



Team Spirit: Aboriginal Girls in Sport
Monitoring and Evaluation Strategy

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On behalf of:
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and
Aboriginal Sport Circle

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Introduction

Overview

In partnership with the Aboriginal Sport Circle (ASC), the Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS) has received funding from Sport Canada's Sport Participation Development Program for *Team Spirit: Aboriginal Girls in Sport*. The goal of *Team Spirit* is to increase community-based sport participation opportunities for Aboriginal girls and young women (ages 9-18). Over the course of the project, nine organizations in eight provinces/territories across Canada will receive funding to develop and implement community sport programs for Aboriginal girls and young women, increase their capacity to address the needs and interests of this target group, and raise the profile of female Aboriginal leaders and role models. The project will also leverage funding to support action in other communities through knowledge generation, communication and evaluation.

Team Spirit builds upon *On the Move*, CAAWS' national initiative to increase opportunities for inactive girls and young women (ages 9-18) to participate in sport and physical activity. *On the Move* advocates for fun-filled, supportive, female only, recreational sport and physical activity programs based on the needs, interests and experiences of girls and young women. Through *Team Spirit*, CAAWS and the ASC aim to apply the *On the Move* concepts to support the delivery of quality and inclusive community sport opportunities for Aboriginal girls and young women.

Purpose

The purpose of this report is to describe the monitoring and evaluation strategy for the *Team Spirit* project. CAAWS and the ASC believe strongly in the importance of results-based learning as a tool for effective management. The monitoring and evaluation strategy will provide CAAWS with key results-based information through ongoing monitoring, as well as the more comprehensive final project evaluation in 2008.

The monitoring and evaluation strategy was developed through a participatory approach. On August 3rd and 4th, 2005, the Advisory Committee (see Appendix A for a list of members), along with two representatives from Sport Canada¹, met to develop the management framework for the project, including the logic model, performance targets, key assumptions, and risks and management strategies. In addition, potential evaluation questions were identified and used as the basis for the monitoring and evaluation strategy presented in Table 3.

The monitoring and evaluation strategy reflects and exceeds the monitoring and reporting requirements of Sport Canada's Sport Participation Development Program. The strategy is intended to provide CAAWS and the ASC with key information to assist in managing the project.

¹ Mary Warren and Sandra Roach, Senior Policy Officers, Sport Canada.

The report is organized as follows. In the first section, a profile provides detailed information about the *Team Spirit* project. The second section presents the management framework. The monitoring and evaluation strategy, including the key principles that guided its development, are presented in the third section. The fourth section presents the reporting strategy.

The monitoring and evaluation strategy will be revised as needed to reflect any feedback from the five community programs involved in the project in 2005/06. Over the longer-term, the strategy will be revised to reflect the lessons learned through national project and community program implementation.

Team Spirit Project Profile

CAAWS has received four years of funding (2004/05-2007/08) totaling \$307,000 from Sport Canada’s Sport Participation Development Program to support *Team Spirit* project activities.

The long-term objectives of the *Team Spirit* project² are:

1. To increase the number of Aboriginal girls and young women that get involved and stay involved in *Team Spirit* programs; and
2. To increase participation in community sport and physical activity by *Team Spirit* participants after their *Team Spirit* program.

These objectives will be achieved by building capacity at the community, provincial/territorial and national levels to develop and deliver effective and sustainable sport and physical activity opportunities for Aboriginal girls and young women.

At the community level, CAAWS will collaborate with organizations in at least eight provinces/territories to fund the development and implementation of nine community sport programs. Programs selected in 2004-2005 – 2006/2007 will receive multi year funding until March 2008 as outlined in Table 1. CAAWS will work with communities to enhance the sustainability of each program after the funding period (March 31, 2008).

Table 1 – Team Spirit Program Funding Model

	Program Funding Per Program Per Year				Total Funding per Program
	2004/2005	2005/2006	2006/2007	2007/2008	
Number of Community programs	1	5	7	9	
Year 1 (2004/2005) – 1 new program	\$3,000	\$3,000	\$2,000	\$2,000	\$10,000 x 1 program
Year 2 (2005/2006) – 4 new programs		\$3,000	\$3,000	\$2,000	\$8,000 x 4 programs
Year 3 (2006/2007) – 2 new programs			\$3,000	\$3,000	\$6,000 x 2 programs
Year 4 (2007/2008) – 2 new programs				\$3,000	\$3,000 x 2 programs

Each year, a Call for Proposals will invite interested organizations/communities to submit a program proposal. Communities will be selected based on criteria developed by the Advisory Committee, inline with Sport Canada targets outlined in the funding agreement.

