



**RETURN BIDS TO:  
RETOURNER LES SOUMISSIONS À :**

**Department of Justice  
Finance and Procurement Branch**  
**Attention: Sylvain Desbois**, Contracts management Officer  
275 Sparks Street EMB -1233, Ottawa, Ontario K1A 0H8  
Telephone: 613-960-4881  
Bids Receiving Unit: 613-724-1521

**Ministère de la Justice  
Direction générale, finances et approvisionnement**  
**Attention: Sylvain Desbois**, Agent de gestion des marchés  
275 Rue Sparks, EMB -1233, Ottawa, Ontario K1A 0H8  
Telephone: 613-960-4881  
Service de réception des soumissions : 613-724-1521

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

**Comments – Commentaires**

There is a security requirement associated with the requirement. Ce besoin comporte des exigences relatives à la sécurité.

**Proposal To: Department of Justice**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out thereof.

On behalf of the bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:

1. The bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation;
2. This bid is valid for the period requested in the bid solicitation;
3. All the information provided in the bid is complete, true and accurate; and
4. If the bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.

**Proposition à : Ministère de la Justice**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexées, au(x) prix indiqué(s).

En apposant ma signature ci-après, j'atteste, au nom du soumissionnaire, que j'ai lu la demande de propositions (DP) en entier, y compris les documents incorporés par renvoi dans la DP et que :

1. le soumissionnaire considère qu'il a les compétences et que ses produits sont en mesure de satisfaire les exigences obligatoires décrites dans la demande de soumissions;
2. cette soumission est valide pour la période exigée dans la demande de soumissions ;
3. tous les renseignements figurant dans la soumission sont complets, véridiques et exacts; et
4. si un contrat est attribué au soumissionnaire, ce dernier se conformera à toutes les modalités énoncées dans les clauses concernant le contrat subséquent et comprises dans la demande de soumissions.

<b>Title – Sujet</b>	
Evaluation of the Youth Justice Initiative	
<b>Solicitation No. – N° de l'invitation</b>	<b>Date</b>
1000015887	2014-07-21
<b>Client Reference No. – N° référence du client</b>	
1000015887	
<b>GETS Reference No. – N° de référence de SEAG</b>	
<b>Solicitation Closes : L'invitation prend fin</b>	<b>Time Zone Fuseau horaire</b>
<b>at – à</b> 02 :00 PM – 14h00	Eastern Standard Time (EDT) Heure Normale de l'Est (HNE)
<b>on – le</b> 2014-09-02	
<b>F.O.B. - F.A.B.</b>	
<b>Plant-Usine:</b> <input type="checkbox"/>	<b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>
<b>Address inquiries to – Adresser toute demande de renseignements à :</b>	
Sylvain Desbois	
<b>Area code and Telephone No. Code régional et N° de téléphone</b>	<b>Facsimile No. / e-mail N° de télécopieur / courriel</b>
613-960-4881	sylvain.desbois@justice.gc.ca
<b>Destination – of Goods, Services, and Construction: Destination – des biens, services et construction</b>	

**Instructions:** See Herein

**Instructions :** Voir aux présents

<b>Delivery required -Livraison exigée</b>	<b>Delivery offered -Livraison proposée</b>
See Herein – Voir aux présentes	
<b>Jurisdiction of Contract:</b> Province in Canada the bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)	
<b>Compétence du contrat :</b> Province du Canada choisie par le soumissionnaire et qui aura les compétences sur tout contrat subséquent (si différente de celle précisée dans la demande)	
<b>Vendor/firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Telephone No. - N° de téléphone</b>	
<b>e-mail - courriel</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur ( taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>



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## PART 1 - GENERAL INFORMATION

### 1.1 Security Requirement

There is a security requirement associated with the requirement. For additional information, consult Part 6 - Security Requirement and Basis of Selection, and Part 7 - Resulting Contract Clauses.

### 1.2 Statement of Work

See Annex A

### 1.3 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days of receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions \(SACC\) Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2014-03-01) [Standard Instructions - Goods or Services - Competitive Requirements](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/16) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/16>), are incorporated by reference into and form part of the bid solicitation.

### 2.2 Submission of Bids

Bids must be submitted only to the Department of Justice Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

Due to the nature of the bid solicitation, bids transmitted by facsimile will not be accepted.

### 2.3 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than seven (7) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

### 2.4 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the bidders.

### 2.5 Basis for Canada's Ownership of Intellectual Property

The Department of Justice has determined that any intellectual property rights arising from the performance of



the Work under the resulting contract will belong to Canada, on the following grounds:

- (6.4.1) the main purpose of the contract, or of the deliverables contracted for, is to generate knowledge and information for public dissemination;



## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

Canada requests that bidders provide their bid in separately bound sections as follows:

- Section I: Technical Bid (4 hard copies)
- Section II: Financial Bid (1 hard copy)
- Section III: Certifications (1 hard copy)

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

#### Section I: Technical Bid

In their technical bid, bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that bidders address and present topics in the same order that the evaluation criteria are presented and using the same headings. To avoid duplication, bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

No prices must be indicated in the technical proposal.

**Résumés for Proposed Resources:** Where the experience, education or other qualifications (including professional designation or membership requirements) of proposed individuals will be evaluated, the résumé of each proposed individual should be included in the technical bid.

**Personnel Security:** Where there is a personnel security requirement, résumés should state the current level of personnel security held by the proposed individual(s) and their corresponding Canadian Industrial Security Directorate (CISD) file number(s).

**Education:** Where the education of a proposed individual will be evaluated, Canada will only consider academic credentials obtained from a recognized\* Canadian university, college or high school, or the equivalent for credentials obtained outside Canada, as established by a recognized\* Canadian academic credentials assessment service. (\*The list of recognized organizations can be found under the Canadian Information Centre for International Credentials website, at the following Internet link: <http://www.cicic.ca/2/home.canada>.)

Attachment 1 to Part 4 : Technical Evaluation Criteria contains additional instructions that bidders should consider when preparing their technical bid.

#### Section II: Financial Bid

- II1 Bidders must submit their financial bid in accordance with Attachment 2 to Part 4 : Financial Evaluation - Pricing Schedule. The total amount of Goods and Services Tax (GST) or Harmonized Sales Tax (HST)



is to be shown separately, as applicable.

- II2 Bidders must submit their price FOB destination, as applicable, Canadian customs duties and excise taxes included, as applicable, and GST or HST excluded.
- II3 When preparing their financial bid, bidders should review clause 4.1.2, Financial Evaluation, of Part 4.
- II4 All prices included in the pricing schedule detailed in Attachment 2 to Part 4 : Financial Evaluation - Pricing Schedule exclude allowable authorized travel and living expenses
- II5 Bidders should include the following information in their financial bid:
  - 1) Their legal name;
  - 2) Their Procurement Business Number (PBN); and
  - 3) The name of the contact person (including this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to:
    - a) their bid; and
    - b) any contract that may result from their bid.

### **Section III: Certifications**

Bidders must submit the certifications required under Part 5, including the attachments to Part 5.

Bidders must also submit Page 1 of this Request for Proposal, duly completed and signed and dated by a person authorized to sign on behalf of the Bidder (Vendor/firm).



## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 EVALUATION PROCEDURES

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### 4.1.1 Technical Evaluation

##### 4.1.1.1 Mandatory Technical Criteria (Step 1)

Refer to Attachment 1 to Part 4 : Technical Evaluation Criteria.

##### 4.1.1.2 Point Rated Technical Criteria (Step 2)

Refer to Attachment 1 to Part 4 : Technical Evaluation Criteria.

Point-rated technical criteria not addressed will be given a score of zero.

#### 4.1.2 Financial Evaluation (Step 3)

Refer to Attachment 2 to Part 4 : Financial Evaluation - Pricing Schedule.

**The maximum funding available for the professional services for the Contract resulting from the bid solicitation is \$135,000 (Applicable Taxes are extra and authorized travel and living expenses are excluded). Bids valued in excess of this amount will be considered non-responsive. This disclosure does not commit Canada to pay the maximum funding available.**

Only compliant proposals meeting all of the requirements detailed in Steps 1 and 2 will be considered at this point.

Prices submitted will be evaluated to determine the bid evaluation price as defined in Attachment 2 to Part 4: Financial Evaluation - Pricing Schedule.

Should there be an error in the extended pricing of the Bidder's proposal, the unit pricing and rates shall prevail and the extended pricing shall be corrected in the evaluation. Any errors in quantities of the Bidder's proposal shall be changed to reflect the quantities stated in the Request for Proposal (RFP).

Failure or refusal to provide a price or rate for any item in Attachment 2 to Part 4 : Financial Evaluation - Pricing Schedule shall be considered as failing to meet a mandatory requirement of the RFP and therefore, the Bidder's proposal shall be given no further consideration.

4.1.2.1 The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, FOB destination, Canadian customs duties and excise taxes included.

4.1.2.2 For bid evaluation and contractor(s) selection purposes only, the evaluated price of a bid will be determined in accordance with Attachment 2 to Part 4 : Financial Evaluation - Pricing Schedule.

### 4.2 BASIS OF SELECTION

4.2.1 Basis of Selection - Highest Combined Rating of Technical Merit and Price

4.2.1.1 To be declared responsive, a bid must:

- (a) comply with all the requirements of the bid solicitation;
- (b) meet all mandatory criteria;
- (c) obtain the required minimum points specified for each criterion for the technical evaluation; and
- (d) obtain the required minimum of 40 points overall for the technical evaluation criteria which are subject to point rating.

The rating is performed on a scale of 61 points.

4.2.1.2 Bids not meeting either (a), (b), (c) or (d) above will be declared non-responsive.

4.2.1.3 The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.

4.2.1.4 To establish the technical merit score, the overall technical score for each responsive bid will be determined as



follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.

- 4.2.1.5 To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.
- 4.2.1.6 For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
- 4.2.1.7 Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where the selection of the contractor is determined by a 70/30 ratio of the technical merit and price, respectively.

**Basis of Selection - Highest Combined Rating of Technical Merit (70%) and Price (30%)**

		<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
	<b>Overall Technical Score</b>	88/100	82/100	92/100
	<b>Bid Evaluated Price</b>	C\$60,000	C\$55,000	C\$50,000*
<b>Calculations</b>	<b>Technical Merit Score</b>	88/100 x 70 = 61.6	82/100 x 70 = 57.4	92/100 x 70 = 64.4
	<b>Pricing Score</b>	\$50,000/\$60,000 x 30 = 25	\$50,000/\$55,000 x 30 = 27.3	\$50,000/\$50,000 x 30 = 30
	<b>Combined Rating</b>	86.6	84.7	94.4
	<b>Overall Rating</b>	2	3	1

\* represents the lowest evaluated price

- 4.2.2 In the event two or more responsive bids have the same highest combined rating of technical merit and price, these bids will be ranked in descending order of evaluated prices; the responsive bid with the lowest evaluated price being ranked the highest.





**ATTACHMENT 1 TO PART 4 – TECHNICAL EVALUATION CRITERIA**

**1 Mandatory Technical Criteria (MT)**

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

**Mandatory Requirements are evaluated on a pass or fail basis. Failure on the part of the Bidder to meet any one (1) of the following Mandatory Requirements will result in the proposal being deemed non-responsive and ineligible for any further consideration or evaluation. It is the responsibility of the Bidder to ensure that the proposal meets ALL of the Mandatory Requirements as indicated below.**

**Attention Bidders: Write beside each of the criteria the relevant page number(s) from your proposal which addresses the requirement identified in the criteria.**

Criteria	Page #	Yes / No
<p><b>M1 – Company Experience</b> The Bidder must provide :</p> <ul style="list-style-type: none"> <li>a) A brief description of the history of the company; and,</li> <li>b) The company’s years of experience in providing evaluation services.</li> </ul>		
<p><b>M2 – Personnel Experience</b> Bidder must provide a résumé for each of the proposed candidate(s) which includes the following:</p> <ul style="list-style-type: none"> <li>a) A description of their roles within the company;</li> <li>b) The years of experience providing evaluation services;</li> <li>c) The years the candidate has been with the company;</li> <li>d) Each team member’s written and verbal ability in the two Official Languages. At least one (1) individual of the contracting team must be fluently bilingual by being able to communicate verbally and in writing in both official languages; and</li> <li>e) The current security clearance level of all team members as well as their expiry dates. All team members must have a valid Reliability security clearance at the time of the bid submission.</li> </ul>		
<p><b>M3 – Experience in Evaluation of Federal Policy, Programs, and Legislation</b> The Bidder must provide information on <b>three (3) evaluation studies<sup>1</sup> completed by the Bidder</b> for the federal government since 2009. The proposed team lead must have participated on each of the three evaluation studies in question. The following information is required for each evaluation study cited:</p> <ul style="list-style-type: none"> <li>a) Name of the client organization;</li> </ul>		

<sup>1</sup> In this context, “evaluation study” refers to a study undertaken in accordance with the 2009 Treasury Board Policy on Evaluation that addressed the five Core Issues outlined in Annex A of the Treasury Board Directive on the Evaluation Function.

Link for Policy: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=15024>

Link for Directive: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15681&section=text>



<p>b) A brief description of the purpose of the project;  c) A brief description of the methodologies used in the study;  d) The dates/duration of the project;  e) The dollar value of the project (\$CAD);  f) The number and role of resources/personnel involved in the project (that are involved in this project);  g) The extent to which the project was completed on time, within budget and in accordance with established project goals; and  h) The Bidder must provide <b>one (1)</b> reference, including name, position, current telephone number and organization, for <b>each</b> project described in <b>M3</b>. If the reference person has changed positions since the project was completed, the former position should also be noted.</p>		
<p><b>M4 - Experience in the Area of Justice</b>  The Bidder must provide information on <b>two (2) studies</b> related to justice issues for the federal or provincial/territorial governments completed by the Bidder since 2009. The proposed team lead must have participated on both of the studies in question.  The following information is required for each study cited:</p> <p>a) Name of the client organization;  b) A brief description of the purpose of the project;  c) A brief description of the methodologies used in the study;  d) The dates / duration of the project;  e) The dollar value of the project (\$CAD);  f) The number and role of resources / personnel involved in the project (that are involved in this project);  g) The extent to which the project was completed on time, within budget and in accordance with established project goals; and  h) The Bidder must provide <b>one (1)</b> reference, including name, position, current telephone number and organization, for <b>each</b> project described in <b>M4</b>. If the reference person has changed positions since the project was completed, the former position should also be noted.</p>		
<p><b>M5 – Work Plan</b>  The Bidder must provide a proposed and detailed Work Plan of how they intend to conduct the work as outlined in the Statement of Work.  The proposed work plan should include the following elements:</p> <p>a) Each task to be completed ;  b) Level of effort for each task (in person days) for each team member; and  c) Timelines (project milestones to ensure the project is completed by the end of the contract period).</p> <p>(Notes: The Work Plan can be provided in table format. No financial information is to be indicated in the Work Plan.)</p>		

**2 Point Rated Technical Criteria**

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

Bids which fail to obtain the required minimum number of points specified will be declared non-responsive.



