

FETAL ALCOHOL SPECTRUM DISORDER (FASD)
NATIONAL STRATEGIC PROJECTS FUND

GUIDE *for* APPLICANTS



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VISION:

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Ottawa, Ontario K1A 0K9
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E-mail: info@hc-sc.gc.ca

© Her Majesty the Queen in Right of Canada, 2006
Cat.: HP10-3/2005
ISBN: 0-662-69450-3
HC Pub. No.: 4943

This report is available in English electronically at:
<http://www.phac-aspc.gc.ca/fasd-etcaf/index.html>



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1. INTRODUCTION

Fetal Alcohol Spectrum Disorder (FASD) is an umbrella term describing a range of disabilities that may affect people whose mothers drank alcohol while they were pregnant. FASD cannot be cured. People live with FASD for their entire life.

FASD results from maternal alcohol consumption during pregnancy. We know that not all pregnancies are planned and that some women:

- consume alcohol before they are aware of their pregnancy;
- knowingly drink alcohol during pregnancy because they are alcohol-dependent; and
- engage in binge drinking (4 or more drinks on one occasion), which increases the risk of having an unintended pregnancy.

It is often thought that lower socio-economic status is an established risk factor for having an alcohol-exposed pregnancy, but recent data suggest that educated women in high-income brackets are also at risk.

The root causes of alcohol consumption during pregnancy are very complex and can include poverty, unemployment, abuse and family violence. These factors are, at times, beyond an individual's control. Women may start to drink alcohol to try to cope, and then continue this behaviour during pregnancy. We do know that the developing brain is sensitive to the damaging effects of alcohol at all stages of pregnancy.

The Government of Canada, therefore, recommends that there is no safe time or amount of alcohol to drink during pregnancy.

FASD is a complex public health and social issue, affecting many Canadian families, communities in all regions of the country, and society as a whole. Individuals with FASD may have physical health problems, learning disabilities at school, memory problems and a short attention span. They may have difficulty communicating their thoughts and feelings in an appropriate manner, and are sometimes unable to control their behaviour. Because of these primary disabilities, people with FASD may have difficulty holding a job, handling money and interacting with others. Furthermore, these individuals often have difficulty understanding the links between good behaviour and rewards, poor behaviour and consequences.

We also know that people with FASD may be very good at things. They may be loving, affectionate, friendly, artistic, musical, work well with animals and plants, be very loyal and show a great determination to succeed in life.

FEDERAL INITIATIVE TO ADDRESS FASD

The FASD Initiative is a federal initiative being led by the Public Health Agency of Canada (PHAC). This Initiative is designed to support prevention, public and professional education, the coordination of FASD activities, and capacity building through the development of practical tools for community-based programs and workers. The FASD Initiative has the long-term aim of reducing the number of alcohol-affected births and improving outcomes for those affected by FASD.

The PHAC works closely with First Nations and Inuit Health Branch, and Healthy Environments and Consumer Safety Branch of Health Canada (now known as the Health Portfolio) and with several other federal



departments. The PHAC places a strong emphasis on partnerships, community capacity building and other health promotion strategies influencing the broader determinants of health.

The work of the FASD Initiative is guided by the *Fetal Alcohol Spectrum Disorder (FASD): A Framework for Action*, published in 2003. It was designed to be used by groups across all sectors, in all regions of the country. It provides the structure and basic building blocks for comprehensive and consistent action on FASD prevention and support. The Framework reflects the contributions of hundreds of organizations and individuals from across the country. The document is available through PHAC's national office or online at: <http://www.phac-aspc.gc.ca/publicat/fasd-fw-etcaf-ca/index.html>

The FASD National Strategic Projects Fund is an integral component of the FASD Initiative and was introduced in the 1999 Budget, as an expansion of the Canada Prenatal Nutrition Program (CPNP).

The FASD National Strategic Projects Fund operates under the auspices of the Population Health Fund Section and supports PHAC's *population health approach*, which recognizes that many factors influence people's health. This approach promotes prevention and positive action on determinants that affect the health of the population as a whole, or that of specific population groups. Appendix A contains a full description of the determinants of health.

In a *population health approach*, taking action on the complex interactions between factors that contribute to health requires:

- a focus on the root causes of a problem, with evidence to support the strategy to address the problem;
- efforts to prevent the problem;
- improving aggregate health status of the whole society, while considering the special needs and vulnerabilities of sub-populations;
- a focus on partnerships and intersectoral collaboration;
- finding flexible and multidimensional solutions for complex problems; and
- public involvement and community participation.