A *Team Spirit* consultation and workshop event, designed to support the development, implementation and sustainability of the community sport programs, will be held in each participating community. The event will also provide an opportunity for mutual learning about the sport and physical activity needs, interests and experiences of Aboriginal girls and young women, and the realities of providing community sport programs for this target group.

² “Project” refers to CAAWS’ nationally funded Sport Participation Development Program project; “program” refers to the community sport programs funded by the project. “Initiative” is reserved for references to *On the Move*, CAAWS’ national initiative to increase opportunities for inactive girls and young women (ages 9-19), under which the *Team Spirit* project falls.

Where possible, *Team Spirit* programs will be delivered by female Aboriginal leaders. Program Leaders will be responsible for the delivery of *Team Spirit* program, with CAAWS providing support and guidance as needed. Programs must focus on providing sport skill development opportunities delivered by a certified instructor (ideally female and Aboriginal) for Aboriginal girls and young women. Primary activities must be recognized by Sport Canada (see Appendix B).

At the national level, CAAWS has partnered with the ASC in the development and implementation of *Team Spirit* to enhance the success of the project, ensure activities and resources are culturally sensitive, and collaborate with the ASC's network of provincial/territorial sport bodies.

Based on feedback from *Team Spirit* programs and available resources about the development of sport programs for Aboriginal populations, such as the ASC's Aboriginal Coaching Manual, targeted resources based on the *On the Move* concepts will be developed to support increasing opportunities for Aboriginal girls and young women.

At the end of the project, a promising practice document will be developed to communicate *Team Spirit* programs and the lessons learned about increasing community sport opportunities for Aboriginal girls and young women.

Throughout the funding period, information about *Team Spirit* will be posted on CAAWS' bilingual *On the Move* website. Additionally, CAAWS and the ASC will regularly disseminate bilingual information about the project, including Calls for Proposals, funding announcements, and program updates.

Day to day management of the project will be the responsibility of a project Manager, in consultation with CAAWS' Executive Director and a representative from the ASC where necessary. An Advisory Committee, comprised of the Project Manager, CAAWS' Executive Director, a representative from the ASC, two female Aboriginal leaders, and two female Aboriginal youth, will contribute their expertise to achieving the project's goals by providing input on various aspects of the *Team Spirit* project, and championing the project.

***Team Spirit* Management Framework**

The *Team Spirit* Management framework, including the logic model, performance targets, key assumptions, and risks and management strategies, is provided in Table 2.

Table 2 - Team Spirit: Aboriginal Girls in Sport Management Framework (2004-2008)³

HOW?		WHAT DO WE WANT TO HAPPEN?		WHY?
INPUTS	ACTIVITIES/OUTPUTS	DIRECT OUTCOMES	INTERMEDIATE OUTCOMES	FINAL OUTCOMES
Staff Time: - 75% Project Manager, CAAWS - 15% Executive Director, CAAWS - 15% Project Co-ordinator, ASC - Program Leaders (To be determined)	Build community awareness in about <i>Team Spirit</i> and its benefits / website, call for proposals, press releases, articles, other communication tools	Increased community commitment to deliver <i>Team Spirit</i> programs for Aboriginal girls and young women	Increased number of <i>Team Spirit</i> programs for Aboriginal girls and young women delivered	Increased number of Aboriginal girls and young women get involved and stay involved in <i>Team Spirit</i> programs
Overall Budget: \$307,000 over 4 years	Build community capacity in to deliver and evaluate <i>Team Spirit</i> programs / community funding, meetings, consultations, workshops, website, culturally sensitive tools and resources, ongoing support	Increased community capacity (knowledge, culturally sensitive tools and resources, women sport leaders and role models) to deliver and evaluate <i>Team Spirit</i> programs	Increased number of Aboriginal women leaders get involved and stay involved in <i>Team Spirit</i> programs	
	Build sustainability of <i>Team Spirit</i> programs in communities / advice, strategies, meetings, consultations	Increased linkages and partnerships between organizations serving the Aboriginal community and those in the sport and active living sector	Sustained commitment to deliver programs for Aboriginal girls and young women after 2008 in <i>Team Spirit</i> communities	Increased participation in community sport and physical activity by <i>Team Spirit</i> participants after their <i>Team Spirit</i> program
	Generate and share new knowledge about effective <i>Team Spirit</i> programs for Aboriginal girls and young women across sectors and jurisdictions / best practices, success stories, culturally and gender sensitive tools and resources	Increased cross-cultural awareness about effective <i>Team Spirit</i> programs for Aboriginal girls and young women among communities and other partners	<i>Team Spirit</i> and other programs and policies for Aboriginal girls and young women participating in sport are culturally and gender sensitive	
REACH				
Target Groups: Aboriginal girls and young women (approximately 9-18 years old), and Aboriginal women (as sport leaders and role models)				
Lead Partners: Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS), Aboriginal Sport Circle (ASC)				
Funding Partner: Sport Canada				
Co-deliverers: Community organizations serving the Aboriginal community				
Other Potential Partners: Provincial/Territorial (P/T) Aboriginal Sport Bodies (ASBs); P/T and municipal governments; schools, health boards, social service agencies, Friendship Centres, Band Councils and other organizations serving the Aboriginal community; P/T and local sport organizations.				