Each point rated technical criterion should be addressed separately.

Technical proposals will be assessed separately against the evaluation criteria identified below. Point rated criteria not addressed in the bidder's proposal will result in a score of zero being assigned against that particular criterion.

**Bidders must achieve or exceed a minimum technical score in each of the Point-Rated Requirements established for evaluation of the technical proposal. Only those proposals receiving a minimum noted score in each of the Point-Rated Requirements will be considered further. Compliant proposals, being those meeting ALL Mandatory Requirements AND achieving the minimum technical scores for the Point-Rated Requirements, will be evaluated on the basis of the Bidder's Cost/price proposal.**

**Attention Bidders: Write beside each of the criteria the relevant page number(s) from your proposal which address the requirement identified in the criteria.**

CRITERIA	Page #	Points Allocated	Minimum Points Required	Score
<p><b>R1 – Company Experience</b> Bidders shall identify <b>three (3)</b> evaluation projects that demonstrate they have experience in the areas cited below. The Bidder must provide sufficient detail to clearly demonstrate how they meet each experience requirement below:</p> <p>a) The project involved multiple federal and/or provincial/territorial partners (1 point per project);</p> <p>b) The project dealt with justice-related issues (1 point per project);</p> <p>c) The project involved working with Grants and Contributions programs (1 point per project);</p> <p>d) The project involved synthesizing data collected from different lines of evidence (2 points per project)</p> <p>e) The project involved working with an evaluation advisory committee (1 point per project);</p> <p>f) The project involved a cost-efficiency or effectiveness analysis (2 points per project)</p>		<p><b>3</b></p> <p><b>3</b></p> <p><b>3</b></p> <p><b>6</b></p> <p><b>3</b></p> <p><b>6</b></p>	<b>17/24</b>	
<p><b>R2 – Discussion Paper</b> The Bidder shall write a short discussion paper of no more than 3 pages that, in their own words, explains how they would structure a case study to examine the issues related to gender-based programming for female young offenders. The discussion paper must provide sufficient detail to allow a complete comprehension of the Bidder's understanding of the following topics:</p> <p>i. The key questions to be addressed as part of this case study (<b>up to 10 points</b>)</p>		<b>10</b>	<b>21/30</b>	



<p><b>will be awarded)</b></p> <p>ii. The possible data sources and methodologies to be used in conducting the case study. <b>(up to 10 points will be awarded)</b></p> <p>iii. The strengths, limitations, and potential challenges of the proposed case study approach. <b>(up to 10 points will be awarded)</b></p> <p>Up to 10 points will be available for each of the 3 topics specified above. These points will be allocated as follows:</p> <ul style="list-style-type: none"> <li>• <b>Excellent knowledge and understanding</b> of the topic. Successfully covers the topic in great detail with no grammatical errors. <b>(9 to 10 points will be awarded)</b></li> <li>• <b>Good knowledge and understanding</b> of the topic. Partially covers the topic with detail and few grammatical errors. <b>(7 to 8 points will be awarded)</b></li> <li>• <b>Adequate knowledge and understanding</b> of the topic. While the topic is addressed, the discussion is poorly written and lacks details. <b>(5 to 6 points will be awarded)</b></li> <li>• <b>Some knowledge and understanding</b> of the topic. Identifies the topic, is poorly written, minimal details provided. <b>(1 to 4 points will be awarded)</b></li> </ul>		<p style="text-align: center;"><b>10</b></p> <p style="text-align: center;"><b>10</b></p>		
<p><b>R3 – Quality of the Proposal</b></p> <p>The Bidder’s submitted proposal will be evaluated according to the following criteria:</p> <p>a) Clarity and conciseness (2 points);</p> <p>b) Organized in a logical and easy-to-read format (2 points);</p> <p>c) Grammar, spelling, punctuation (2 points);</p> <p>d) Professional presentation (1 point).</p>		<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>1</b></p>	<b>5/7</b>	
<p><b>Total maximum technical points = 61 (Minimum Score required = 40/61)</b></p>		<p><b>Total Bidder score =</b></p>		



## ATTACHMENT 2 TO PART 4 – FINANCIAL EVALUATION - PRICING SCHEDULE

The Bidder must complete this pricing schedule and include it in its financial bid.

The inclusion of volumetric data in this document does not represent a commitment by Canada that Canada’s future usage of the services described in the bid solicitation will be consistent with this data.

The price specified below, when quoted by the Bidder, includes any of the following expenses that may need to be incurred to satisfy the terms of any contract that may result from its bid:

- (a) all travel and living expenses for work performed within the National Capital Region (NCR). The NCR is defined in the National Capital Act, R.S.C. 1985, c. N-4, S.2. The National Capital Act is available on the Justice Website: <http://laws-lois.justice.gc.ca/eng/acts/N-4/page-1.html#docCont>
- (b) any travel expenses for travel between the Contractor’s place of business and the NCR; and
- (c) any travel and living expenses for the relocation of resources to satisfy the terms of any resulting contract. These expenses cannot be charged directly and separately from the professional fees to any contract that may result from the bid solicitation.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Specifications, will be authorized or paid to the Contractor unless such design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority prior to their incorporation in the Work.

**The maximum funding available for the professional services for the Contract resulting from the bid solicitation is \$135,000. Applicable Taxes are extra and authorized travel and living expenses are excluded. Bids valued in excess of this amount will be considered non-responsive. This disclosure does not commit Canada to pay the maximum funding available.**

Milestones	Price	
Milestone 1 (10%) : Deliverable 1- Detailed Work Plan	#[Insert amount]	A
Milestone 2 (20%) : Deliverable 2 and 3- Draft and Final Evaluation Methodology Report	#[Insert amount]	B
Milestone 3 (10%) : Deliverable 4-Progress Report on Data Collection Activities	#[Insert amount]	C
Milestone 4 (10%) : Deliverable 5- Results Matrix Report	#[Insert amount]	D
Milestone 5 (10%) : Deliverable 6- Presentation of Preliminary Key Findings	#[Insert amount]	E
Milestone 6 (20%) : Deliverable 7- Draft Evaluation Report	#[Insert amount]	F
Milestone 7 (20%) : Deliverable 8 and 9 - Final Evaluation Report and project files.	#[Insert amount]	G
<b>EVALUATED PRICE (the sum of prices for milestones1 to 7) (excluding taxes)</b>	#[Insert amount]	A+B+C+D+E+F+G



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## PART 5 – CERTIFICATIONS

Bidders must provide the required certifications and documentation to be awarded a contract.

The certifications provided by bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default, if any certification made by the Bidder is found to be untrue whether during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with this request will also render the bid non-responsive or will constitute a default under the Contract.

### Code of Conduct and Certifications - Related documentation

By submitting a bid, the Bidder certifies that the Bidder and its affiliates are in compliance with the provisions as stated in Section 01 Code of Conduct and Certifications - Bid of [Standard Instructions](#) 2003. The related documentation therein required will assist Canada in confirming that the certifications are true.

#### 5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

##### 5.1.1 Former Public Servant

The Bidder must submit a duly completed **Attachment 1 to Part 5 – Information on Former Canadian Public Servant**, as part of their bid.

##### 5.1.2 Federal Contractors Program for Employment Equity

The Bidder must submit a duly completed **Attachment 2 to Part 5 – Federal Contractors Program for Employment Equity - Certification**, as part of their bid.

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](#)" list ([http://www.labour.gc.ca/eng/standards\\_equity/eq/emp/fcp/list/inelig.shtml](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)) available from [Human Resources and Skills Development Canada \(HRSDC\) - Labour's](#) website

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list at the time of contract award.

##### 5.1.3 Additional Certifications

Bidders must submit **Attachment 3 to Part 5 – Additional Certifications** as part of their bid.



## ATTACHMENT 1 TO PART 5 – INFORMATION ON FORMER CANADIAN PUBLIC SERVANT

### Former Public Servant

The Bidder must submit a duly completed **Attachment 1 to Part 5 - Information on Former Canadian Public Servant**, for each person proposed as part of their bid.

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below before contract award.

#### A. Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c.C-17, the *Defence Services Pension Continuation Act*, 1970, c.D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c.R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c.R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c.M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, c.C-8.

#### B. Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes**  **No**

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

- a. name of former public servant \_\_\_\_\_;
- b. date of termination of employment or retirement from the Public Service \_\_\_\_\_.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

#### C. Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes**  **No**

If so, the Bidder must provide the following information:

- a. name of former public servant \_\_\_\_\_;
- b. conditions of the lump sum payment incentive \_\_\_\_\_;
- c. date of termination of employment \_\_\_\_\_;
- d. amount of lump sum payment \_\_\_\_\_;
- e. rate of pay on which lump sum payment is based \_\_\_\_\_;
- f. period of lump sum payment including start date, end date and number of weeks \_\_\_\_\_;
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program \_\_\_\_\_.



For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.





## ATTACHMENT 2 TO PART 5 – FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - CERTIFICATION

### Federal Contractors Program for Employment Equity

The Bidder must submit a duly completed **Attachment 2 to Part 5 - Federal Contractors Program for Employment Equity - Certification**, as part of their bid.

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with such request by Canada will also render the bid non-responsive or will constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [HRSDC-Labour's website \(http://www.labour.gc.ca/eng/standards\\_equality/eq/emp/fcp/index.shtml\)](http://www.labour.gc.ca/eng/standards_equality/eq/emp/fcp/index.shtml).

Date: \_\_\_\_\_ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a [federally regulated employer](#) being subject to the *Employment Equity Act*.
- A4. The Bidder certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
  - A5.1 The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with HRSDC-Labour.

**OR**

- A5.2 The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to HRSDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to HRSDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

**OR**

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)



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## ATTACHMENT 3 TO PART 5 – ADDITIONAL CERTIFICATIONS

### Additional Certifications

Bidders must submit **Attachment 3 to Part 5 - Additional Certifications** as part of their bid.

#### A. Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive

#### B. Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.



## **PART 6 - SECURITY REQUIREMENT**

### **6.1 Security Requirement**

- 6.1.1 At the date of bid closing, the following conditions must be met:
- (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
  - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;
  - (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
- 6.1.2 For additional information on security requirements, bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the Departmental Standard Procurement Documents website.



## PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

### 1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex A.

### 2. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 2.1 General Conditions

The Department of Justice General Conditions 102 (2013-10-15) - Medium to High Complexity -Services apply to and form part of the Contract. The general conditions can be found at: <http://www.justice.gc.ca/eng/rp-pr/cp-pm/cont/index.html>

### 3. Security Requirement

3.1 The following security requirement (SRCL and related clauses) applies and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.
3. The Contractor/Offeror MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
  - A. Security Requirements Check List and security guide (if applicable), attached at Annex B;
  - B. Industrial Security Manual (Latest Edition).

### 4. Term of Contract

#### 4.1 Period of the Contract

The period of the Contract is from date of Contract to July 31,2015.

#### 4.2 Termination on Thirty Days Notice

4.2.1 Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

4.2.2 In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

### 5. Authorities

#### 5.1 Contracting Authority



The Contracting Authority for the Contract is:

Name: Sylvain Desbois  
Title: Contracts management officer  
Address: 284 Wellington – EMB 1233  
Telephone: 613-960-4881  
Facsimile: 613-941-0220  
E-mail address: sylvain.desbois@justice.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

5.2 **Project Authority**

(to be provided at contract award)

The Project Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Department of Justice  
Directorate: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
E-mail address: \_\_\_\_\_

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority, however the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

5.3 **Contractor's Representative**

(to be provided at contract award)

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
E-mail address: \_\_\_\_\_

**6. Proactive Disclosure of Contracts with Former Public Servants**

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

**7. Payment**

**7.1 Basis of Payment**

**7.1.1 Professional fees**

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price of \$ \_\_\_\_\_ (*insert amount at contract award*). Customs duties are



included and Applicable Taxes are extra.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Specifications, will be authorized or paid to the Contractor unless such design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority prior to their incorporation in the Work.

Payment will be structured in accordance with the Schedule of Milestones table below.

Schedule of Milestones	Price
Milestone 1 (10%): Deliverable 1- Detailed Work Plan	\$
Milestone 2 (20%) Deliverable 2 and 3- Draft and Final Evaluation Methodology Report	\$
Milestone 3 (10%) Deliverable 4-Progress Report on Data Collection Activities	\$
Milestone 4: (10%) Deliverable 5- Results Matrix Report	\$
Milestone 5:(10%) Deliverable 6- Presentation of Preliminary Key Findings	\$
Milestone 6 :(20%) Deliverable 7- Draft Evaluation Report	\$
Milestone 7(20%) Deliverable 8 and 9 - Final Evaluation Report & Project files	\$
<b>TOTAL FIRM PRICE</b> (excluding taxes )	\$

### 7.1.2 Travel and living expenses

The Contractor will be reimbursed for the authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental expense allowances specified in Appendices B, C and D of the Treasury Board Travel Directive ([http://www.tbs-sct.gc.ca/pubs\\_pol/hrpubs/tbm\\_113/menu-travel-voyage-eng.asp](http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tbm_113/menu-travel-voyage-eng.asp)), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All travel must have the prior authorization of the Technical Authority.

All payments are subject to government audit.

Estimated Cost: \$ 35,000.00

Canada will not accept any travel and living expenses for:

- (a) Work performed within the National Capital Region (NCR). The NCR is defined in the National Capital Act, R.S.C. 1985, c. N-4, S.2. The National Capital Act is available on the Justice Website: <http://laws.justice.gc.ca/eng/acts/N-4/> ;
- (b) Any travel between the Contractor's place of business and the NCR; and
- (c) Any relocation of resources required to satisfy the terms of the Contract.

These expenses are included in the firm price for professional fees specified above.

## 7.2 Limitation of Expenditure

7.2.1 Canada's total liability to the Contractor under the Contract must not exceed \$ **(Insert amount at contract award)**. Customs duties are included and Applicable Taxes are extra.



- 7.2.2 No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
- when it is 75 percent committed, or
  - four (4) months before the contract expiry date, or
  - as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,
- whichever comes first.

- 7.2.3 If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

#### 7.2.4 Cost Submission

If requested by the Contracting Authority or auditor designated by the Contracting Authority, the Contractor must submit to the Contracting Authority or the auditor as applicable, a cost submission, upon completion of the Contract or annually for multi-year contracts spanning more than one contractor fiscal year.

The cost submission must contain a breakdown of all applicable cost elements as detailed in the Contract and must be signed and certified accurate by the Contractor's Senior Financial Officer, unless stated otherwise in writing.

Supporting information for each cost element must be available in sufficient detail to allow for an in-depth audit.