For more information on this approach, please go to: <http://www.phac-aspc.gc.ca/ph-sp/phdd/index.html>

The FASD National Strategic Projects Fund embraces the principles of population health promotion and was established to support strategic action, particularly, though not exclusively, in the domain of *Strengthening Community Actions*.

The Ottawa Charter for Health Promotion describes five key action strategies for population health promotion:

- build healthy public policy;
- create supportive environments;
- strengthen community actions;
- develop personal skills;
- reorient health services.

For more information on FASD and the Initiative, please go to PHAC's website at: <http://www.publichealth.gc.ca/fasd>



2. FASD NATIONAL STRATEGIC PROJECTS FUND GOAL AND OBJECTIVES

GOAL

The goal of the Fund is to assist organizations that have the capacity to enhance and build on already existing FASD activities across the country, and to create new capacity where no previous capacity exists.

OBJECTIVES

- **Educate** – Improve or increase awareness and understanding of FASD, its effects, factors of risk and resources available among the public and professionals.
- **Collaborate** – Develop and strengthen the coordinating functions that ensure access to tools, expertise and resources across Canada.
- **Promote and Prevent** – Address gaps and inadequacies in the systems for both prevention and support.
- **Respond and Intervene** – Address gaps and opportunities to improve outcomes for those affected.

3. GUIDING PRINCIPLES

The seven principles should be used to guide how your activities will be undertaken. Your proposal should reflect these principles in the project processes, participants, activities, evaluation plan, etc.

- **Collaborative** in nature, characterized by partnerships and leadership—always aimed at building and maintaining capacity.
- **Inclusive** – supporting and addressing the needs of women who may use alcohol during pregnancy, as well as birth, foster and adoptive parents, partners and extended families, people with FASD themselves and their partners and/or advocates.
- **Guided by Understanding, Compassion and Respect** – for women at risk, for people with FASD and their families, as well as for the need for safe and secure communities.
- **Culturally Appropriate** – recognizing the importance and strength of cultural values, norms and traditions.
- **Evidence Based** – and informed by research and communication among all partners.
- **Sustainable** – both the outputs and outcomes of this project should continue to inform and be accessible to stakeholders across the country.
- **Comprehensive** – projects need to address FASD from a holistic perspective and contribute to more than one aspect of FASD.



4. NATIONAL PRIORITIES FOR FUNDING

National priorities for funding are established by PHAC based on identified needs of populations and/or population groups.

The purpose of this Guide is to provide general information about the FASD National Strategic Projects Fund, and does not contain detailed information on funding priorities.

Project proposals will be solicited by PHAC, and priority will be given to those proposals. Requests for proposals (RFPs) will be posted on the website and will include details such as the current funding priorities, project time frames, eligible applicants and activities, and deadline for submissions. For more information on the RFP, please go to: <http://www.publichealth.gc.ca/fasd>

***The fund defines national projects as meeting needs that are shared by communities across Canada while recognizing and accounting for the different challenges faced by communities in various regions. These needs would be addressed by pulling together knowledge and experience in collaboration with partners and community members that represent at a minimum three provinces and/or territories in Canada. Project activities and documents would be delivered in such a manner as to meet the requirements of the *Official Languages Act* (OLA). (see Section I of this Guide for further information on the Act).**

5. ELIGIBLE AND NON-ELIGIBLE CRITERIA

To be eligible for funding:

- Sponsoring organizations **must** be Canadian, voluntary not-for-profit or educational institutions;
- Projects **must** be national in scope;
- Projects **must** be congruent with the FASD National Strategic Projects Fund goal, address at least one of the Fund's objectives and apply all of the Fund's principles.;
- Projects **must** address at least one of the funding priorities announced in the RFP or solicitation letter.

The following **are not** eligible for funding:

- individuals and for-profit organizations;
- pure research, in any discipline (projects that would fit the criteria and processes of the Canadian Institutes for Health Research or other research funding agencies);
- provision of direct services that are part of other governments' jurisdictions;
- profit-making activities;
- ongoing organizational or a percentage of the overhead or administrative fees of an organization;
- contingency allowances or other unidentified miscellaneous fees; and
- capital costs, such as purchase of land, buildings or vehicles.



6. PROPOSAL DEVELOPMENT

Before developing a proposal, please contact the national office to discuss your project idea and deadline for submission.

