

Evaluation Strategy

The Immigration Partnership (IP), through the work of the Evaluation Advisory Committee (EAC), a subcommittee of Council established in 2016, is developing an ongoing performance measurement (PM) strategy as mandated by Council.

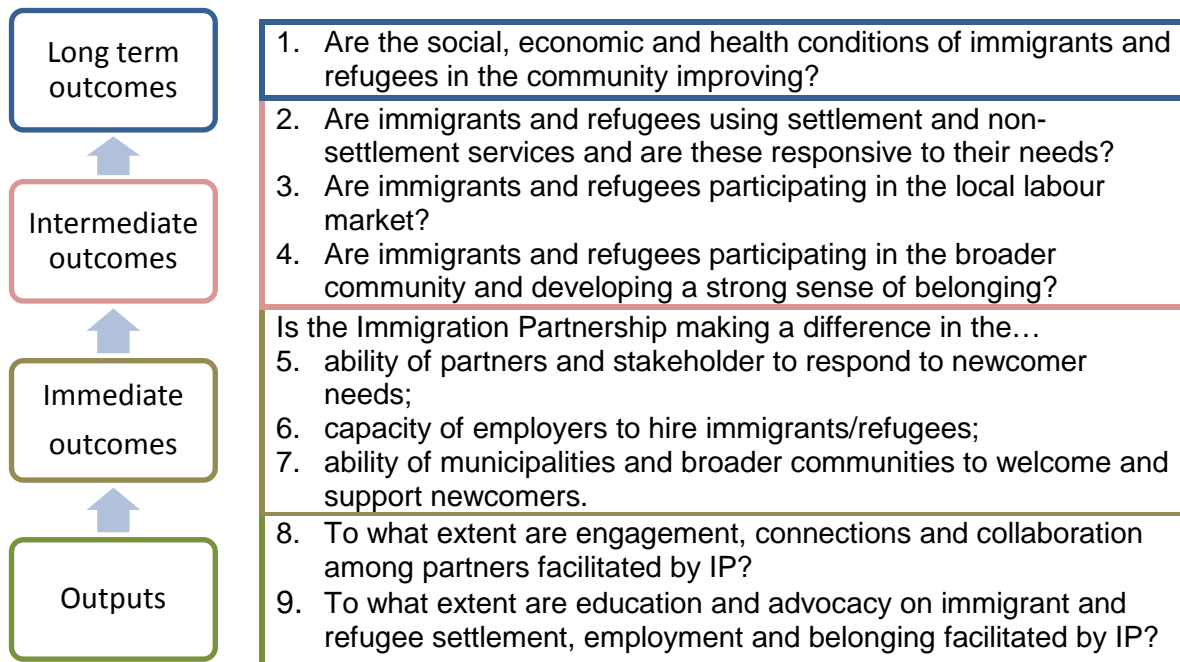
According to the Centre of Excellence in Evaluation¹, a PM strategy is a “*results-based management tool that is used to guide the selection, development and ongoing use of performance measures*”.

Purpose Statement

The EAC is dedicated to develop and support a PM strategy to:

- Continually monitor and examine the contributions of the activities of the Steering Groups and Council in achieving IP’s mandate.
- Examine the effectiveness of the processes and structure of IP in achieving IP’s mandate.
- Support strategic learning by using data to inform decision-making and strategy in a dynamic environment.