### 7.3 **Discretionary Audit**

The following are subject to government audit before or after payment is made:

- The amount claimed under the Contract, as computed in accordance with the Basis of Payment, including time charged.
- The accuracy of the Contractor's time recording system.
- The estimated amount of profit in any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier, for which the Contractor has provided the appropriate certification. The purpose of the audit is to determine whether the actual profit earned on a single contract if only one exists, or the aggregate of actual profit earned by the Contractor on a series of negotiated contracts containing one or more of the prices, time rates or multipliers mentioned above, during a particular period selected, is fair and reasonable based on the estimated amount of profit included in earlier price or rate certification(s).
- Any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier for which the Contractor has provided a "most favoured customer" certification. The purpose of such audit is to determine whether the Contractor has charged anyone else, including the Contractor's most favoured customer, lower prices, rates or multipliers, for like quality and quantity of goods or services.

Any payments made pending completion of the audit must be regarded as interim payments only and must be adjusted to the extent necessary to reflect the results of the said audit. If there has been any overpayment, the Contractor must repay Canada the amount found to be in excess.

### 7.4 **Taxes – Foreign-Based Contractor**

Unless specified otherwise in the Contract, the price includes no amount for any federal excise tax, state or local sales or use tax, or any other tax of a similar nature, or any Canadian tax whatsoever. The price, however, includes all other taxes. If the Work is normally subject to federal excise tax, Canada will, upon request, provide the Contractor a certificate of exemption from such federal excise tax in the form prescribed by the federal regulations.

Canada will provide the Contractor evidence of export that may be requested by the tax authorities. If, as a result of Canada's failure to do so, the Contractor has to pay federal excise tax, Canada will reimburse the Contractor if the Contractor takes such steps as Canada may require to recover any payment made by the



Contractor. The Contractor must refund to Canada any amount so recovered.

**7.5 Tax Withholding of 15 Percent (Non-Resident Performing In Canada)**

The Contractor agrees that, pursuant to the provisions of the Income Tax Act, Canada is empowered to withhold an amount of 15 percent of the price to be paid to the Contractor, if the Contractor is a non-resident contractor as defined in said Act. This amount will be held on account with respect to any liability for taxes which may be owed to Canada.

**7.6 Method of Payment**

**7.6.1 Milestone payments**

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada

**7.6.2 Payment by Direct Deposit**

Payments by direct deposit will be subject to Article 20 – Payment Period and Article 21 - Interest on Overdue Accounts, set out in [General Conditions 102 \(2013-10-15\) - Medium to High Complexity - Services](#) forming part of this Contract.

To complete or amend a direct deposit registration, the Contractor must complete and submit to the Contracting Authority the Recipient Electronic Payment Registration Request Form at Annex C. *The form can also be obtained from the Department of Justice internet site at <http://www.justice.gc.ca/eng/contact/enrol-inscri.html>.*

It is the sole responsibility of the Contractor to ensure that the information and account number submitted to Canada via their Recipient Electronic Payment Registration Request Form is up to date. Should the Contractor's information within the Recipient Electronic Payment Registration Request Form not be accurate or up to date, the provisions identified herein under Article 20– Payment Period and Article 21 - Interest on Overdue Accounts, set out in [General Conditions 102 \(2013-10-15\) - Medium to High Complexity - Services](#) ) forming part of this Contract will not apply, until the Contractor corrects the matter.

**8 Invoicing Instructions**

8.1 The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Claims cannot be submitted until all work identified in the claim is completed.

Each claim must be supported by the following, where applicable:

- a) a copy of the release document and any other documents as specified in the Contract;
- b) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;

8.2 Claims must be distributed as follows:

- a) The original and one (1) copy must be forwarded to the following address for certification and payment. *(to be completed at contract award)*

\_\_\_\_\_

\_\_\_\_\_

**9. Certifications**

**9.1 Compliance**

Compliance with the certifications and related documentation provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification, provide the related documentation or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.





## 10. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in \_\_\_\_\_. (*Note to bidder: the name of the province or territory as specified by the bidder in its bid, if applicable.*)

## 11. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the Department of Justice General Conditions 102 (2013-10-15) - Medium to High Complexity – Services
- (c) Annex A, Statement of Work;
- (d) Annex B,; Security Requirements Check List
- (e) the Contractor's bid dated \_\_\_\_\_, as clarified on \_\_\_\_\_." or " as amended on \_\_\_\_\_.

## 12. Environmental Considerations

As of April 2006, the Government of Canada issued a policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired. The environmental impact assessment of a product and/or service considers the whole life cycle of the product and/or service. Therefore, the Department of Justice encourages product/service suppliers to improve their operations to reduce their negative impact on the environment.

### 12.1 Environmental Properties Behaviour Recommended

#### 12.1.1 Paper consumption:

- Provide and transmit draft reports and final reports in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Project Authority.
- Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainable managed forest.
- Recycle unneeded printed documents (in accordance with Security Requirements).

#### 12.1.2 Travel requirements:

- Project Authority is encouraged to use video and/or teleconferencing where possible to cut down unnecessary travel.
- Use of Properties with Environmental Ratings: Contractors to the Government of Canada may access the PWGSC Accommodation directory, which includes Eco-Rated properties. When searching for accommodation, contractors can go to the following link and search for properties with Environmental Ratings, identified by Green Keys or Green Leafs that will honour the pricing for contractors: [2012 Accomodations Search \(http://rehelv-acrd.tpsgc-pwgsc.gc.ca/rechercher-search-eng.aspx\)](http://rehelv-acrd.tpsgc-pwgsc.gc.ca/rechercher-search-eng.aspx).
- Use of public/green transit where feasible.

## 13. T1204 - Information Reporting by Contractor (2007-11-30)

1. Pursuant to paragraph 221 (1)(d) of the [Income Tax Act](#), R.S. 1985, c.1 (5<sup>th</sup> Supp.), payments made by departments and agencies to contractors under applicable services contracts (including contracts involving a mix of goods and services) must be reported on a T1204 Government Service Contract Payments slip.
2. To enable departments and agencies to comply with this requirement, the Contractor must provide the following information within FIVE (5) calendar days following contract award:
  - a. the legal name of the Contractor, i.e. the legal name associated with its business number or Social Insurance Number (SIN), as well as its address and postal code;



- b. the status of the Contractor, i.e. an individual, a sole proprietorship, a corporation, or a partnership;
  - c. the business number of the Contractor if the Contractor is a corporation or a partnership and the SIN if the Contractor is an individual or a sole proprietorship. In the case of a partnership, if the partnership does not have a business number, the partner who has signed the Contract must provide its SIN;
  - d. in the case of a joint venture, the business number of all parties to the joint venture who have a business number or their SIN if they do not have a business number.
3. The information must be sent to the person and address specified below. If the information includes a SIN, the information should be provided in an envelope marked "protected".

Name of person \_\_\_\_\_ (to be completed at contract award)

Address \_\_\_\_\_ (to be completed at contract award).



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## ANNEX A STATEMENT OF WORK

### 1. TITLE

Evaluation of the Youth Justice Initiative

### 2. OBJECTIVE

The Department of Justice Canada (the Department) requires the services of a contractor to conduct the evaluation of the Youth Justice Initiative (YJI) and its respective components namely, the Youth Justice Services Funding Program (YJSFP), the Intensive Rehabilitative Custody and Supervision (IRCS) Program, the Youth Justice Fund (YJF), and the functioning of the Policy Development, Monitoring and Support (Policy) unit. This is to meet the Treasury Board of Canada Secretariat (TBS) requirement. The evaluation will focus on the continued relevance, effectiveness, efficiency and economy of the YJI for fiscal years 2009-2010 to 2013-2014.

### 3. BACKGROUND

The YJI is a multi-faceted approach to youth justice in Canada. Its ultimate objective is to foster a fairer, more effective youth justice system. This is defined as:

- a) appropriate use of courts by youth justice officials;
- b) appropriate use of custody by judges;
- c) responses by youth justice officials that are proportionate to the severity of the offence and the degree of responsibility of the offender; and
- d) enhanced rehabilitative and re-integrative opportunities.<sup>2</sup>

The YJI grew out of the Youth Justice Renewal Initiative (YJRI), which was launched in 1999 to support the development of the new legislative framework for youth justice, the Youth Criminal Justice Act (YCJA), and to assist with its implementation. The YJI continued the programming elements developed under the YJRI, but shifted the emphasis from supporting the implementation of the YCJA to maintaining programs and responding to new and emerging youth justice issues.

The YJI consists of three funding components and one policy unit. The three YJI funding components provide funding to the provinces, territories and other organizations to support the legislative and policy objectives of the YCJA. This reflects the shared authority between federal and provincial/territorial governments over the youth justice system in Canada. A brief overview of each component and how each reflects these objectives is provided below.

#### o **Youth Justice Services Funding Program**

The YJSFP, which accounts for approximately 90% of the funding available to the YJI, has been in existence since the Young Offender Act was passed in 1984. It provides funding to the provinces and territories to support a range of youth justice services and programs that are consistent with the federal policy objectives contained in the YCJA. More specifically, these funding agreements support and promote an appropriate range of programs and services that:

- 1) encourage accountability measures for unlawful behaviour that are proportionate to the severity of the offence and the degree of responsibility of the offender;
- 2) encourage effective rehabilitation and reintegration of young persons into their communities;
- 3) target the formal court process to the most serious offences; and
- 4) target custody to the most serious offences.

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<sup>2</sup> Department of Justice Canada (2013, November). Youth Justice Initiative Performance Measurement Strategy. Ottawa, ON: Department of Justice Canada, Evaluation Division, Office of Strategic Planning and Performance Management.



## ○ **Intensive Rehabilitative Custody and Supervision Program**

The IRCS program provides funding to the provinces and territories to support an ongoing capacity to perform assessments as well as to provide the specialized services required for administering intensive rehabilitative custody and supervision orders in accordance with the YCJA. These sentences are designed to provide treatment for youth who suffer from mental health issues and who are found guilty of a violent offence. Under the current IRCS agreements with the provinces and territories, Justice Canada provides financial support to the provinces and territories to enhance their capacity to carry out assessments and develop treatment plans as well as to provide the specialized therapeutic programs and services associated with IRCS court orders and other exceptional cases of youth violence where mental health issues are involved. The current IRCS agreements are comprised of the following four components:

- 1) Part A (Basic Capacity): provides funding to all provincial/territorial governments for the purposes of establishing and/or maintaining a minimum capacity (e.g., trained professionals) to provide specialized mental health assessments and to develop treatment plans for IRCS cases as well as for other violent youth with mental health needs.
- 2) Part B (Court Orders): provides case specific funding to the provinces and territories to provide therapeutic programs and services as required by IRCS participants.
- 3) Part C (Exceptional Cases): provides funding for other exceptional cases of serious youth offending where mental health problems are involved.
- 4) Part D (Project Funding): subject to availability of funding after Parts B and C are accounted for, Justice Canada may fund special projects on an annual basis that address issues related to: youth violence and mental health; provide for specialized staff training; research and evaluation; and, other related topics in line with identified federal youth justice policy objectives.

The funding scheme described above prioritizes IRCS Parts A and B, and only if there are remaining funds, support is provided to Part C cases and then to special projects under Part D. Parts C and D have not previously been subject to evaluation as they are relatively new sub-components (as of 2008-2009) and as such, will be included for the first time in this evaluation.

## ○ **Youth Justice Fund**

The YJF provides grants and contribution funding to non-governmental, Aboriginal and community-based organizations, individuals, and other levels of government in order to: respond to emerging youth justice issues, enable greater citizen/community participation in the youth justice system and help achieve a fair and accessible youth justice system. Proposals for projects are submitted by prospective organizations, and reviewed by YJF staff for eligibility, as appropriate to YJI objectives and priorities. Information on promising practices and lessons learned is disseminated among stakeholders

## ○ **Policy Unit**

The work of the Policy unit consists of policy development, research, and liaison and outreach. Its overall objectives are to provide advice to the Minister of Justice on youth justice policy and legislation, to facilitate knowledge and information sharing amongst the YJI's various stakeholders, and to undertake research and policy studies to direct and inform future youth justice policy and legislation. This will be the first evaluation of the Policy unit.

## **4. TERMINOLOGY**

A glossary of acronyms and definitions of frequently used words contained in the SOW:

Youth Justice Initiative (YJI): a multi-faceted approach to youth justice in Canada. Its ultimate objective is to foster a fairer, more effective youth justice system. It consists of one policy unit (the Policy Development, Monitoring and Support unit) and three funding components, namely the Youth Justice Services Funding Program, Intensive Rehabilitative Custody and Supervision Program, and the Youth Justice Fund.



Youth Justice Services Funding Program (YJSFP): a program that provides funding to the provinces and territories to support a range of youth justice services and programs that are consistent with the federal policy objectives contained in the Youth Criminal Justice Act.

Intensive Rehabilitative Custody and Supervision (IRCS) Program: a program that provides funding to the provinces and territories to support an ongoing capacity to perform assessments as well as to provide the specialized services required for administering intensive rehabilitative custody and supervision orders in accordance with the Youth Criminal Justice Act. These sentences are designed to provide treatment for youth who suffer from mental health issues and who are found guilty of a violent offence.

Youth Justice Fund (YJF): a fund managed by the Youth Justice Initiative that provides grants and contribution funding to non-governmental, Aboriginal and community-based organizations, individuals, and other levels of government in order to respond to emerging youth justice issues, enable greater citizen/community participation in the youth justice system and help achieve a fair and accessible youth justice system.

Policy Development, Monitoring and Support (Policy) unit: the unit under the Youth Justice Initiative responsible for policy development, research, and liaison and outreach.

Youth Justice Renewal Initiative (YJRI): a Department of Justice initiative launched in 1999 to support the development of the new legislative framework for youth justice, the Youth Criminal Justice Act, and to assist with its implementation.

Youth Criminal Justice Act (YCJA): the law that governs Canada's youth justice system. It applies to youth who are at least 12 but under 18 years old, who are alleged to have committed criminal offences.

## 5. REFERENCE DOCUMENT

Appendix A : Youth Justice Initiative Performance measurement Strategy

## 6. REQUIREMENT DESCRIPTION

### 6.1 Scope

The Contractor will conduct an evaluation of the YJI, including the three funding components (the YJSEP, YJF and the IRCS) and the functioning of the Policy unit. The evaluation will include the fiscal years 2009-2010 to 2013-2014. It is expected that the Contractor will be guided by the Youth Justice Initiative – Performance Measurement Strategy 2009-2010 to 2013-2014 ( Refer to Appendix A). The Evaluation Framework within the Performance Measurement Strategy includes a series of evaluation questions under each of the three main issues, namely: relevance, and performance (which includes effectiveness, efficiency, and economy).