**FASD National Strategic Projects Fund
FASD Team, Centre for Health Promotion**
Room C968, Jeanne Mance Building
Tunney's Pasture, Ottawa, Ontario K1A 0K9
Tel: (613) 952-1229 Fax: (613) 946-2324
E-mail: fasd-ncr@phac-aspc.gc.ca

SPONSORING ORGANIZATION'S RESPONSIBILITIES

If the proposed project is approved, the sponsoring organization will be required to:

- enter into a legal agreement with PHAC;
- be legally accountable to PHAC for prudent expenditure of the funds;
- ensure that the project described in the application for funding is efficiently carried out and achieves the project's objectives, in accordance with the Contribution Agreement, Appendices and Guiding Principles of the FASD National Strategic Projects Fund;
- submit quarterly narrative and financial reports. Terms and conditions and a reporting plan for the project will be detailed in the contribution agreement;
- take the necessary measures to respect the OLA. More information is provided in Section 1 of this Guide.

Your application **must** include the following information and documentation:

Incomplete proposals will be automatically screened out of the review process.

- ✓ Proof of not-for-profit status
- ✓ Identification of target population language groups
- ✓ Application Form – (See Appendix D.)
- ✓ Official signed letter from your organization agreeing to sponsor the project
- ✓ One-page project summary – Each proposal must include a project summary (maximum 350 words) in the following format:
 - Organization's mandate;
 - partners with whom the organization will work;
 - project objectives and activities;
 - relevance to chosen priority;
 - expected project results;
 - tools to measure achievement of objectives;
 - project deliverables;
 - dissemination of results.
- ✓ Proof of liability insurance (hard copy required 30 days after a contribution agreement has been signed by all parties)
- ✓ Letters from Partners (See Appendix B.)
- ✓ Detailed description of the project, maximum of 15 pages (Refer to Sections 1 to 11).



The detailed description **must** include all of the headings listed below, in the order in which they appear:

1. OFFICIAL LANGUAGES

It is government policy that federal institutions providing grants or contributions to voluntary non-governmental organizations for activities, projects or programs **involving services to a public composed of members of both official language communities** *must* take the necessary measures to ensure that the recipients of public funds respect the spirit and the intent of the OLA.

The OLA also states that federal institutions are obligated to:

- enhance the vitality of the English and French linguistic minority communities in Canada;
- support and assist their development; and
- foster the full recognition and use of both English and French in Canadian society.

Note 1: Official-language minority communities are defined as Francophones living outside the province of Quebec and Anglophones living within the province of Quebec.

Note 2: Depending on the targeted population, activities, projects or programs may be conducted in only one official language, in both official languages or in another language.

Other Official Languages Obligations

Where federal funding is provided for activities/projects that are **national** in scope and include **services to the general public**, the sponsoring organization **must** describe the internal policies and/or procedures that will show its capability to:

- issue public announcements concerning the activities/projects in both official languages;
- ensure that services offered to the public are available in both official languages;
- ensure that documents relating to the activities/projects and intended for the general public are in both official languages;
- encourage members of both official language communities to participate in the activities/projects;
- organize activities, projects or programs in such a manner as to meet the needs of the two linguistic communities, except when a project is targeted at a specific linguistic community.

Remember to include the translation costs in your budget.

For more information on official languages, please go to: http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/offlang/chap1_4_e.asp

2. SPONSORING ORGANIZATION

- Briefly describe the mandate of your organization and outline the reasons why your organization is well suited to undertake the proposed project.
- If your organization has received funding from Health Canada and/or PHAC in the past, identify when, for which projects, their status and/or results achieved, and from which funding program.

3. BACKGROUND

- Is this project based on the work of any previous program/ project? If yes, please provide details of how your project is building on this work and not duplicating it.



- Describe why this project is needed and how you have determined the need for this project. Provide information supporting the rationale for the project (e.g. needs assessments, questionnaires completed by members of the target population(s), epidemiological evidence, literature reviews, previous evaluation results).

4. DETERMINANTS OF HEALTH

- Indicate which determinants of health you intend to address in your project and explain how you will address them. See Appendix A for detailed information about these determinants.

5. PROMOTING PARTICIPATION, PARTNERSHIPS AND INTERSECTORAL COLLABORATION

Promoting Participation

- Describe how your project activities and intended outcomes will be relevant to the people affected by FASD and/or their families/caregivers.
- Describe how the members of the population group and key stakeholders will take an active role in planning, implementing and evaluating the project, as well as disseminating the results.