Research Questions

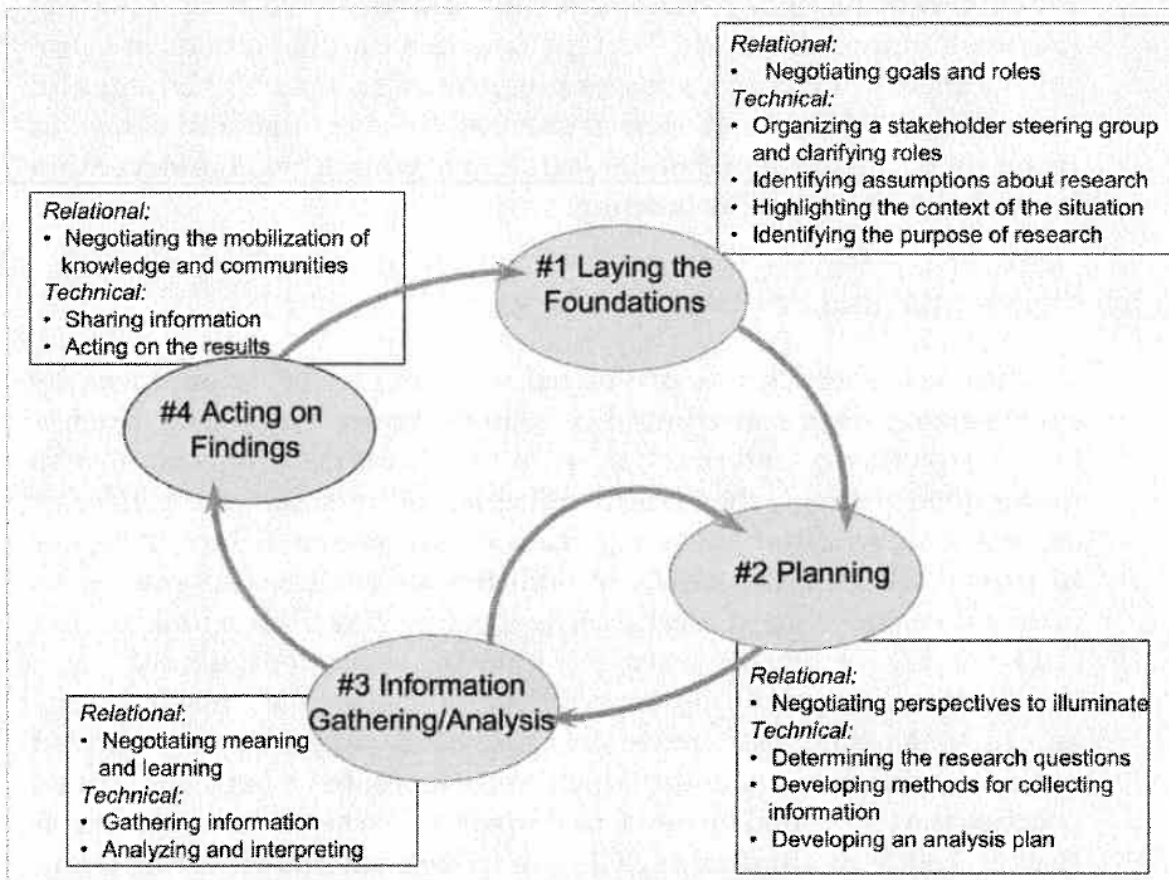


¹ <https://www.canada.ca/en/treasury-board-secretariat/services/audit-evaluation/centre-excellence-evaluation/guide-developing-performance-measurement-strategies.html#OverviewPMS>
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Using reflective practice

The PM strategy will include planning, action and reflection in an ongoing *reflective action cycle* as seen in the figure below. Using a reflecting action cycle will contribute to ongoing learning and adaptation to our dynamic settlement context.²

Figure 1
The Four Phases of Participatory Action Research



Adapted from CCBR, 1998; 2004.

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Under the influence of the EAC, the Immigration Partnership has developed a results framework (Appendix A) that will guide its evaluation and performance measurement. It is anticipated that this framework will evolve as the Partnership and its evaluation develop.

² R. Janzen, D. Seskar-Hencic, Y. Dildar & P. McFadden (2012)

³ Figure 1 taken from Janzen et al (2012)

Methodology and timeline

The Immigration Partnership strives to take a mixed-methods approach to evaluation. The approach will include both primary and secondary data collection and both qualitative and quantitative research.