## METHODOLOGICAL APPROACH

The Contractor will be expected to undertake the following methods as part of the evaluation :

a) Document and File Review

A comprehensive document review to examine the processes and resources that are in place to deliver the YJI and particularly for the Policy Development, Monitoring and Support component. Relevant documentation to be reviewed includes: legislation, policy objectives, terms and conditions, (annual) budgets, agendas/minutes/event records, briefing notes/materials, records of decision, Departmental Performance Reports, Reports on Plans and Priorities, Speeches from the Throne, work plans, and a review of the website.

b) Literature Review

Review of current research on approaches to youth justice in other countries and jurisdictions will inform evaluation



activities related to federal, departmental and YJI priorities and objectives.

c) Analysis of Youth Criminal Justice Statistics

A review and analysis of youth criminal justice statistics from the Canadian Centre for Justice Statistics (CCJS) will provide context to the findings and address some evaluation questions.

d) Project file and Performance Data Review

Review, as needed, all of the YJSFP and IRCS files and approximately 20 YJF project files. Documentation will include annual plans and reports, contribution agreements, evaluation reports, etc. Performance data and basic statistics will supplement the information on the three funding components.

e) Key Informant Interviews

To be conducted with staff from Justice Canada, provincial/territorial partners, external federal partners, and community organizations/stakeholders. It is expected that approximately 60 key informant interviews will be conducted. It is anticipated that the interviews will be a maximum of one hour in length and will be conducted by phone.

f) Interviews with Criminal Justice Professionals

In addition to key informant interviews, approximately 15-20 interviews with justice professionals/officials such as judges, prosecutors, and defence lawyers will be conducted. These interviews will be conducted by phone or as part of site visits.

g) Survey of YJF Funding Recipients

It is expected that an online survey of approximately 100 funding recipients will be conducted. The survey will contribute to the data collected for each of the three funding streams within the YJF, specifically, the core funding, Guns, Gangs and Drugs funding and the Drug Treatment funding.

h) Case Studies of Funded Projects

Approximately 12 case studies will be conducted on YJF projects. Projects funded under the three streams will be represented in the sample: Main Fund; Guns, Gangs and Drugs; and Drug Treatment (National Anti-Drug Strategy). The case studies will include a project file review, interviews/focus groups and site visits.

i) Case Studies on Specific Topics of Interest

A case study approach will be applied to allow for an in-depth examination of topics of interest. Specific topics will be determined during the data collection phase of the evaluation. These case studies will include document and literature review and key informant interviews.

## 6.2 Tasks / Detailed Services

It is expected that the Contractor will undertake the following tasks/activities:

**Initial Meeting:** Within one week of contract award, the Contractor will meet with the Technical Authority and representative involved with YJI from the Department of Justice to be collectively known as the Evaluation Working Group (EWG) to discuss the project requirements, revised timelines (if required), expectations, and to confirm roles and responsibilities. The meeting will take place in Ottawa or by conference call.

**Preliminary Document and File Review:** The Contractor will review key background documents to become familiar with the YJI. The documents will include, but not limited to: the Performance Measurement Strategy, and evaluation, research and program reports. The Technical Authority will provide the required documents to the Contractor.

**Detailed Work Plan:** The Contractor will prepare a detailed work plan for the Technical Authority. The Work Plan will



include time and cost breakdowns for each member of the project team, project timelines and dates to provide the project deliverables, and an outline of specific tasks required to successfully complete the project.

**Draft Evaluation Methodology Report:** The Contractor will prepare and submit a draft methodology report encompassing the matrix of evaluation questions, indicators, data sources and methods; data collection instruments, data analysis instruments; list of case studies to be conducted with rationale; list of key informant interview respondents; a list of survey respondents with rationale; and the complete list of documents and files to be reviewed.

**Consult with the EWG:** The Contractor will consult with the EWG on the draft methodology report and address any comments provided.

**Revised Evaluation Methodology Report:** The Contractor will revise the methodology report based on feedback from the Technical Authority and EWG.

**Consult with a small group of provincial/territorial partners:** The Contractor will consult with a small group (approximately 3-4) of provincial/territorial government representatives on the draft interview guides that would be directed at provincial/territorial government representatives. The objective of this session is to validate the instruments. The EWG will identify the participants for this session. It is anticipated that the session will be held via conference call, with the participation of the EWG.

**Implement the Data Collection Phase:** The Contractor will test and revise, where necessary, the remaining data collection instruments. The Contractor will conduct the data collection as outlined in the Work Plan and the Evaluation Methodology Report.

**Prepare a Progress Report on Data Collection Activities:** The Contractor will prepare a progress report on data collection activities that provides an update on the status of each method, identifies any challenges, and identifies issues that could be explored through the Case Studies on Specific Topics of Interest. The Contractor will present the report to the Technical Authority and the EWG via teleconference.

**Develop the Results Matrix Report:** The Contractor will develop a Results Matrix Report that clearly demonstrates the linkages between the indicators, methods, data sources, and the corresponding results and conclusions for each evaluation question.

**Prepare a Deck of Preliminary Key Findings:** The Contractor will prepare a Power Point presentation that synthesizes the preliminary key findings and conclusions based on the Results Matrix Report. The Contractor will present the key result findings to the Technical Authority and the EWG via teleconference.

**Prepare the Draft Evaluation Report:** The Contractor will prepare the draft report that synthesizes<sup>3</sup> the findings and clearly demonstrates the relation between the conclusions and the various lines of evidence. The report must meet the TBS standards. (See for example: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15024>). This report will be reviewed by the Technical Authority and the EWG.

**Meet with the EWG concerning the Draft Evaluation Report:** The Contractor will meet with the EWG to seek their input on the draft report. This meeting will take place via teleconference.

**Prepare the Final Evaluation Report:** The Contractor will prepare the final draft of the report and incorporate, to the extent possible, the comments provided by the EWG and the Technical Authority.

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<sup>3</sup> This means that the various lines of evidence will not be presented separately, but rather in an integrated manner, concentrating on areas where the lines of evidence converge or diverge.



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Submit all data and working papers: The Contractor will return all documents that are related to this contract to the Department of Justice. The Contractor will provide electronic or hard copies of all project files and notes to the Technical Authority, including interview notes.

### 6.3 Meetings

The Contractor will be required to attend meetings with the Technical Authority through the tenure of the project either in-person or by conference call. The frequency, purpose, and location of these meetings will be determined at the outset of the project between the Technical Authority and the Contractor.

### 6.4 Travel

The contractor will be required to travel for site visits as part of the case studies of funded projects. Up to 12 site visits will be conducted, with each visit lasting approximately two days. Visits will be to sites of YJF-funded projects, and it is expected that the sites chosen will be located across Canada, and include both urban and rural sites.

### 6.5 Language Requirements

The Department has an obligation to respect the spirit and letter of the Official Languages Act. It is therefore imperative that the Contractor ensures that all verbal and written communications are provided in the preferred official language of all participants in the evaluation.

At least one (1) individual of the contracting team must be fluently bilingual, that is, being able to communicate verbally and in writing in both official languages.

### 6.6 Deliverables and acceptance criteria

The Contractor must provide the following deliverables to the Technical Authority. All text submitted as a deliverables must be in English. The Technical Authority will be responsible for the translation of any documents. Payments will be made upon submission of deliverables according to the following schedule:

#### Deliverable 1 : Detailed Work Plan:

The Work Plan will include time and cost breakdowns for each member of the project team, project timelines and dates to provide the project deliverables, and an outline of specific tasks required to successfully complete the project.

Due date: Within two weeks of the contract award.

#### Deliverable 2: Draft Evaluation Methodology Report:

The Contractor will prepare and submit a draft methodology report that provides the following:

- a) The matrix of evaluation questions, indicators, data sources, data collection methods;
- b) The data collection and analysis instruments to be used during the course of the evaluation;
- c) The complete list of all potential interviewees, case study sites and survey respondents as well as a description of the samples that will be used;
- d) The interview guides for the key informant interviews;
- e) The list of documents and files that will be included in the document review; and
- f) A strategy for analyzing the performance measurement data.

Due date: Within 6 weeks of the contract award.

#### Deliverable 3 : Final Evaluation Methodology Report:

The final version of the Evaluation Methodology Report.

Due date: Within one month of Deliverable 2.





**Deliverable 4 : Progress Report on Data Collection Activities:**

The Contractor will prepare a progress report on data collection activities that includes the status of each method, any challenges, and identifies any issues that could be explored through the Case Studies on Specific Topics of Interest.

Due date : No later than January 30, 2015.

**Deliverable 5: Results Matrix Report:**

The Contractor will develop a Results Matrix Report that clearly demonstrates the linkages between the indicators, methods, data sources and the corresponding results and conclusions for each evaluation question. The Results Matrix Report

Due date: No later than March 20, 2015.

**Deliverable 6 : Presentation of Preliminary Key Findings**

The Contractor will prepare a Power Point presentation that synthesizes the preliminary key findings and conclusions based on the Results Matrix Report.

Due date: The presentation to the EWG by no later than March 27, 2015.

**Deliverable 7 : Draft Evaluation Report:**

The Contractor will prepare the draft report that synthesizes the results and clearly demonstrates the relation between the conclusions and the various lines of evidence. This report should not exceed 50 pages in length and must meet the TBS standards. (See for example: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15024> ).

Due date: No later than May 1, 2015.

**Deliverable 8 : Final Evaluation Report**

The Contractor will incorporate comments from the Technical Authority and the EWG to the extent possible in the Final Evaluation Report. The report will include an Executive Summary.

Due date: No later than June 30, 2015.

**Deliverable 9:** Electronic and hard copies of all project files and notes, including interviewing notes and survey data will be provided to the Technical Authority.

Due date: No later than July 31, 2015.



### ANNEX B SECURITY REQUIREMENTS CHECK LIST



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat <b>PK 1000015887</b>
Security Classification / Classification de sécurité

#### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine <b>Department of Justice Canada</b>	2. Branch or Directorate / Direction générale ou Direction <b>Evaluation Division / Corporate Services Branch</b>	
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail <b>Evaluation of the Youth Justice Initiative</b>		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c.) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c.) <input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui		
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui		
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / A ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET / SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité





Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat

10 000 15887

Security Classification / Classification de sécurité

<b>PART A - CONTINUED / PARTIE A - ÉTUDE</b>	
8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? If Yes, indicate the level of sensitivity. Dans l'affirmative, indiquer le niveau de sensibilité :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
9. Will the supplier require access to extremely sensitive INFOSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?  Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)</b>	
10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis	
<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITE	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL
<input type="checkbox"/> SITE ACCESS ACCES AUX EMPLACEMENTS	<input type="checkbox"/> SECRET SECRET
	<input type="checkbox"/> NATO SECRET NATO SECRET
	<input type="checkbox"/> TOP SECRET TRÈS SECRET
	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
Special comments: Commentaires spéciaux : <u>To review documents and files on-site</u>	
NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided. REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.	
10. b) May unscreened personnel be used for portions of the work? Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? If Yes, will unscreened personnel be escorted? Dans l'affirmative, le personnel en question sera-t-il escorté?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui <input type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)</b>	
<b>INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS</b>	
11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets? Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>PRODUCTION</b>	
11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
<b>INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)</b>	
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui

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**PART C (continued) / PARTIE C (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC						
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTRICTÉE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET COMSEC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	
											A	B	C				
Production / Assemblage / Réparations / Bares / Production																	
IT Media / Support IT																	
IT LPS / Ligne électronique																	

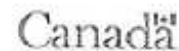
12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Security Classification / Classification de sécurité
--





Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Charge de projet de l'organisme			
Name (print) - Nom (en lettres moulées) Paul Wheatley		Title - Titre Director, Evaluation Division	Signature <i>Paul Wheatley</i>
Telephone No. - N° de téléphone 813-954-2280	Facsimile No. - N° de télécopieur 813-952-0700	E-mail address - Adresse courriel paul.wheatley@justice.gc.ca	Date 13 May 2014
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) FRANCOISE BEAUDOIN		Title - Titre DEPUTY DSO	Signature <i>F. Beaudoin</i>
Telephone No. - N° de téléphone (613) 952-8941	Facsimile No. - N° de télécopieur (613) 952-7968	E-mail address - Adresse courriel	Date MAY 22 2014
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input checked="" type="checkbox"/> No / Oui <input type="checkbox"/> Yes / Non
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées) TRIAN COONETU		Title - Titre Senior Contracting Officer	Signature <i>Trian Coonetu</i>
Telephone No. - N° de téléphone 613-309-9709	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date MAY 22, 2014
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

Canada



## ANNEX C

### RECIPIENT ELECTRONIC PAYMENT REGISTRATION REQUEST FORM



Ministère de la Justice  
Canada

Department of Justice  
Canada

DEMANDE D'ADHÉSION DU  
BÉNÉFICIAIRE AU PAIEMENT  
ÉLECTRONIQUE

RECIPIENT ELECTRONIC  
PAYMENT REGISTRATION  
REQUEST

Protégé B  
Protected B

### Marche à suivre pour compléter le formulaire de Demande d'adhésion du bénéficiaire au paiement électronique

#### INTRODUCTION

Le Gouvernement du Canada a annoncé que le dépôt direct deviendra le mode de paiement en remplacement des chèques. Ainsi, pour Justice Canada, le dépôt direct sera obligatoire à partir du 1er avril 2014. Le ministère demande de vous inscrire au dépôt direct en complétant le formulaire " Demande d'adhésion du bénéficiaire au paiement électronique ".

Deux modes de paiement électronique sont offerts:

1. Dépôt Direct (DD) - Lorsque les paiements sont déposés, le MJ transmet l'information suivante via courriel: le montant du paiement, la date du paiement, le numéro de la facture, le numéro de référence du MJ ainsi qu'une courte description du paiement. Cet avis électronique est émis en l'absence de talon de chèque suivant cette méthode.
2. Échange de Données Informatisées (EDI) - Pour s'inscrire à l'EDI, vous devez vérifier la conformité de votre compte bancaire à ce mode de paiement auprès de votre institution financière. Il se peut que des frais soient rattachés à ce service car l'institution financière avise ses clients selon ses propres critères.

#### **Changement au compte bancaire utilisé**

Si vous souhaitez effectuer des changements au compte bancaire utilisé pour les paiements (changement d'adresse, d'institution financière, de succursale, de numéro de compte, etc.) vous devez compléter une nouvelle Demande d'adhésion du bénéficiaire au paiement électronique. Lorsque vous demandez de telles modifications, NE FERMEZ PAS le compte courant avant d'avoir reçu votre paiement en accord avec la (les) modification(s).

#### COMMENT REMPLIR LE FORMULAIRE

Il y a trois sections du formulaire de Demande d'adhésion du bénéficiaire au paiement électronique qui doivent être remplies par le bénéficiaire.

#### **1 - GENRE DE DEMANDE**

Veillez compléter cette section en remplissant l'un des trois genres de demande décrits ci-dessous.

##### **Nouvelle demande**

Si vous choisissez d'adhérer au paiement électronique avec le MJ, veuillez cocher la case intitulée " Nouvelle demande " et indiquer quel mode de paiement électronique vous désirez utiliser : DD ou EDI.

##### **Modification**

Si vous avez déjà adhéré au paiement électronique avec le MJ mais désirez modifier votre information bancaire ou mode de paiement électronique, veuillez cocher la case intitulée " Modification " et toute autre case applicable à votre demande de modification.