Partnerships and Intersectoral Collaboration

Partners are organizations that contribute to the management, coordination and/or delivery of the project.

Collaboration can help you better align resources with needs, reduce competition, increase effectiveness and make your results more sustainable. Collaboration can also be challenging.

It requires that organizations work outside historical boundaries; dedicate people, skills and energy to the efforts; deal with a diversity of priorities and culture; and think of their organizational plans and operations as part of a system that needs to function seamlessly and harmoniously.

A successful partnership will bring together all players and stakeholders in its shared goals. Key ingredients for successful partnerships are²:

Types of Partners:

- It is important to seek out organizations that have similar or complementary philosophy, goals and objectives;
- It may be beneficial to secure partners that have influence and could provide an alternative source of financial or in-kind support for project events and activities;
- Projects should link to community leaders who can become champions of FASD.

Developing Partners:

- Partners need to be involved right from the start so there is a shared sense of ownership.
- It takes time to form relationships and build trust.
- Partnerships should be formed that are strategic and mutually beneficial.

Maintaining Partnerships:

- There needs to be a clear understanding of the roles of each of the partners;
- Regular communication and sharing of information among partners is critical to success;



- Partnerships need continual nurturing and care to be sustained in the long term, and this requires time and resources;
- You must identify confirmed partnerships;
- You must provide a description of confirmed partners' role in your project;
- You must identify a plan to develop new action-oriented partnerships to support your project.

Remember to build time and resources into your workplan and budget.

(Refer to **Appendix B** – Guidelines for Letters from partners.)

6. PROJECT OBJECTIVES

Objectives are time limited, concrete, realistic and measurable. Objectives are not a list of activities, but rather a summary of the changes you hope will occur resulting from the project.

- State the specific objectives of your project and explain how they relate to the overall objectives and priorities of the FASD National Strategic Projects Fund.

7. WORKPLAN AND TIMETABLE

- Outline the proposed workplan for your project as per the template provided. Your workplan should include the project objectives, the anticipated activities, a tentative timetable, and the staff responsible for each activity. Where required, the type and timing of training or support needed by your staff, volunteers and project participants to complete the project should also be included.



WORKPLAN TEMPLATE

OBJECTIVES	ACTIVITIES	TIMETABLE	STAFF RESPONSIBLE
What do you propose to do?	How do you propose to do it?	How long will each activity take?	Who?
List your objectives and show how they link to the objectives of the National Strategic Projects Fund.	List each activity you plan to undertake to complete your project and show how they link to your objectives.	Schedule the time required for each activity and indicate the order in which they are to be completed.	Identify the person(s) responsible for completing each activity.

8. EVALUATION PLAN

The purpose of the project evaluation is to determine whether your project objectives have been met and to find out what helped/hindered the project.

- Your evaluation plan must list the (ACTIVITIES) you plan to pursue; describe the products you plan to produce (OUTPUTS); link these to the things you expect your project to accomplish (OUTCOMES); indicate how you will know when it has been successful (SUCCESS INDICATORS) and list the approaches you will use to measure that success (MEASUREMENT TOOLS).

Remember to include the costs associated with the evaluation activities in your budget.

Note: The evaluation costs should not be guided by the overall cost of your project; they should be costed out according to the activities.

You may choose to hire outside evaluators to help with your project evaluation.

Funded organizations may be required to participate in other regional or national evaluation activities to help inform PHAC of the impact of the FASD National Strategic Projects Fund.

(For more information on completing your evaluation plan, see the guide in Appendix C.)



EVALUATION PLAN TEMPLATE

ACTIVITIES	OUTPUTS	IMMEDIATE & INTERMEDIATE OUTCOMES	SUCCESS INDICATORS	MEASUREMENT TOOLS
List each activity from your workplan in the order in which it links to immediate- and intermediate-term outcomes	List the specific measurable products (deliverables) resulting from your activities such as number of partnerships, meetings, posters, toolkits, conference calls, training sessions, etc.	List the specific outcomes you hope to achieve through your project.	Create at least one indicator per outcome. In the OUTCOME evaluation, success indicators are linked to results/impacts of the project.	Specify how information will be collected to provide evidence for success indicators.

9. DISSEMINATION PLAN

The knowledge and experience gained from your project can contribute to the development of other projects, programs and/or policies.