Method	Frequency
Quantitative data	
<u>Partner survey</u> To assess partner engagement and IP's facilitation of the work of partners and other stakeholders (research questions 5-10) and progress in achieving Community Action Plan results (research questions 2-8). Includes all members of the Council, Steering Groups, and staff (Goal: 80% response rate).	Annual
<u>Community survey</u> To gather community input on the experiences in bringing immigrants/refugees (research questions 2-4), examine trends in the social, economic and social participation of immigrants/refugees in our local context (research question 1), and IP's contribution to the work of partners and other stakeholders' positive change (research questions 5-10; goal: 300 immigrant/refugee respondents)	Bi-annual
<u>Statistics Canada</u> To collect statistically representative data on the current state of immigrants and refugees in Waterloo Region (research question 1)	Collected every 5 years. Next avail early 2018
<u>IRCC</u> To collect local immigrant/refugee data on yearly arrivals and service use (research question 2)	Annual
Qualitative data	
<u>Community reflection</u> To reflect on the current social, economic and health conditions of immigrants and refugees in Waterloo Region (research question 1; goal: 500 interactions at community events throughout the year).	Annually depending on identified needs
<u>Focus groups</u> To more deeply explore anticipated/unanticipated and interesting findings in surveys and other data, and data that is not available through other methods (Goal: 2-4 focus groups, 5-10 participants, including sector stakeholders from each Steering Group and immigrants and refugees)	Annually depending on identified needs

**Immigration Partnership Results Framework
CAP 2017-2020**

Ultimate outcome	More inclusive community (i.e. Waterloo Region) where immigrants and refugees successfully settle, work and belong		
Indicators	<p>Economic</p> <p>a. % of immigrants and refugees living above the low income measure</p> <p>b. % of immigrants and refugees living at or above the median employment income of Waterloo Region</p> <p>c. % of immigrants and refugees with knowledge of one of the official languages</p> <p>Social</p> <p>a. % of immigrants and refugees reporting a strong sense of belonging (disaggregated by sex)⁴</p> <p>b. # of immigrants and refugees in leadership positions</p> <p>c. % of immigrants and refugees reporting feelings of isolation</p> <p>d. % of immigrants and refugees reporting an incident of discrimination in the past 5 years</p> <p>Health</p> <p>a. % of immigrants and refugees who perceive that their health care needs are being met</p>		
	Settle	Work	Belong
Intermediate outcomes (immigrant/refugee level)	Increased use of settlement and non-settlement services by immigrants and refugees that are responsive to their needs	Increased participation of immigrants and refugees in local labour market	Increased participation of immigrants and refugees in social networks and broader communities

⁴ Includes BSG's definition of belonging as "an essential human need to be accepted and valued by others in order to reach one's full potential in connecting, participating, integrating and thriving in the community"

Indicators	<p>a. # of immigrants/refugees accessing settlement and non-settlement services</p> <p>b. # of immigrants and refugees learning one of the official languages (disaggregated by sex)</p> <p>c. # of immigrants and refugees who report good or excellent quality of settlement and non-settlement services</p>	<p>a. # of immigrants/refugees hired by local employers (disaggregated by sex)</p> <p>b. % of immigrants and refugees who are employed (disaggregated by sex)</p> <p>c. # of immigrants and refugees reporting access to employment services and skills training programs</p> <p>d. # of immigrants and refugees reporting good or excellent quality of employment services</p>	<p>a. Ratio of immigrants/refugees participating in local councils or advisory committees (disaggregated by sex)</p> <p>b. % of immigrants and refugees who report engagement in a group, organization, or association in the past 12 months⁵</p> <p>c. % of immigrants and refugees with one or more close friends in Waterloo Region</p>
Immediate outcomes (partner/community level)	Increased ability of settlement and non-settlement partners and stakeholders to respond to newcomer needs	Increased capacity of employers to hire immigrants and refugees	Increased ability to welcome and support newcomers by municipalities and broader communities
Indicators	<p>a. # of referrals between settlement and non-settlement services</p> <p>b. % of settlement and non-settlement stakeholders who are knowledgeable about</p>	<p>a. of employers who are aware about the benefits of hiring immigrants and refugees</p> <p>b. # of employers who are knowledgeable about resources available to hire immigrants and</p>	<p>a. # of municipal and community members reporting possessing stronger skills and tools for welcoming and supporting newcomers</p>