#### **2 - INFORMATION ET AUTORISATION DU BÉNÉFICIAIRE**

Cette section doit être complétée, signée et datée par la (ou les) personne(s) appropriée(s) afin d'autoriser la demande d'adhésion, de modification ou d'annulation au paiement électronique.

##### **Si le bénéficiaire est un individu**

Veillez indiquer votre nom, adresse et numéro de téléphone AINSI QU'UNE ADRESSE COURRIEL pour que le MJ puisse transmettre des avis par courriel et confirmer la réception du paiement.

De plus, vous devez signer le formulaire dans cette section afin d'autoriser votre demande.



Also, authorized representative(s) must include their name, position, telephone number and signature, in order to authorize the request.

This section allows for up to two people to sign the form, in cases where the recipient requires two signatures for authorization, to receive, modify or cancel electronic payments.

### 3 - BANKING INFORMATION

#### *If you attach a void cheque*

Please attach a void cheque and complete fields 1, 2, 3 and 4 of this section. The void cheque must be from the account you wish to use for electronic payments. A sample of a void cheque is provided below identifying where the transit, bank and account numbers are located.

Name / Nom P.O. Box / C.P. 000 City / Ville, Canada H0H 0H0		Cheque No. N° de chèque	0000000
Pay to the order of Payez à l'ordre de		"Void" «Nul»	
		\$	
		Dollars	
		Signature	
"000"	"00000"000	000000"0	
Transit No. N° de la succursale	Bank No. N° de l'institution financière	Account No. N° du compte	

#### *If you do not attach a void cheque*

If you do not provide a void cheque, the financial institution must validate the banking information by completing fields 5, 6 and 7 of the form. The financial institution must provide the name, address and telephone number of the financial institution, bank stamp and sign the form.

### 4 - FOR DEPARTMENT OF JUSTICE CANADA ONLY

This section is strictly reserved for DOJ's use only.

#### SENDING YOUR REQUEST TO THE DEPARTMENT OF JUSTICE CANADA

Please send the duly completed form with **original signature(s)** to the following address:

Chief, Accounting Services  
Room 1263, East Memorial Building  
Department of Justice Canada  
284 Wellington Street  
Ottawa, Ontario  
K1A 0H8

Please write the following on the envelope: **"To be opened by addressee only".**



Your personal information are requested and compiled by the Department of Justice Canada for the purpose of administering the electronic payment program. The information is mandatory in the case where a Recipient decides to participate in the program. This information will be protected and used in conformity with the *Privacy Act*. Under the *Privacy Act*, each Recipient has access to their personal information and has the right to demand any modification. These information will be maintained by the Department of Justice.

- IMPORTANT**
- ➔ Must be a Canadian recipient holding a bank account in Canadian \$.
  - ➔ For Electronic Data Interchange (EDI), compliancy must be confirmed by your financial institution and you may be charged EDI service fees.
  - ➔ Note that Direct Deposit payments carry no stub information.

**1 - TYPE OF REQUEST**

New request ➔  Direct Deposit (DD)  Electronic Data Interchange (EDI)

Change ➔  to banking information (provide a new blank cheque)  
 ➔  from Direct Deposit (DD) to  from Electronic Data Interchange (EDI) to  
**Electronic Data Interchange (EDI)**  **Direct Deposit (DD)**

Cancel electronic payment and **revert to cheques**

**2 - RECIPIENT INFORMATION AND AUTHORIZATION**

Name of Organization or Name of Individual (recipient)

Address		Name of Payment Contact (please print)	
City	Telephone	Fax	
Province	Postal Code	E-mail for Payment Notifications (please print)	
Name(s) and Title(s) of Authorized Representative(s) and Signatory(ies), for organizations only (please print)			Telephone

I, as an authorized representative of the above mentioned organization or as an individual entitled to receive payment from the Government of Canada, authorize the Receiver General for Canada to deposit the payment directly into the account below and to receive payment advices electronically until further notice.

\_\_\_\_\_  
 Signature Date Signature

**3 - BANKING INFORMATION**

Please attach a blank cheque from your bank account with "Void" written on it and complete fields 1, 2, 3 and 4 below with your banking information.

1 Branch Number (transit)	2 Financial Institution Number	4 Name(s) of Account Holder(s)
3 Account Number		

If you do not attach a void cheque, your financial institution must confirm your banking information by completing fields 5, 6 and 7 below.

5 Financial Institution Name, Address and Telephone Number	7 Financial Institution Stamp
6 Signature of Financial Institution Representative	

**4 - FOR DEPARTMENT OF JUSTICE CANADA ONLY**

PROCESSED BY	Name (please print)	Vendor Code
Signature		Date
VERIFIED BY	Name (please print)	Signature
<input type="checkbox"/> Payment Method Changed		

JUS 778e-4 (2012/12) p. 3

Date







S E R V I N G C A N A D I A N S



**YOUTH JUSTICE INITIATIVE  
PERFORMANCE MEASUREMENT STRATEGY  
Final Report**

**November 2013**

**Evaluation Division  
Office of Strategic Planning and Performance Management**



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## 1. INTRODUCTION

The Youth Justice Initiative (YJI) is a multi-faceted approach to youth justice in Canada. The ultimate objective of the YJI is to foster a fairer, more effective youth justice system. This is defined as:

- Appropriate use of courts by youth justice officials;
- Appropriate use of custody by judges;
- Responses by youth justice officials that are proportionate to the severity of the offence and the degree of responsibility of the offender; and
- Enhanced rehabilitative and re-integrative opportunities.<sup>4</sup>

The YJI grew out of the Youth Justice Renewal Initiative (YJRI), which was launched in 1999 to support the development of the new legislative framework for youth justice, the *Youth Criminal Justice Act (YCJA)*, and to assist with its implementation. The YJI continued the programming elements developed under the YJRI, but shifted the emphasis from supporting the implementation of the YCJA to maintaining programs and responding to new and emerging youth justice issues.

In order to fulfill Treasury Board requirements, this performance measurement framework was designed. The current document presents the logic model, monitoring plan and evaluation framework that make up the Performance Measurement Strategy for the 2009-2010 to 2013-2014 cycle of the Initiative.

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<sup>4</sup> Department of Justice Canada (2008, September). Youth Justice Initiative Evaluation Framework. Ottawa, ON: Department of Justice Canada, Evaluation Division, Office of Strategic Planning and Performance Management.



## 2. PROGRAM PROFILE

The YJI consists of three funding components and one policy unit:

- The Youth Justice Services Funding Program (YJSFP);
- The Intensive Rehabilitative Custody and Supervision (IRCS) Program;
- The Youth Justice Fund (YJF); and
- The Policy Development, Monitoring and Support (Policy) unit.

The three YJI funding components reflect the shared authority between federal and provincial/territorial governments over the youth justice system in Canada, and provide funding to the provinces, territories and other organizations to support the legislative and policy objectives of the YCJA. A brief overview of each component and how each reflects these objectives is provided below.

### 2.1. Youth Justice Services Funding Program

The YJSFP, which accounts for approximately 90% of the funding available to the YJI, has been in existence since the *Young Offender Act* was passed in 1984. It provides funding to the provinces and territories to support a range of high priority youth justice services and programs that are consistent with the federal policy objectives contained in the YCJA. More specifically, these funding agreements support and promote an appropriate range of programs and services that:

- encourage accountability measures for unlawful behaviour that are proportionate to the severity of the offence and the degree of responsibility of the offender;
- encourage effective rehabilitation and reintegration of young persons into their communities;
- target the formal court process to the most serious offences; and target custody to the most serious offences.

### 2.2. Intensive Rehabilitative Custody and Supervision Program

The IRCS program provides funding to the provinces and territories to support an ongoing capacity to perform assessments as well as to provide the specialized services required for administering intensive rehabilitative custody and supervision orders in accordance with the YCJA. These sentences are designed to provide treatment for youth who suffer from mental health issues and who are found guilty of a serious offence. Under the current IRCS agreements with the provinces and territories, Justice Canada provides financial support to the provinces and territories to enhance their capacity to carry out assessments and develop treatment plans as well as to provide the specialized therapeutic programs and services associated with IRCS court orders and other



exceptional cases of youth offending where mental health issues are involved. The current IRCS agreements are comprised of the following four components:

- Part A (Basic Capacity): provides funding to all provincial/territorial governments for the purposes of establishing and/or maintaining a minimum capacity (e.g., trained professionals) to provide specialized mental health assessments and to develop treatment plans for IRCS cases as well as for other violent youth with mental health needs;
- Part B (Court Orders): provides case specific funding to the provinces and territories to provide therapeutic programs and services as required by IRCS youth;
- Part C (Exceptional Cases): provides funding for other exceptional cases of serious youth offending where mental health problems are involved; and
- Part D (Project Funding): subject to availability of funding after Parts B and C are accounted for, Justice Canada may fund special projects on an annual basis that address issues related to: youth violence and mental health; provide for specialized staff training; research and evaluation; and, other related topics in line with identified federal youth justice policy objectives.

The funding scheme described above prioritizes IRCS Parts A and B, and only if there are remaining funds, support is provided to Part C cases and then to special projects under Part D. Parts C and D have not previously been subject to evaluation as they are relatively new sub-components (as of 2008-2009) and as such, will be included for the first time in this PMF.

### **2.3. Youth Justice Fund**

The YJF provides grants and contribution funding to non-governmental, Aboriginal and community-based organizations, individuals, and other levels of government in order to: respond to emerging youth justice issues, enable greater citizen/community participation in the youth justice system and help achieve a fair and accessible youth justice system. Proposals for projects are submitted by prospective organizations, and reviewed by YJF staff for eligibility, as appropriate to YJI objectives and priorities. Information on promising practices and lessons learned is disseminated among stakeholders.

### **2.4. Policy Development, Monitoring and Support Unit**

The Policy component of the YJI is the only one that does not provide any funding. It consists of policy development, research and, liaison and outreach. The overall objectives of this component of the YJI are to facilitate knowledge and information-sharing amongst the various stakeholders, as well as undertake research and policy studies to direct and inform future youth justice policy and legislation.

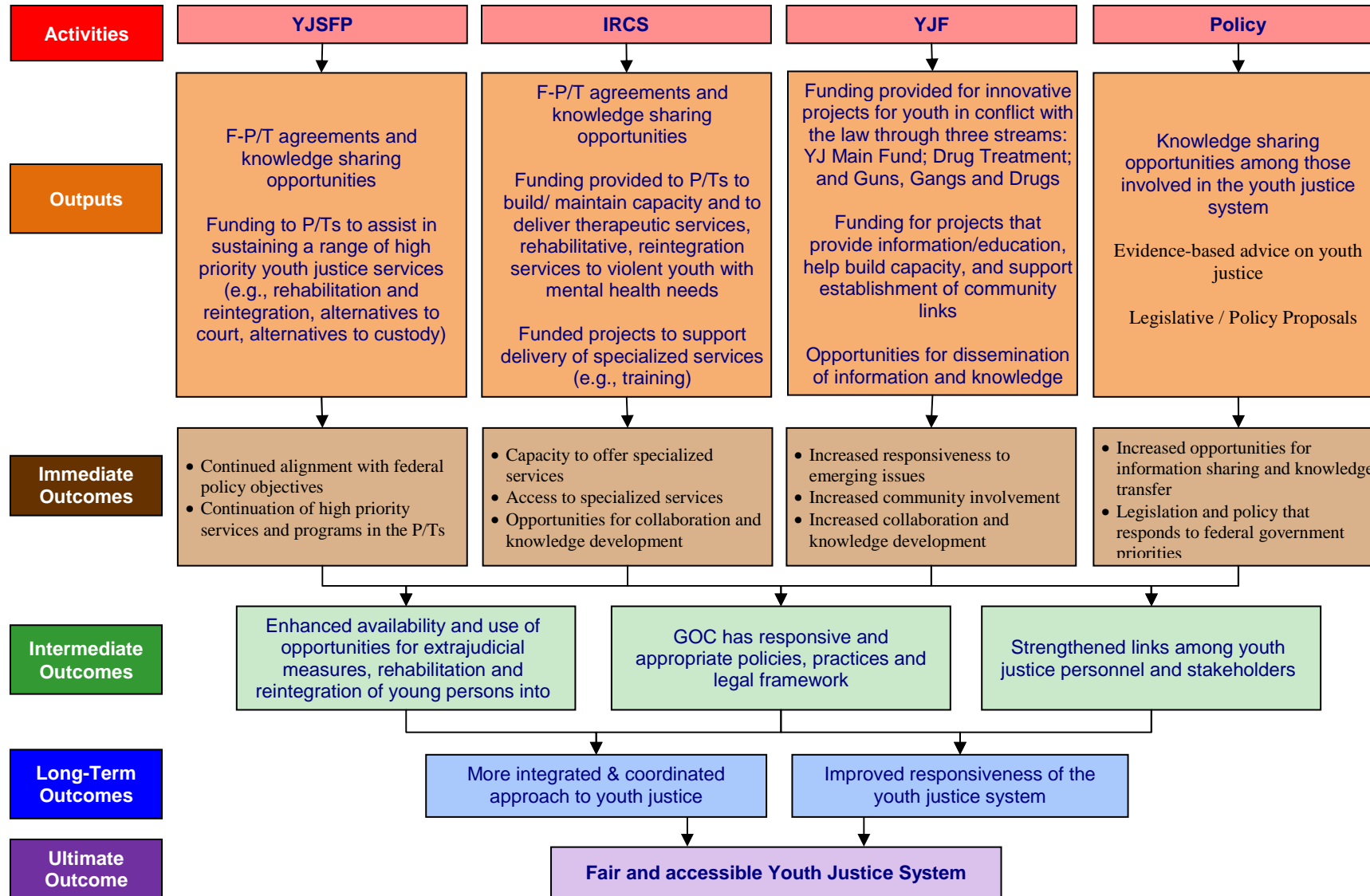


### **3. LOGIC MODEL**

A logic model for the period from 2009-10 to 2013-14 has been developed to illustrate the linkages between the activities, outputs, and outcomes of each of the components of the YJI (Figure 1-1). These relationships are described below.



Figure 1.1: Program Logic Model for YJI Funding Components





### **3.1. Activities/Description of Components**

The following activities comprise the process involved to deliver the YJSFP, IRCS and YJF funds:

- Federal-provincial/territorial (F-P/T) negotiations (YJSFP, IRCS);
- Developing funding agreements with provinces/territories (YJSFP, IRCS, YJF) and other organizations (YJF);
- Allocating funds (YJSFP, IRCS, YJF);
- Managing agreements, including monitoring, reporting and amendments (YJSFP, IRCS, YJF);
- Accepting and reviewing proposals to determine eligibility for funding (IRCS-D, YJF); and
- Knowledge sharing (YJSFP, IRCS, YJF).