- Describe how you will share project information, results and/or resources, throughout the life of your project, with individuals and organizations who may benefit.
- Describe how your partners and members of the population group will be involved in the dissemination of your project information and results throughout the life of the project.

Remember to include the dissemination activities in your workplan and any costs associated with these activities in your budget.

10. SUSTAINABILITY PLAN

- Describe how the products of this project will continue to be available after funding ends.

11. DETAILED PROJECT BUDGET

The Fund will support only those expenses and activities directly related to the project.

- Refer to the *PHAC Standard Financial Management Guide* dated November 2004, for detailed information on eligible expenses and follow the Attachment 1 format. This Guide is available online at: <http://www.publichealth.gc.ca/fasd>
- Your budget must be summarized on the Application for Funding form (see Appendix D).
- You must provide a narrative description of the costs and how they were estimated.
- You must clearly outline any contributions, whether financial or in-kind, made by your organization or other sources. Indicate if you have applied to other funding agencies, public or private, to undertake this project. If so, specify which one(s), the amount requested and whether you have received confirmation of their financial support.



7. REVIEW AND APPROVAL PROCESS

The review process has four stages and could take approximately six months before a final decision is determined. All review tools as well as the standard contribution agreement will be available on PHAC's website at <http://www.publichealth.gc.ca/fasd>

1. Project proposals will first be screened for completeness and eligibility. Incomplete and ineligible applications will **not** be considered further, and these applicants will be notified in writing.
2. PHAC staff will determine which remaining proposals are most relevant to the current priorities. Other federal government departments and agencies may review the proposals at this stage.
3. Proposals that are complete, eligible and relevant will be sent for external review.
4. Proposals recommended for approval will be forwarded to the Minister of Health for a final decision. Applicants will be notified in writing once a final decision has been reached.

If the project is approved, a program consultant will contact you to draw up a legal agreement between your organization and PHAC. This agreement will specify the terms and conditions for the project.

If the project is not approved, you will receive a letter of explanation.

All projects approved under the FASD National Strategic Projects Fund are subject to the Terms and Conditions applied to such funds by the Treasury Board of Canada.

The Public Health Agency of Canada (PHAC) is under no obligation to provide funding, or enter into a contribution agreement as a result of this invitation to submit a proposal.

PHAC also reserves the right to:

- **reject any or all proposals received in response to this invitation;**
- **accept any proposal in whole or in part; and**
- **cancel and/or re-issue this invitation to submit a proposal at any time.**

Please note that PHAC will not reimburse an Applicant for costs incurred in the preparation and/or submission of a proposal in response to this invitation.

8. APPENDIX A

Determinants of Health

Determinants of health is the generic term given to the factors and conditions that have an influence on health. These determinants do not act in isolation from one another; their complex interactions with each other have an even more important impact on health.

Income and Social Status

Health status improves at each step up the income and social hierarchy. Higher income levels affect living conditions such as safe housing and the ability to buy sufficient good food.



Social Support Networks

Support from families, friends and communities is associated with better health. The health effect of the support of family and friends who provide a caring and supportive relationship may be as important as risk factors such as smoking, physical activity, obesity and high blood pressure.

Education

Health status improves with level of education. Education increases opportunities for income and job security and gives people a sense of control over their lives—key factors that influence health.

Employment/Working Conditions

Unemployment, under-employment and stressful work are associated with poorer health. Those with more control over their work and fewer stress-related demands on the job are healthier.

Social Environments

The values and rules of a society affect the health and well-being of individuals and populations. Social stability, recognition of diversity, safety, good relationships and cohesive communities provide a supportive society, which reduces or removes many risks to good health.

Physical Environment

Physical factors in the natural environment (e.g. air, water quality) are key influences on health. Factors in the human-built environment such as housing, workplace safety, community and road design are also important influences.

Personal Health Practices and Coping Skills

Social environments that enable and support healthy choices and lifestyles, as well as people's knowledge, behaviours and coping skills for dealing with life in healthy ways are key influences on health.

Healthy Child Development

The effect of prenatal and early childhood experiences on subsequent health, well-being, coping skills and competence is very powerful. For example, a low weight at birth links with health and social problems throughout a person's life.

Culture

Culture and ethnicity come from both personal history and wider situational, social, political, geographic and economic factors. Multicultural health issues demonstrate how necessary it is to consider the interrelationships of physical, mental, spiritual, social and economic well-being at the same time.

Health Services

Health services, particularly those that maintain and promote health, prevent disease and restore health, contribute to population health.