⁵ Data from General Social Survey, includes union/professional association, political party/group, sports and rec, cultural, educational or hobby org, religious group, a school group, neighbourhood, civic or community association, service club, senior's group, youth org, immigr/ethnic association, and other

	<p>newcomer needs and service pathways</p> <p>c. % of settlement and non-settlement stakeholders reporting increased ability to respond to newcomer needs</p> <p>d. % of partners and stakeholders reporting better collaboration, coordination and networks in support of newcomers</p> <p>e. # of formal agreements between partners and other stakeholders</p> <p>f. # of settlement and non-settlement stakeholders reporting stronger skills and tools for welcoming and supporting newcomers</p>		<p>refugees</p> <p>c. # of employers reporting stronger skills and tools for hiring newcomers</p>		<p>b. # of municipal and community initiatives to support newcomer welcoming and inclusion</p>	
Outputs	Education and advocacy provided to service providers and systems leaders on immigrant and refugee settlement	Engagement, connections and collaboration facilitated in areas affecting immigrant and refugee settlement	Education and advocacy provided to employers and government/systems leaders on immigrant and refugee employment	Engagement, connections and collaboration facilitated in areas affecting immigrant and refugee employment	Education and advocacy provided to municipalities, the broader community and government/systems leaders on immigrant and refugee belonging	Engagement, connections and collaboration facilitated in areas affecting immigrant and refugee belonging

Indicators	<p>a. # of learning events hosted by IP</p> <p>b. # of service providers /stakeholders participating in learning events by IP</p> <p>c. # of awareness/educational resources developed⁶ by IP</p> <p>d. # of information briefings submitted to or meetings with government and community leaders</p> <p>e. # of service providers/stakeholders reached with IP</p>	<p>a. # of IP meetings</p> <p>b. # of partners participating in IP meetings</p> <p>c. # of partners and other stakeholders attending IP networking events/community forums by IP</p>	<p>a. # of learning events hosted by IP</p> <p>b. # of employers/stakeholders participating in learning events by IP</p> <p>c. # of awareness/educational resources developed by IP</p> <p>d. # of employers/stakeholders reached with IP communication tools, materials and campaigns</p> <p>e. # of information</p>	<p>a. # of IP meetings</p> <p>b. # of employers/s takeholders participating in IP meetings</p> <p>c. # and type of employer engagement opportunities created/hosted by IP</p> <p>d. # of employment services, employers, stakeholders engaged at networking events, community forums, etc.</p>	<p>a. # of learning and other events hosted by IP</p> <p>b. # of participants in learning events by IP</p> <p>c. # of awareness/educational resources developed by IP</p> <p>d. # of stakeholders reached with IP communication tools, materials and campaigns</p>	<p>a. # of IP meetings</p> <p>b. # of partners participating in IP meetings</p> <p>c. # of initiatives engaging municipalities with immigrants and refugees with direct and indirect IP involvement</p> <p>d. # of immigrants and refugees, municipal and community</p>
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⁶ Includes fact sheets and other educational pieces
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	communication tools, materials and campaigns ⁷		briefings submitted to or meetings with government and community leaders		e. # of information briefings submitted to or meetings with government and community leaders	stakeholders engaged at IP events, community forums, etc.
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⁷ Immigration portal, social media, newsletters, media releases, editorials, employer materials, public campaigns, etc.
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