The activities of the Policy component includes:

- Facilitating knowledge and information-sharing amongst the various stakeholders;
- Producing relevant research studies and legislative proposals to direct and inform future policy and legislation as related to youth justice; and
- Meeting ongoing international responsibilities.

### **3.2. Outputs**

Outputs are the direct result of the program activities and can be controlled directly through the program activities and inputs. For the funding programs, outputs result directly from the funding allocation process outlined above, as detailed in the following table.





YJSFP	IRCS	YJF
<p>Funding for high-priority services and programs, including:</p> <ul style="list-style-type: none"> <li>• Extra-judicial sanctions</li> <li>• Rehabilitative and reintegration services</li> <li>• Judicial interim release programs</li> <li>• Reports and assessments</li> <li>• Community-based alternatives to custody</li> <li>• Conferencing</li> <li>• Intensive support and supervision programs</li> <li>• Attendance programs</li> </ul>	<p>Funding to support the provinces/territories in:</p> <ul style="list-style-type: none"> <li>• Building/maintaining capacity to perform mental health assessment of violent youth offenders and prepare individualized treatment plans;</li> <li>• Providing therapeutic services, rehabilitative and reintegration services, within both custody and community settings as required for the implementation of the IRCS orders;</li> <li>• Providing similar services for exceptional non-IRCS cases; and</li> <li>• Specific projects (e.g., specialized training for service delivery staff, evaluation of treatment programs, innovative projects aimed at addressing addiction issues associated with violent offences, identification of best practices etc.).</li> </ul>	<p>Project-specific funding based on the following identified priorities from three sources of funding (Main fund, GGD, and Drug Treatment):</p> <ul style="list-style-type: none"> <li>• Main Fund focuses on emerging priorities (e.g. mental health issues, FASD)</li> <li>• GGD – youth involved in or vulnerable to gangs</li> <li>• Drug Treatment – youth with substance abuse issues</li> </ul> <p>Funding for projects that:</p> <ul style="list-style-type: none"> <li>• Contribute to the knowledge dissemination among, and/or training of, youth justice personnel and/or community stakeholders</li> <li>• Build capacity within the youth justice system</li> <li>• Support or establish links between the community and the youth justice system</li> </ul>

The various activities of the Policy unit lead to outputs in the form of:

- Intergovernmental, interdepartmental and stakeholder meetings, conferences and roundtables;
- Legislative proposals;
- Evidence-based research reports regarding youth justice priorities;
- Briefing notes and memoranda;
- Policy advice; and
- Participation in international fora concerning youth justice.

### 3.3. Immediate Outcomes

Through the administration of the funding process and the management of the funding/ contribution agreements, each of the three funding programs are able to provide distinct outcomes in the short-term. Immediate outcomes for the three funding programs of the YJI are expected to occur within approximately one to two years of funding distribution. It should be noted that these outcomes are based on a fixed amount of federal funding with no inflationary factor for the YJSFP and IRCS; as such, for all immediate and longer-term outcomes, the primary objective is to maintain, rather than increase, current operational and funding capacity. That being said, the immediate outcomes for each are as follows:

- YJSFP: the YJSFP will help maintain the alignment of provincial/territorial youth justice programs with federal youth justice policy objectives and the objectives of the YCJA by focussing its support on specific



kinds of programs and services that are aligned with the federal goals and objectives for youth criminal justice. Through this funding mechanism the continuation of existing high priority services and programs, as well as continued access to rehabilitation and reintegration opportunities, are supported to help maintain sustainability of provincial/ territorial youth justice programs and services. Finally, the funds are provided to the provinces/territories with the flexibility required to meet local, regional and provincial/territorial needs.

- **IRCS:** this funding component supports specific types of youth justice cases, namely violent youth with mental health needs. Funding activities for this program should ensure that the provinces/territories have at least a basic capacity to conduct specialized assessments, to prepare treatment plans, and to offer intensive therapeutic services to violent youth with mental health needs aimed at potentially reducing the incidence of future violent offending. Any IRCS funds remaining after meeting obligations under Parts A, B and then C can be used for special projects that will provide opportunities for knowledge development and collaboration between stakeholders involved in the areas of youth justice and mental health.
- **YJF:** The programming, partnerships and collaboration resulting from the funded projects are designed to enable identification of emerging youth justice issues at various levels (i.e., community, regional, provincial/territorial, federal) and between different organizations/agencies through training and other information sharing events/processes. Increased collaboration, particularly between traditional and non-traditional youth justice partners, facilitates greater community involvement and increased opportunities to develop new partnerships and to address emerging issues. These opportunities to share knowledge and best practices amongst justice system stakeholders, serve to increase awareness and skills related to addressing emerging issues and testing new or enhanced models of alternative or extrajudicial programs and services.
- **Policy:** This component supports the dissemination of information and knowledge-sharing within the justice system. The research reports and legislative / policy proposals inform ongoing policy and legislative direction concerning the components of the YJI.

### **3.4. Intermediate Outcomes**

The immediate outcomes outlined above are expected to produce the following intermediate outcomes.

All three funding components contribute to providing/maintaining enhanced opportunities for rehabilitation and reintegration of young persons into their communities by supporting programs and services and/or projects that emphasize an integrated approach to youth justice, which is a central tenet of the YCJA. For example, the YJSFP is expected to result in accountability measures for unlawful behaviour that reflect the severity of the offence and the degree of responsibility of the offender, while providing opportunities to use various extrajudicial measures, and for the rehabilitation and reintegration of young persons into their communities.

The YJSFP component should also result in reserving formal court processes and custody arrangements for the most serious offences. As well, the funding promotes consistency in the use of courts and custody across jurisdictions. In addition, IRCS funding improves the likelihood that young persons with a mental illness or disorder, a psychological disorder or an emotional disturbance can be rehabilitated and reintegrated into their communities. The YJF supports the involvement of communities in the youth criminal justice system. In order



to achieve this, the YJF also supports the implementation and use of extrajudicial measures as well as efforts that focus on the reintegration of youth.

The emphasis on community reintegration and the use of non-judicial system support services are expected to produce strengthened links among youth justice, community and professional services. As each of the funding components encourages increased community collaboration and access to specialized services, a strengthened network should result as funded justice systems and programs continue to integrate service delivery.

In conjunction with the enhanced opportunity for rehabilitation and reintegration of young people within their communities, and a strengthened more integrated approach to service delivery among youth justice stakeholders, the outputs and immediate outcomes (related to identification of emerging and ongoing issues in youth justice) of each funding component are expected to result in more responsive policies, practices and approaches to youth justice in Canada. Similarly, the intermediate outcomes for YJF consist of the application of lessons learned and knowledge gained regarding emerging issues, such as adoption of successful approaches and promising practices, as well as an improved responsiveness to emerging issues related to youth justice. This includes youth with unique needs, such as youth in care, youth with mental health issues, youth with FASD, Aboriginal youth, gang involved youth, violent offenders, and drug addicted youth. The IRCS component is expected to result in similar outcomes related to responsive policies, and practices specifically in regards to justice system's approach to violent youth with mental health needs.

The Policy component is also expected to contribute to the development of more responsive policies, practices and approaches at the provincial/territorial and community levels due to the ongoing research produced, and increased capacity and opportunity for knowledge sharing, as it informs and encourages the dissemination of relevant approaches and best practices. Finally, providing advice in the development of responsive legislation and government policy should ensure that the Government of Canada has a framework on which to base its policy and legislation concerning youth justice.

### **3.5. Long-Term Outcomes**

The four intermediate outcomes outlined above result in two long-term outcomes that encompass all aspects of the YJI and are expected to be measurable within the next five years. First, the delivery model of the funding programs necessitates that provincial/territorial, community and professional services must work together to successfully deliver the key components of the *YCJA*, including emphasis on community rehabilitation/reintegration. As a result, it is expected that this focus on involving all stakeholders in the justice process will produce a more integrated and coordinated approach to youth justice at the federal, provincial/territorial and local levels.

Second, improvements in communication among key stakeholders in the youth justice system, accessing of specialized services, and encouragement of community involvement should result in improved responsiveness of the youth justice system.



### **3.6. Ultimate Outcome**

The long-term outcomes related to integration, coordination and responsiveness of the youth justice system will contribute to the realization of the ultimate goal of the YJI, which is to encourage a fair and accessible youth justice system. The ultimate outcome can be defined by: the appropriate use of courts by youth justice officials; appropriate use of custody by judges; responses by youth justice officials that are proportionate to the severity of the offence and the degree of responsibility of the offender; and enhanced rehabilitative and re-integrative opportunities.



## **4. PERFORMANCE MEASUREMENT**

This section presents the ongoing performance measurement framework for the YJI, including both the monitoring and evaluation activities.

### **4.1. Performance measurement framework**

The performance measurement framework is presented in Figure 4-1. Identified in the framework are the indicators for the outputs and outcomes presented in the YJI logic model, as well as a measurement strategy describing how these indicators will be measured, by whom, and at what point during the performance measurement strategy.

Within the framework, the first column identifies the specific performance area in terms of the outputs while the second outlines the components of the YJI particular to each performance area. The third column identifies the performance indicators, which operationalize success in each area in that the indicators reflect the achievement of an output/outcome. Next, the data source for the indicator and the method used to obtain the data are identified, followed by who is responsible for collecting the performance information. Finally, the timing or frequency of measurement is indicated.

As shown in Figure 4-1, the direct outputs and activities of the program, as well as some of the short-term outcomes, will be subject to ongoing monitoring. However, as the YJI outcomes become more complex, as is the case for the intermediate and the final outcomes, the mechanism to obtain performance information shifts to the evaluation of the program components. The evaluation approach is outlined in Section 5.



**Figure 4-1: Performance measurement framework**

Performance Area	YJI Component <sup>5</sup>	Indicators	Data Sources / Methods	Responsibility for Collection	Timing/Frequency of Measurement
<b>Activities and Outputs</b>					
1. Coordinate and provide secretariat for F/P/T working groups and other information-sharing meetings; support for F/P/T Deputy Minister and Minister meetings; support for and participation in international fora	Policy PID (YJSFP & IRCS)	<ul style="list-style-type: none"> <li>Number and nature of meetings</li> </ul>	<ul style="list-style-type: none"> <li>Document review (briefing notes, RoDs)</li> </ul>	YJI	Annual (monitoring)
2. Hold and participate in meetings, information sessions, roundtables, conferences and consultations with traditional and non-traditional stakeholders on youth justice	Policy	<ul style="list-style-type: none"> <li>Number and nature of meetings, info sessions, round tables, conferences and consultations held</li> <li>International work</li> </ul>	<ul style="list-style-type: none"> <li>Document review (meeting summaries/ RoDs)</li> </ul>	YJI	Annual (monitoring)
3. Monitor and provide advice on the legislative / policy framework	Policy	<ul style="list-style-type: none"> <li>Requests for advice/interpretation</li> <li>Legislative proposals; advice provided</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> </ul>	YJI	Annual (monitoring)
4. Undertake research and develop evidence-based research reports on youth justice issues	Policy PID (YJSFP & IRCS)	<ul style="list-style-type: none"> <li>Number and subject of research reports produced</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> </ul>	YJI	Annual (monitoring)
5. Develop framework for, and negotiate and draft F/P/T financial agreements in accordance with federal objectives	YJSFP / IRCS	<ul style="list-style-type: none"> <li>F/P/T agreements signed/in place</li> </ul>	<ul style="list-style-type: none"> <li>File/Document review</li> </ul>	YJI	Annual (monitoring)
6. Manage F/P/T financial agreements	YJSFP	<ul style="list-style-type: none"> <li>Annual federal contributions to YJSFP agreements</li> <li>Annual P/T eligible expenditures</li> </ul>	<ul style="list-style-type: none"> <li>File/Document review</li> </ul>	YJI	Annual (monitoring)
7. Manage F/P/T financial agreements	IRCS	<ul style="list-style-type: none"> <li>Annual federal contributions to YJSFP agreements (IRCS-A)</li> <li>Annual federal government expenditures to eligible cases (IRCS-B, IRCS-C)</li> <li>Number of applications submitted &amp; % of cases approved (IRCS-C)</li> </ul>	<ul style="list-style-type: none"> <li>File/Document review</li> </ul>	YJI	Annual (monitoring)

<sup>5</sup> Legend: POLICY – Policy Development, Monitoring, and Support ; YJSFP – Youth Justices Services Funding Program; IRCS –F/P/T agreements for Intensive Rehabilitative Custody and Supervision; YJF- Youth Justice Fund; YJI- Youth Justice Initiative



Performance Area	YJI Component <sup>5</sup>	Indicators	Data Sources / Methods	Responsibility for Collection	Timing/Frequency of Measurement
8. Manage special projects' financial agreements	IRCS	• # applications submitted & % approved for special project funding (IRCS-D)	• File/Document review	YJI	Annual (monitoring)
		• Annual federal government expenditures for IRCS-D projects			
		• Nature of projects			
9. Receive, review and select YJF proposals for each component	YJF	• Number of proposals accepted/rejected for each component (Main Fund; Drug Treatment; Guns, Gangs and Drugs)	• Project files [Document review]	YJI	Annual (monitoring)
		• % of funds spent/lapsed			
		• Rationale for lapsed funds			
10. Negotiate and manage funding agreements with accepted recipients in accordance with federal objectives	YJF	• Funding agreements in place	• Project files [Document review]	YJI	Annual (monitoring)
		• Number/type of projects funded			
11. Collaboration, knowledge development and Information dissemination	YJF	<ul style="list-style-type: none"> <li>• Type of information disseminated,</li> <li>• # meetings/teleconferences involving project proponents</li> <li>• Project summaries</li> </ul>	<ul style="list-style-type: none"> <li>• Project files</li> <li>• Document review</li> <li>• Website review</li> </ul>	YJI	Annual (monitoring)
<b>Short-Term Outcomes</b>					
12. Increased opportunities for information sharing and knowledge transfer	Policy YJF IRCS & YJSFP	• Networking opportunities and information sharing for youth justice stakeholder groups across Canada	<ul style="list-style-type: none"> <li>• P/T government officials [interviews]</li> <li>• Non-traditional stakeholders [interviews]</li> <li>• Policy and YJF team members [interviews]</li> <li>• Funding recipients/ stakeholder / session participants [survey]</li> </ul>	Evaluators	5-year Evaluation
13. Legislation and policy that responds to federal government priorities	Policy	<ul style="list-style-type: none"> <li>• Legislative and policy proposals developed</li> <li>• Evidence-based advice provided to requesting parties (e.g., senior management; ministers)</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation (briefing materials)</li> <li>• Policy staff (interviews)</li> </ul>	Evaluators	5-year Evaluation
14. Continuation of P/T high priority youth justice services and	YJSFP	• Continuity/sustainability in the type and scope of services/programs supported	<ul style="list-style-type: none"> <li>• F/P/T agreements</li> <li>• Annual reports submitted by</li> </ul>	YJI	Annual (monitoring)