Gender

Gender refers to the many different roles, personality traits, attitudes, behaviours, values, relative powers and influences that society assigns to the two sexes. Each gender has specific health issues or may be affected in different ways by the same issues.



Biology and Genetic Endowment

The basic biology and organic make-up of the human body are fundamental determinants of health. Inherited predispositions influence the ways in which individuals are affected by particular diseases or health problems.

9. APPENDIX B

GUIDELINES FOR LETTERS FROM PARTNERS

The letters are not included in the 15 pages of the detailed project description.

Applicants **must** provide signed original letters from partners that have agreed to participate in the project, provide funding, and/or in-kind contributions.

Each letter **must** contain the following information:

- name of partnering organization;
- sector (i.e. health, social services, education);
- how the partner will participate in the project;
- role in decision making;
- funding offered;
- the value of in-kind contributions offered.

10. APPENDIX C

STEP 1. Complete the following template to plan your OUTCOME evaluation.

In this template, we ask that you list the ACTIVITIES you plan to pursue; describe the products you plan to produce (OUTPUTS); link these to the things you expect your project to accomplish (OUTCOMES); indicate how you will know when it has been successful (SUCCESS INDICATORS); and list the approaches you will use to measure that success (MEASUREMENT TOOLS).



EVALUATION PLAN GUIDE

ACTIVITIES	OUTPUTS	IMMEDIATE & INTERMEDIATE OUTCOMES	SUCCESS INDICATORS	MEASUREMENT TOOLS
<p>List each activity in the order in which it links to immediate- and intermediate-term outcomes. Activities could include:</p> <ul style="list-style-type: none"> • formation of networks and/or partnerships; • development of websites, posters, publications or pamphlets; and/or • delivery of information campaigns or training sessions through workshops or conferences. <p>List the specific measurable products (deliverables) resulting from your activities such as number of meetings, posters, toolkits, conference calls, training sessions, etc.</p>	<p>List the specific measurable products (deliverables) resulting from your activities such as number of meetings, posters, toolkits, conference calls, training sessions, etc.</p> <p>Provide descriptions of the products and of the collaborators; Advisory Committee(s), etc.</p> <p>Provide a Summary of Costs related to the products.</p> <p>Note: Outputs should logically contribute to achieving the desired outcome.</p>	<p>List the specific outcomes you hope to achieve through your project, such as:</p> <p>Increased collaboration and mutual support among _____</p> <p>Increased knowledge and skills among _____ for addressing _____ (aspect of FASD).</p> <p>Increased awareness and use of _____ (resource material) by _____ to address _____ (aspect of FASD).</p>	<p>Create at least one indicator per outcome. In the OUTCOME evaluation, success indicators are linked to results/impacts of the project.</p> <p>Specify what information will indicate whether desired outcomes have been achieved.</p> <p>Success indicator answers: How are you going to know that you have achieved your outcome?</p> <p>We will know we have been successful when...</p> <p>Indicators should be realistic, measurable and specific to each outcome.</p>	<p>Specify how information will be collected to provide evidence for success indicators.</p> <p>Provide information on the administration of the tools (e.g. how often? by whom? when?). The tools should be directly linked to the indicators.</p> <p>Data may be collected through:</p> <p>Focus groups with program participants, written questionnaires, reaction sheets, interviews, participant/stakeholder surveys, participant feedback, feedback from projects, etc.</p>



**STEP 2. Analyze progress on OUTCOMES.
Did you achieve what you set out to do?**

- Design your outcome evaluation tools;
- Collect the data;
- Analyze the data;
- Measure your success in achieving your planned outcomes against your success indicators;
- Identify learnings, recommendations and actions.

**STEP 3. Include reflections on PROCESS
in the evaluation. Process questions might
include:**

- Were activities implemented as planned?
- What changes were made?
- Describe activity settings and players involved.
- What are the roles and responsibilities of the Advisory Committee?
- What feedback might be expected from participation in the Advisory Committee?
- What were the barriers/challenges/glitches/breakdown in implementation?
- What were the strengths and weaknesses of the approach taken?

STEP 4. Use the evaluation results:

- Complete an evaluation report;
- Share the results;
- Provide evidence or examples of how your evaluation informed program planning and/or improvement.

11. APPENDIX D

APPLICATION FOR FUNDING

For more information on completing your application for funding, please go to:
<http://www.publichealth.gc.ca/fasd>