³ Template adapted from Steve Montague’s 3R’s, PMN Inc., and Phil Cox’s Splash and Ripple, PlanNet.

PERFORMANCE TARGETS
<p>1. <i>Team Spirit</i> programs delivered in nine communities in eight P/Ts in both urban/rural and on/off reserve locations by 2007/08.</p> <ul style="list-style-type: none"> • One <i>Team Spirit</i> program is initiated in 2004/05; four new programs are initiated in 2005/06; two new programs are initiated in 2006/07; two new programs are initiated in 2007/08 • All programs will be funded until March 2008. <p>2. There are First Nation, Métis and Inuit communities represented amongst the nine <i>Team Spirit</i> Community programs.</p> <p>3. Participation by Aboriginal girls and young women in the <i>Team Spirit</i> programs will increase by 20% each year.</p> <p>4. Five of nine <i>Team Spirit</i> programs will continue in 2008/09.</p> <p>5. Other possible targets (to be confirmed after discussion with Communities and where needed, baseline data collected):</p> <ul style="list-style-type: none"> • retention / return rate of participants • retention / return rate of women sport leaders
ASSUMPTIONS, RISKS AND MANAGEMENT STRATEGIES
<p>Assumption: Organizations serving the Aboriginal community will be interested in and apply for the <i>Team Spirit</i> program funding from eight different P/Ts. Risk: Low.</p> <p>Management Strategy: Interest in the project from the organizations serving the Aboriginal community was confirmed as part of the initial needs assessment by ASC. ASC and CAAWS networks will be used to distribute all information about the project. P/T ASBs will be asked to identify potential communities in P/Ts that have not yet applied. Successful proposals will be posted on the website for other applicants to use.</p> <p>Assumption: Aboriginal girls and young women will want to get involved and stay involved in the <i>Team Spirit</i> program. Risk: High.</p> <p>Management Strategy: Participants will learn about the benefits of participating in sport and physical activity. OTM concepts will be applied to all aspects of program design, delivery and evaluation. <i>Team Spirit</i> programs will incorporate Aboriginal culture and traditions.</p> <p>Assumption: Organizations serving the Aboriginal community will have the capacity to deliver the <i>Team Spirit</i> program. Risk: Medium to high.</p> <p>Management Strategy: Communities will have to demonstrate their capacity to deliver the program in their proposal. Partnerships between the Aboriginal and sport communities will be a selection criteria. Funding, training and ongoing support will be provided to <i>Team Spirit</i> communities by CAAWS and the ASC. P/T ASBs will be involved in discussions on how they can support the <i>Team Spirit</i> program in their P/T.</p> <p>Assumption: There will be community sport or physical activity opportunities available to <i>Team Spirit</i> Community program participants after they complete the <i>Team Spirit</i> program. Risk: High.</p> <p>Management Strategy: Consultation and workshop events will emphasize the importance of providing post-<i>Team Spirit</i> sport and physical activity opportunities for Aboriginal girls and young women. Partnerships with P/TASBs and other sport organizations will be encouraged.</p> <p>Assumption: The communities will be able to continue delivering the <i>Team Spirit</i> program after the initial funding period ends. Risk: High.</p> <p>Management Strategy: Support (advice, strategies) will be provided to communities to assist in seeking replacement funding. Monitoring and evaluation information will be used to demonstrate the success and benefits of the <i>Team Spirit</i> program. Partnerships within the Aboriginal and sport communities will be nurtured, and partners will be kept well informed of program's progress, success, and benefits.</p>

Monitoring and Evaluation Strategy

Key Principles

The key principles for the monitoring and evaluation strategy of the *Team Spirit* program are as follows:

1. *Team Spirit* Program Leaders will have a voice in designing the monitoring and evaluation strategy, and the data collection tools and methods, as well as providing feedback on the evaluation findings.
2. The roles and responsibilities for collecting, analyzing and sharing of the data will be clear and known to all responsible.
3. The capacity to collect and use evaluation information by *Team Spirit* Program Leaders will be enhanced as part of the project.
4. The value of any information collected will be greater than the cost needed to collect it.
5. The monitoring and evaluation strategy will not place an undue burden on program communities, and wherever possible, will utilize common data collection tools.
6. All data collection tools and methods will be culturally and gender sensitive.
7. Evaluation information and learnings will be shared amongst all partners and used by CAAWS, the ASC and the *Team Spirit* Program Leaders to improve the *Team Spirit* project at the national and community level.

Strategy

The monitoring and evaluation strategy in Table 3 outlines the evaluation questions and targets, the data sources and collection methods, as well as the timing and responsibility. It also includes a final column (now blank) which will be used to report on progress.

The monitoring and evaluation strategy entails the collection of monitoring data on an ongoing basis, and the preparation of Quarterly and Interim or Final Evaluation Reports at the end of each funding year. The Project Manager has the lead responsibility for collecting the majority of the information, however *Team Spirit* Program Leaders will also play a key role.

Team Spirit Program Leaders will be asked to do the following:

- provide feedback on the proposed monitoring and evaluation strategy and associated data collection tools;
- provide key program data about the participants, leaders, program design, successes and challenges; and suggested ways to improve their *Team Spirit* Program; and
- participate in an annual post-program interview.

Table 3 - Team Spirit: Aboriginal Girls in Sport Monitoring & Evaluation Strategy

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
A) What: Are we doing what we said we'd do?					
1. What key activities were completed and outputs produced?	<ul style="list-style-type: none"> •Extent to which key project activities and outputs were completed (as per logic model) 	Project Files / file review	Ongoing	Project Manager (PM)	
B) Who: Who are we reaching?					
2. Where are <i>Team Spirit</i> programs being delivered? <i>Target: Nine Team Spirit programs delivered in at least 8 P/T in urban/rural and on/off reserve locations by March 2008</i>	<ul style="list-style-type: none"> •Location of <i>Team Spirit</i> programs •Whether urban or rural •Whether on- or off-reserve 	Project Files (<i>Team Spirit</i> Program Funding Proposal) / file review	Annual Program Selection	PM	
3. What are the characteristics of the communities delivering <i>Team Spirit</i> programs? <i>Target: Diversity of First Nation/ Inuit/ Métis communities</i>	<ul style="list-style-type: none"> •Number of <i>Team Spirit</i> programs in First Nation, Inuit and Métis communities •Extent of existing community sport and physical activity programs (single sex and co-ed) by community and overall •Official and other languages being used in community •Whether <i>Team Spirit</i> program enhances an existing or new program by community and overall 	Project Files (<i>Team Spirit</i> Program Funding Proposal) / file review <i>Note: Need to collect this data for Year 1 & 2 and add to Year 3 & 4 Call for Proposals</i>	Annual Program Selection	PM	
4. How many Aboriginal girls and young women are participating in <i>Team Spirit</i> programs? <i>Target: Participation by Aboriginal girls and young women in the Team Spirit Community programs will increase by 20% each year.</i>	<ul style="list-style-type: none"> •Number of Aboriginal girls and young women participating in <i>Team Spirit</i> programs by community and overall 	<i>Team Spirit</i> Session Attendance Form / analysis	Weekly	Program Leader (PL)/PM	
5. What are the demographics of the Aboriginal girls and young women participating in the <i>Team Spirit</i> programs?	<ul style="list-style-type: none"> •Age of new Aboriginal girls and young women participating in <i>Team Spirit</i> programs by community and overall •Age of returning Aboriginal girls and young women participating in <i>Team Spirit</i> programs overall and by community 	<i>Team Spirit</i> Participant Summary Form / analysis	Weekly	PL/PM	