Performance Area	YJI Component <sup>5</sup>	Indicators	Data Sources / Methods	Responsibility for Collection	Timing/Frequency of Measurement
programs		through YJSFP agreements	P/Ts on Youth Justice Services Funding Program <ul style="list-style-type: none"> <li>• Inventory of programs and services funded (to be developed)</li> <li>• Federal share of P/T eligible expenditures</li> </ul>	Evaluators	5-year Evaluation
15. Continued alignment of P/T youth justice programs with federal youth justice Policy objectives	YJSFP	<ul style="list-style-type: none"> <li>• Stability in priority funding areas over time</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (federal objectives)</li> <li>• Financial agreements</li> <li>• Annual reports submitted by P/Ts on Youth Justice Services Funding Program</li> </ul>	Evaluators	5-year Evaluation
		<ul style="list-style-type: none"> <li>• Alignment of P/T program funding areas to federal objectives</li> </ul>			
16. Access to specialized services for violent youth with mental health needs	IRCS	<ul style="list-style-type: none"> <li>• P/T governments use IRCS (A &amp; B) funding to have the capacity to respond to IRCS sentences in accordance with Sec. 42 (2) (r) of <i>YCJA</i></li> <li>• Dollars claimed through IRCS (A &amp; B) agreements</li> <li>• Number of IRCS cases</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> </ul>	YJI	Annual (monitoring)
		<ul style="list-style-type: none"> <li>• # of applications and % approved for exceptional cases (IRCS-C)</li> <li>• Dollars claimed through IRCS- C</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (claims information)</li> </ul>	YJI	Annual (monitoring)
17. Capacity of jurisdictions to offer specialized services for violent youth with mental health needs	IRCS	<ul style="list-style-type: none"> <li>• Evidence of capacity built through IRCS-A &amp; D</li> <li>• Training funded through IRCS</li> </ul>	<ul style="list-style-type: none"> <li>• Project file review (Agreements; annual reports; evaluations)</li> <li>• P/T representatives (interviews)</li> <li>• Justice professionals (interviews)</li> </ul>	Evaluators	5-year Evaluation
18. Collaboration and knowledge development among jurisdictions/justice stakeholders	IRCS	<ul style="list-style-type: none"> <li>• Number of projects funded under IRCS - D</li> </ul>	<ul style="list-style-type: none"> <li>• Project file review</li> <li>• Funding recipients [Interviews/Survey]</li> <li>• IRCS program staff [Interviews]</li> </ul>	Evaluators	5-year Evaluation
		<ul style="list-style-type: none"> <li>• Events that required collaboration and knowledge sharing between jurisdictions</li> </ul>			
	YJF	<ul style="list-style-type: none"> <li>• # and types of projects funded</li> </ul>	<ul style="list-style-type: none"> <li>• Project file review</li> </ul>	Evaluators	5-year Evaluation





Performance Area	YJI Component <sup>5</sup>	Indicators	Data Sources / Methods	Responsibility for Collection	Timing/Frequency of Measurement
		<ul style="list-style-type: none"> <li>Projects that require collaboration between different organizations or government agencies/levels of government</li> <li># and nature of relationships/partnerships developed</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Funding recipients [Interviews/Survey]</li> <li>YJI program staff [Interviews]</li> </ul>		
19. Organizations are responsive to emerging issues around youth justice	YJF	<ul style="list-style-type: none"> <li>Alignment of YJF projects with youth justice priorities and emerging issues in youth justice</li> </ul>	<ul style="list-style-type: none"> <li>Project file review</li> <li>Document review</li> <li>Review of literature, research and secondary sources</li> <li>Funding recipients [Interviews/Survey]</li> <li>YJF team [Interviews]</li> </ul>	Evaluators	5-year Evaluation
20. Increased community involvement in youth justice process/service provision	YJF	<ul style="list-style-type: none"> <li>Partnerships developed as a result of YJF projects</li> <li>Non-traditional project proponents funded</li> </ul>	<ul style="list-style-type: none"> <li>Project file review [proposals, agreements, annual reports]</li> <li>Funding recipients [Interviews/Survey]</li> <li>Community partners [Interviews/Survey]</li> <li>YJF team [Interviews]</li> </ul>	Evaluators	5-year Evaluation
21. Youth in conflict with the law, including youth in targeted groups, are reached/increasingly reached by YJI programming	YJF IRCS	<ul style="list-style-type: none"> <li>Youth reached as a result of programming/services offered through each funding component</li> <li># youth by program (YJF projects)</li> </ul>	<ul style="list-style-type: none"> <li>Project file review [Annual reports ]</li> <li>Funding recipients [Interviews/Survey]</li> <li>YJI program staff [Interviews]</li> </ul>	Evaluators	5-year Evaluation
<b>Intermediate Outcomes</b>					
22. The Government of Canada has appropriate policies, practices and legislation in place that reflect federal priorities	Policy YJSFP YJF IRCS	<ul style="list-style-type: none"> <li>Policies and legislation reflect /respond to current issues related to youth justice</li> <li>Changes to practices and approaches made to respond to youth justice issues</li> </ul>	<ul style="list-style-type: none"> <li>Document review [legislation and policy]</li> <li>YJI staff [interviews]</li> <li>Review of literature, research and secondary sources</li> </ul>	Evaluators	5-year Evaluation
23. Maintained an enhanced	Policy	<ul style="list-style-type: none"> <li>Youth re-integrated into the community</li> </ul>	<ul style="list-style-type: none"> <li>Justice professionals</li> </ul>	Evaluators	5-year Evaluation



Performance Area	YJI Component <sup>5</sup>	Indicators	Data Sources / Methods	Responsibility for Collection	Timing/Frequency of Measurement
availability and use of extrajudicial measures, rehabilitative and reintegration opportunities in the youth justice system	YJSFP YJF IRCS	<p>as a result of opportunities</p> <ul style="list-style-type: none"> <li>• Maintaining high priority services and programs (YJSFP)</li> <li>• New programs/services or enhancement to programs and services resulting from the funding components of the YJI</li> </ul>	<p>[Interviews/Survey]</p> <ul style="list-style-type: none"> <li>• Funding recipients [Interviews/survey]</li> <li>• File review [IRCS Annual reports]</li> <li>• Project file review [YJF project evaluations]</li> <li>• Case studies (e.g., trajectories for chargeable youth; mechanisms available in specific communities)</li> <li>• Survey of programs/ services available in the P/Ts</li> </ul>		
24. Strengthened links among youth justice stakeholders	Policy YJSFP YJF IRCS	<ul style="list-style-type: none"> <li>• Increased collaboration among governments (YJSFP, IRCS)</li> <li>• Increased collaboration between governments, youth justice, community and professional services and other stakeholders on youth justice issues, approaches and alternatives (Policy, YJF)</li> <li>• New partnerships/ collaborations facilitated/ supported by the YJI (Policy, YJF)</li> <li>• Examples of collaboration between governments</li> <li>• Activities and experiences of funded programs feed back into overall policies, practices and approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Document review [YJI organized events]</li> <li>• YJF file review [contribution agreements; annual reports]</li> <li>• YJI staff [Interviews]</li> <li>• Funding recipients [Interviews/survey]</li> <li>• Case studies</li> </ul>	Evaluators	5-year Evaluation
<b>Long-Term Outcomes</b>					
25. More integrated and coordinated approach to youth justice	Policy YJF	<ul style="list-style-type: none"> <li>• Integrated network of stakeholders (increase in number of partnerships, growth in collaborative activities)</li> <li>• Increase in number/type of organizations reached by funding</li> </ul>	<ul style="list-style-type: none"> <li>• Project file review</li> <li>• Case studies</li> <li>• YJI staff [Interviews]</li> <li>• Funding recipients [Interviews/survey]</li> </ul>	Evaluators	5-year Evaluation



Performance Area	YJI Component <sup>5</sup>	Indicators	Data Sources / Methods	Responsibility for Collection	Timing/Frequency of Measurement
26. Improved responsiveness of the youth justice system	YJI (All)	<ul style="list-style-type: none"> <li>• Availability and accessibility of alternative types of programming/services in the youth programs/services</li> </ul>	<ul style="list-style-type: none"> <li>• P/T reports (annual reports; monitoring; evaluations)</li> <li>• Case studies (program level)</li> <li>• Program management and staff; P/T representatives; justice professionals (interviews)</li> <li>• Funding recipients [Interviews/survey]</li> </ul>	Evaluators	5-year Evaluation
<b>Ultimate Outcome</b>					
27. Fairer, more effective youth justice system	YJI	<ul style="list-style-type: none"> <li>• Program components successfully establish/support the creation of links among youth justice system stakeholders and between the youth justice system and the community</li> <li>• Improved knowledge and links among stakeholders and the community create options and improve accessibility for youth</li> <li>• Alternatives to the formal court system and to custody exist for youth</li> </ul>	<ul style="list-style-type: none"> <li>• As determined by the assessment of the success in achieving the long-term outcomes through analysis of results from multiple lines of evidence</li> </ul>	Evaluators	5-year Evaluation



## **4.2. Data sources for ongoing monitoring**

YJI staff will be responsible for collecting ongoing performance information needed to monitor the progress of each component. The following sources will be used to provide information on key outputs and early outcomes, as well as whether the funded projects are reaching their target groups and delivering their desired outputs. The principal data activities and sources for ongoing monitoring include:

- Document review:
  - Legislation,
  - Policy,
  - Objectives,
  - Terms and Conditions,
  - Budgets,
  - Agendas/minutes/event records,
  - Briefing notes/materials, and
  - Records of Decision.
- Website review
- Provincial/territorial file review:
  - Review of provincial/territorial files for YJSFP (e.g., annual plans and reports),
  - Review of provincial/territorial files for IRCS Parts A, B and C (e.g., annual plans and reports), and
  - Agreements.
- Project file review (YJF; IRCS Part D):
  - Proposals and applications,
  - Grant and Contribution agreements,
  - Annual reports from funded programs (IRCS Part D),
  - Evaluations/final reports (YJF), and
  - Inventory of programs and services funded (to be developed).

## **4.3. Frequency of measurement for ongoing monitoring**

Most of the ongoing monitoring data will be collected on an annual basis, as part of the annual reporting cycle of the YJI program management. However, information on applications, for example, will be captured at that point in the annual cycle where submissions are received, reviewed and approved. Performance information on whether a project was successful will be captured at the end of the funding cycle, as part of the final project reporting requirements by the recipients.



## 5. EVALUATION STRATEGY

In accordance with the Treasury Board of Canada's policy on evaluation, a comprehensive summative evaluation will be completed for the YJI at the conclusion of the 2009-10 to 2013-14 five-year cycle. The evaluation, based on the elements identified in the performance measurement framework, will evaluate the YJI and its respective components in terms of their relevance, effectiveness, efficiency and economy.

### 5.1. Evaluation framework

The evaluation framework, presented in Figure 5-1, outlines the questions that will guide the summative evaluation. The evaluation questions are grouped into the following categories:

- Relevance;
- Performance: Efficiency and economy; and
- Performance: Effectiveness.

The relevance section addresses the YJI as a whole, examining the relevance of its objectives and activities to the perceived need for youth justice funding and support, as well as the alignment of the YJI with federal government priorities. The efficiency and economy sections regarding program performance concern resource allocation, program economy, and efficiency of the YJI and its individual components. The final section, effectiveness of program performance, examines whether YJI programs and components are meeting the mid- and long-term objectives of the Initiative. More specifically, these questions address whether the YJI and its components are reaching the target groups in an appropriate and responsive way (particularly in regards to rehabilitation and community reintegration), to what extent the sharing of knowledge between youth justice stakeholders has been achieved, and whether responsive policies and legislation have been developed.

The individual evaluation questions under each of these three sections are outlined in the first column of Figure 5-1, which will guide the summative evaluation. In the second column, the indicators relevant to each evaluation question are provided in order to operationalize each question so as to allow for measurement and assessment of their achievement. The Data Sources and Methods column then outlines the specific sources/methodology that will be consulted or used in order to address the evaluation questions. Finally, the Notes column identifies which evaluation questions are aligned with the performance monitoring activities outlined in the performance measurement framework (Figure 4-1), in addition to including any research or evaluation considerations.



**Figure 5-1: Evaluation framework**

Evaluation Question	Indicators	Data Sources and Methods	Notes
<b>A. Relevance</b>			
1. Is there a continued need for the YJI?	<ul style="list-style-type: none"> <li>• Evidence of continuing need for policies, programs and services in the area of youth justice</li> <li>• Responsiveness of the YJI to the current needs of Canadian youth involved in the justice system</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review; secondary data sources</li> <li>• Document review</li> <li>• Program management and staff; P/T representatives; funding recipients; community representatives (interviews)</li> </ul>	
2. Is the YJI consistent with broader federal government priorities?	<ul style="list-style-type: none"> <li>• Consistency between YJI objectives and federal government priorities</li> <li>• Changes to practices and approaches made to respond to youth justice issues as needed</li> <li>• Changes in priority funding over time</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Program management and staff (interviews)</li> <li>• Review of literature, research, and secondary sources</li> <li>• Financial agreements</li> <li>• Annual reports submitted by P/Ts</li> </ul>	Aligns with performance monitoring activity #16, 23
3. Does the YJI align with the strategic outcomes of the Department of Justice?	<ul style="list-style-type: none"> <li>• Evidence of the alignment of YJI objectives with strategic goals of the Department of Justice</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Program management and staff (interviews)</li> </ul>	
4. Are the roles and responsibilities associated with delivering the YJI appropriate to the federal government?	<ul style="list-style-type: none"> <li>• Extent to which the responsibilities of the YJI fall within the legislated authority of the federal government (and outside of the P/T legislated authorities)</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Program management and staff; P/T representatives (interviews)</li> </ul>	
<b>B. Performance - Efficiency and Economy</b>			
5. Were the resources allocated to the YJI sufficient to achieve its objectives? Are there resources/activities that are no longer required in order to effectively implement the YJI? What are the implications of reduced federal funding?	<ul style="list-style-type: none"> <li>• Sufficiency of financial resources to support the achievement of intended outputs</li> <li>• Sufficiency of human resources to support the achievement of intended outputs</li> <li>• Extent to which outputs are completed given the resources available</li> <li>• Ability to meet timelines/ responsibilities for the allocation/distribution of funds and management of agreements</li> <li>• Inputs/activities that are no longer required for delivery of the YJI</li> <li>• Ability to maintain/continue high priority programs and services with the resources available (i.e., reduced funding) (YJSFP)</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Measurement Data (annual monitoring)</li> <li>• Program’s financial information management system</li> <li>• Program planning, reporting, management and operational documents</li> <li>• Program management and staff; P/T representatives and funding recipients (interviews)</li> </ul>	Aligns with performance monitoring activities (#1-12 in the PMF)
6. What were the costs of	<ul style="list-style-type: none"> <li>• Comparison of planned and actual expenditures (and</li> </ul>	<ul style="list-style-type: none"> <li>• financial documentation</li> </ul>	Availability of information to



