Clients develop new skills	-stakeholders (especially past and present clients) -review of program documents (i.e., pre-post test of French language skills, computer skills, etc.)	-key informant interviews -document review
Are clients of IWSO able to find and maintain employment?	-# of clients finding and maintaining employment	-Increased access to employment opportunities -Clients obtain employment -Increased access to child-care to enable participation in workforce	-stakeholders (especially past and present clients) -program documents	-document review -key informant interviews -phone survey
Do clients of the IWSO report increased well-being?	-women's reported well-being	-Increased well-being (e.g., through stress-reduction)	-stakeholders (especially past and present clients)	-key informant interview -phone survey
Are clients able to find and maintain safe and affordable housing?	-# of moves, cost of accommodation, incidences of placement breakdown, use of emergency shelters, quality of housing	-Increased access to housing	- organization records -program clients (past and present)	-document review -key informant interviews -phone survey
What are the quantity and quality of social connections formed by clients?	-frequency of community involvement -# of friend and family connections	-Increased connectedness with others -Clients broaden social circle	-program clients (past and present)	-document review -key informant interviews -phone survey
Are immigrant women and their	-# and quality of housing	-Clients adapt to life in Canada	-program records	-document review



families able to settle and integrate into the community successfully?	-# of clients finding and maintaining employment -frequency of community involvement -# of friend and family connections -women's reported well-being	-Children of clients learn essential skills -Improved quality of life of immigrant women in Ottawa through successful integration into the community and improved socioeconomic status	-program clients (past and present) -community organization records	-key informant interviews -phone survey
Efficiency and Economy				
Do IWSO's activities represent the most cost effective use of funds?	-comparison to existing similar programs and initiatives		-available research -Ottawa program listings websites/reports of other programs	-literature search -document review
Have different approaches been identified that can more efficiently achieve the same or similar outcomes?	-comparison to existing similar programs and initiatives		-available research -Ottawa program listings websites/reports of other programs	-literature search -document review