Evaluation Question	Indicators	Data Sources and Methods	Notes
<p>producing program outputs? How do these compare with the cost targets (i.e., budgeted costs) set by the program and with benchmarks from other programs?</p>	<p>reason for any differences) by YJI component</p> <ul style="list-style-type: none"> <li>• % of costs funds spent/lapsed (YJF)</li> <li>• Comparison of the proportionate costs to administer the program to total program budget with other similar types of programs by funding program</li> </ul>	<ul style="list-style-type: none"> <li>• Program planning, reporting, documents; audits/performance reviews</li> <li>• Program’s financial information management system</li> <li>• Program management (staff?) (interviews)</li> <li>• Project files (YJF)</li> </ul>	<p>assess and monitor the efficiency of operations</p> <p>Alignment of costs associated with each activity/output</p> <p>Level of detail (resources) required to collect costs at the activity level</p> <p>Benchmarks? Other programs?</p>
<p>7. Have there been any lessons/promising practices that have emerged from the implementation and delivery of activities associated with the YJI over the past 5 years?</p>	<ul style="list-style-type: none"> <li>• Processes, emergent issues/ solutions that improved or interfered with the use of inputs/resources</li> <li>• Processes, emergent issues/ solutions that improved or interfered with the production of outputs</li> <li>• Effects on program outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Measurement Data (annual monitoring)</li> <li>• Program’s financial information management system</li> <li>• Program planning, reporting, management and operational documents</li> <li>• Program management and staff; P/T representatives; funding recipients (interviews)</li> </ul>	
<p>8. Are there other options that could realize the same/similar outputs in different ways or at a lower cost?</p>	<ul style="list-style-type: none"> <li>• Alternative methods of delivery to achieve the same/similar results</li> </ul>	<ul style="list-style-type: none"> <li>• Literature/program review in other jurisdictions</li> <li>• Performance Measurement Data (annual monitoring)</li> <li>• Program planning, reporting, management and operational documents.</li> <li>• Program management and staff; P/T representatives; funding recipients (interviews)</li> </ul>	



Evaluation Question	Indicators	Data Sources and Methods	Notes
<b>C. Performance - Effectiveness</b>			
<p>9. To what extent does the YJI facilitate the development and sharing of knowledge among stakeholders in the area of youth justice? Does YJI support collaboration and knowledge development among jurisdictions/justice stakeholders</p>	<ul style="list-style-type: none"> <li>• Capacity and opportunities provided to develop and share knowledge regarding youth justice programs, services and policies (Policy)</li> <li>• Increased opportunities for information sharing and knowledge transfer</li> <li>• Networking opportunities and information sharing for youth justice stakeholder groups across Canada (Policy and YJF)</li> <li>• Completion and dissemination of research related to practices and approaches to rehabilitation and reintegration of youth (Policy)</li> <li>• Collaboration and knowledge development among jurisdictions and justice stakeholders</li> <li>• Number and nature of projects funded under IRCS - D</li> <li>• Events that required collaboration and knowledge sharing between jurisdictions (IRCS-D)</li> <li>• # and types of YJF projects funded</li> <li>• # YJF projects that require collaboration between different organizations or government agencies/levels of government</li> <li>• # and nature of relationships/ partnerships developed (YJF)</li> <li>• # and nature of FPT working group meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Measurement Data (annual monitoring)</li> <li>• Project files (agreements and reports)</li> <li>• Project inventory</li> <li>• Review of research</li> <li>• Program staff (interviews)</li> <li>• Non-traditional stakeholders (interviews)</li> <li>• Funding recipients (survey)</li> </ul>	<p>Performance areas #13 &amp; #19</p>
<p>10. Do YJI activities and program components support community involvement and the development of linkages between the community and the youth justice system?</p>	<ul style="list-style-type: none"> <li>• Increased community involvement in the delivery of programs and services</li> <li>• Partnerships developed as a result of YJF projects</li> <li>• New partnerships/ collaborations facilitated/ supported by the YJI (Policy, YJF)</li> </ul>	<ul style="list-style-type: none"> <li>• YJF file review [contribution agreements; annual reports]</li> <li>• Document review [YJI organized events]</li> <li>• Funding recipients [Interviews/Survey]</li> <li>• Community partners [Interviews/Survey]</li> <li>• YJI staff [Interviews]</li> <li>• Case studies</li> </ul>	<p>Performance areas #21 &amp; #25</p>
<p>11. In what ways does the YJI support the development of</p>	<ul style="list-style-type: none"> <li>• Youth crime</li> </ul>	<ul style="list-style-type: none"> <li>• Review and trend analysis of research and statistical reports</li> </ul>	<p>Performance area #14</p>





Evaluation Question	Indicators	Data Sources and Methods	Notes
legislation and policy that responds to federal government priorities?	<ul style="list-style-type: none"> <li>• Usage of youth court, custody, alternative measures</li> <li>• Contents of legislation and policy relative to federal priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation (briefing materials)</li> <li>• Policy staff (interviews)</li> </ul>	
12. To what extent do YJFSP funds distributed to the P/Ts support sustainable programs and services that provide rehabilitation and reintegration as well as alternatives to court and incarceration?	<ul style="list-style-type: none"> <li>• Types of P/T programs and services supported through the YJI (YJFSP)</li> <li>• Continued programming (trend over 5 years)</li> <li>• Range of alternatives, programs and services</li> </ul>	<ul style="list-style-type: none"> <li>• P/T program documentation</li> <li>• P/T inventory of programs that provide alternatives to court and incarceration for youth</li> <li>• Program management and staff; P/T representatives (interviews)</li> <li>• Funding recipients/Program managers/staff (survey)</li> </ul>	
13. Does the YJI effectively facilitate the development and provision of responsive policies, practices and approaches that align with federal policy objectives?	<ul style="list-style-type: none"> <li>• Alignment of the types of P/T programs and services with national objectives for youth justice</li> <li>• Alignment and responsiveness of policies to emerging issues in the area of youth justice (Policy)</li> <li>• New/expanded programs/services introduced in response to emerging youth justice issues/youth needs as (YJSFP; IRCS: YJF)</li> <li>• Pilot projects funded to explore innovative approaches (YJF)</li> <li>• Changes in funding and eligibility criteria relative to changing federal priorities (YJF)</li> </ul>	<ul style="list-style-type: none"> <li>• Document review (YJI guidelines; P/T programs/projects; federal and P/T policies related to youth justice)</li> <li>• P/T inventory of programs that provide alternatives to court and incarceration for youth</li> <li>• Program management and staff; P/T representatives (interviews)</li> <li>• Funding recipients/Program managers/staff (survey)</li> </ul>	<p>Comparison of P/T programming with federal objectives may be questioned?</p> <p>Performance area #20, 23</p>
14. In what ways are the goals and principles of the YCJA supported by the funding program components of the YJI? To what extent are YJI funded programs and services programs reaching youth offenders? Are established high priority P/T services and programs continuing?	<ul style="list-style-type: none"> <li>• Availability of alternatives to court and to custody in the P/Ts</li> <li>• Youth crime and youth court usage statistics</li> <li>• Incarceration rates by jurisdiction</li> <li>• # and % of incarcerations by sentenced custody and remand</li> <li>• Evidence of usage of programming and services that provide alternatives to court and incarceration (YJFSP)</li> <li>• Relative severity of crimes where youth appear before the court or are incarcerated in comparison to youth referred to alternatives</li> <li>• Evidence of judicial support (e.g., directions; referrals) to the use of alternatives to custody, where appropriate, and to re-integration of the youth into</li> </ul>	<ul style="list-style-type: none"> <li>• F/P/T agreements</li> <li>• Inventory of programs and services funded (to be developed)</li> <li>• Federal share of P/T eligible expenditures</li> <li>• P/T reports (annual reports; monitoring; evaluations)</li> <li>• Case studies</li> <li>• Program management and staff; P/T representatives; justice professionals (interviews)</li> <li>• Funding recipients [Interviews/survey]</li> </ul>	<p>Accessing P/T reports and/or data</p> <p>Performance area #15, 22</p>



Evaluation Question	Indicators	Data Sources and Methods	Notes
	<p>the community</p> <ul style="list-style-type: none"> <li>• Projects/funds used to educate justice system professionals about the use of alternatives to court and incarceration for youth justice</li> <li>• Policies that outline the appropriate use of alternative programming</li> <li>• Continuation/sustainability in the type and scope of services/programs supported through YJSFP agreements</li> </ul>		
<p>15. To what extent does the youth justice system provide appropriate rehabilitative and reintegration opportunities?</p>	<ul style="list-style-type: none"> <li>• New programs/services or enhancement to programs and services resulting from the project funding components of the YJI</li> <li>• Availability and accessibility of various types of programming/ services in the youth programs/ services</li> <li>• Extent to which the rehabilitative and reintegration opportunities suit their situations</li> </ul>	<ul style="list-style-type: none"> <li>• P/T reports (annual reports; monitoring; evaluations)</li> <li>• Case studies (program level)</li> <li>• Program management and staff; P/T representatives; justice professionals (interviews)</li> <li>• Funding recipients [Interviews/survey]</li> </ul>	<p>Performance area #24, 27</p>
<p>16. Are there specialized services for youth in place as result of the funding provided by the IRCS? How are these services accessed?</p>	<ul style="list-style-type: none"> <li>• # of IRCS cases (IRCS Part B)</li> <li>• # of applications and % approved for exceptional cases (IRCS Part C)</li> <li>• P/T governments use IRCS (A &amp; B) funding to have the capacity to respond to IRCS sentences in accordance with Sec. 42 (2) (r) of YCJA</li> <li>• - Dollars claimed through IRCS A&amp;B</li> <li>• Extent to which eligible youth receive the support they need</li> <li>• Annual distribution of IRCS funds across Parts A through D</li> <li>• # court-orders/youth whose cost of services covered (IRCS-B)</li> <li>• # of youth eligible under IRCS-C</li> <li>• Evidence of capacity built through IRCS-A</li> <li>• Training funded through IRCS -D Projects/requests funded under IRCS-D that result in a change in capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• Documentation (IRCS)</li> <li>• Project file review (agreements; annual reports; evaluations)</li> <li>• Program management and staff; P/T representatives (interviews)</li> <li>• Youth justice professionals (interviews)</li> </ul>	<p>Performance area #17, 18</p> <p>Accessing information pertaining to youth in the justice system</p>
<p>17. Is there a more integrated and coordinated approach to youth</p>	<ul style="list-style-type: none"> <li>• Increased collaboration among governments (YJSFP, IRCS)</li> </ul>	<ul style="list-style-type: none"> <li>• Project file review</li> <li>• Document review [YJI organized events]</li> </ul>	<p>Performance areas #25 &amp; #26</p>



Evaluation Question	Indicators	Data Sources and Methods	Notes
justice in Canada as a result of the YJI?	<ul style="list-style-type: none"> <li>• Increased collaboration between governments, youth justice, community and professional services and other stakeholders on youth justice issues, approaches and alternatives (Policy, YJF)</li> <li>• Examples of collaboration between governments</li> <li>• Integrated network of stakeholders (increase in number of partnerships, growth in collaborative activities)</li> <li>• Increase in number/type of organizations reached by funding</li> </ul>	<ul style="list-style-type: none"> <li>• Program management and staff; P/T representatives; justice professionals (interviews)</li> <li>• Case studies</li> <li>• Funding recipients (interviews/survey)</li> </ul>	
18. Have there been any unintended outcomes, positive or negative, associated with any component of the YJI?	<ul style="list-style-type: none"> <li>• Indirect or unexpected outcomes associated with the YJFSP, IRCS, YJF, or PDM&amp;S</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple lines of evidence</li> <li>• Program and non-program stakeholders</li> </ul>	
<b>D. Follow-up on Previous Evaluation Issues</b>			
19. How can the stable remand phenomenon be explained within the context of decreasing incarceration rates?	<ul style="list-style-type: none"> <li>• Incarceration rates               <ul style="list-style-type: none"> <li>• % of total incarcerations sentenced custody</li> <li>• % of total incarcerations remand</li> </ul> </li> <li>• Assessment of factors that contribute to the use of remand within the principals set forth in the YCJA</li> </ul>	<ul style="list-style-type: none"> <li>• Review of literature and research</li> <li>• Secondary data analysis</li> <li>• Inventory of programs and services funded (to be developed)</li> <li>• Youth justice professionals (interviews)</li> <li>• F &amp; P/T representatives (interviews)</li> </ul>	Special topic – identified for follow-up in 2008 evaluation



## 5.2. Evaluation data sources and methods

The summative evaluation will utilize performance information collected through ongoing performance monitoring by DOJ staff, as well as additional information collected at the time of the evaluation. To enhance the reliability and validity of the findings, multiple lines of evidence are recommended wherever possible to address the evaluation questions. Recommended data collection methods include:

- Document/file review;
- Literature review;
- Project file and performance data review;
- Interviews and/or surveys of key informants, partners and funding recipients, as appropriate; and
- Case studies of funded projects, initiatives and/or special topics.

Descriptions of the evaluation methods proposed are outlined below.

A comprehensive document review will examine the processes and resources in place to deliver the YJI, particularly for the Policy Development, Monitoring and Support component. Relevant documentation to be reviewed includes:

- Legislation,
- Policy,
- Objectives,
- Terms and Conditions,
- Budgets,
- Agendas/minutes/event records,
- Briefing notes/materials,
- Records of Decision, and
- Website review.

In addition, a literature review of current research on approaches to youth justice in other countries and jurisdictions will inform evaluation activities related to federal, departmental and YJI priorities and objectives.

A review of the provincial/territorial files and project files collected during the ongoing monitoring phase will provide much of the information related to key outputs and early outcomes, as outlined in the evaluation framework. It is recommended that a standardized inventory tool be developed for the funded projects. Relevant data sources for the file review activities include:



- Provincial/territorial file:
  - Review of provincial/territorial files for YJSFP (e.g., annual plans and reports),
  - Review of provincial/territorial files for IRCS Parts A-C (e.g., annual plans and reports), and
  - Contribution agreements.
- Project file review (YJF; IRCS Part D):
  - Proposals and applications,
  - Grant and Contribution agreements,
  - Annual reports from funded programs (IRCS Part D),
  - Evaluations/final reports (YJF), and
  - Inventory of programs and services funded (to be developed).

A combination of interviews and surveys (as appropriate) will be conducted with DOJ staff and partners/stakeholders. Interviewee/survey target groups include:

- Department of Justice staff,
- Provincial/territorial government officials,
- Funding recipients,
- Non-traditional stakeholders,
- Community partners, and
- Justice professionals.

Finally, case studies will allow for an in-depth examination of specific topics of interest and could be used to obtain an on-the ground perspective of certain programs, including any strengths or challenges of the funding/support model. Case studies could also be used to examine the trajectories of chargeable youth within the justice system, as well as examples of the various mechanisms available in specific communities. The case studies would use a combination of data sources and methods of data collection, depending on the subject area covered.