Team Spirit: Aboriginal Girls in Sport

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
	<ul style="list-style-type: none"> Percentage of Aboriginal and non-Aboriginal girls and young women participating in <i>Team Spirit</i> programs by community and overall 	<i>Team Spirit</i> Participant Summary Form / analysis	Ongoing	PL/PM	
	<ul style="list-style-type: none"> Level of sport and physical activity participation before the <i>Team Spirit</i> program by community and overall 	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> Community program Session (annually)	PL/PM	
6. How many Program Leaders are participating in the <i>Team Spirit</i> programs?	<ul style="list-style-type: none"> Number of Program Leaders participating in <i>Team Spirit</i> programs by community and overall 	<i>Team Spirit</i> Program Leader, Volunteer and Certified Instructor Form / analysis	Ongoing	PL/PM	
7. What are the demographics of the Program Leaders delivering the <i>Team Spirit</i> programs?	<ul style="list-style-type: none"> Number of <i>Team Spirit</i> Program Leaders from the Community, a PSO, or other sport organization by community and overall Age and gender of <i>Team Spirit</i> Program Leaders by community and overall Number of new or returning <i>Team Spirit</i> Leaders by community and overall Percentage of Aboriginal and non-Aboriginal <i>Team Spirit</i> Program Leaders by community and overall Certification and other qualifications of <i>Team Spirit</i> Program Leaders by community and overall 	<i>Team Spirit</i> Program Leader, Volunteer and Certified Instructor Form / analysis	Ongoing	PL/PM	
8. Who are the other partners involved in the <i>Team Spirit</i> project?	<ul style="list-style-type: none"> Number and names of partner organizations involved in <i>Team Spirit</i> programs by community and overall 	<i>Team Spirit</i> Program Leader, Volunteer and Certified Instructor Form / analysis	Annually	PL/PM	
	<ul style="list-style-type: none"> Number and names of partner organizations involved in <i>Team Spirit</i> project at the national and P/T levels 	Project File / analysis	Ongoing	PM	
C) So What: What difference is it making that we are doing this work?					
9. Were the core goals met by each by each <i>Team Spirit</i> community?					
a) How many Aboriginal girls and young women are participating in the <i>Team Spirit</i> program?	<ul style="list-style-type: none"> Number of Aboriginal girls and young women participating in <i>Team Spirit</i> programs by community and overall 	<i>Team Spirit</i> Participant Summary Form / analysis	Weekly	PL/PM	
b) What sports and other activities are delivered through the <i>Team Spirit</i> program?	<ul style="list-style-type: none"> Number of recognized SC sports, and other sports and activities delivered by community and overall 	<i>Team Spirit</i> Participant Summary Form / analysis	Annually	PL/PM	

Team Spirit: Aboriginal Girls in Sport

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
c) Were sport skill development opportunities with a certified instructor provided in <i>Team Spirit</i> programs?	•Percentage of time spent on sport skill development during <i>Team Spirit</i> programs by community and overall	<i>Team Spirit</i> Program Leader, Volunteer and Certified Instructor Form / analysis	Annually	PL/PM	
	•The sport skill development instructors' level of certification by community and overall	<i>Team Spirit</i> Program Leader, Volunteer and Certified Instructor Form / analysis	Annually	PL/PM	
d) What are the components of Aboriginal culture being incorporated into the <i>Team Spirit</i> programs?	•Nature of Aboriginal cultural components incorporated into the <i>Team Spirit</i> programs by community and overall	<i>Team Spirit</i> Annual Program Report / analysis	Annually	PL/PM	
e) What are the OTM concepts being incorporated into the <i>Team Spirit</i> programs?	•Nature of OTM concepts incorporated into the <i>Team Spirit</i> program by community and overall	<i>Team Spirit</i> Annual Program Report / analysis	Annually	PL/PM/	
f) What linkages and partnerships were created within the community to support the <i>Team Spirit</i> program?	•Number, names and type of support provided by <i>Team Spirit</i> program partners by community and overall	<i>Team Spirit</i> Annual Program Report / analysis	Annually	PL/PM	
g) Was the <i>Team Spirit</i> program successful in raising awareness about the importance of sport and physical activity for Aboriginal girls and young women?	•Change in level of awareness about the importance of sport and physical activity for Aboriginal girls and young women before and after the <i>Team Spirit</i> program by <i>Team Spirit</i> Program Leaders and program partners by community and overall	PLs / interview	Annually (within 4-6 weeks of program completion)	PM/ Evaluator (EV)	
	•Change in level of awareness about the importance of sport and physical activity amongst participants before and after the <i>Team Spirit</i> program by community and overall	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> program session (annually)	PL/PM	
h) Was the <i>Team Spirit</i> program successful in raising awareness about other available sport and physical activity opportunities amongst <i>Team Spirit</i> program participants?	•Extent to which information about other sport and physical activity opportunities was shared with <i>Team Spirit</i> program participants by community and overall	PLs /interview	Annually (within 4-6 weeks of program completion)	EV	
	•Change in level of awareness about other sport and physical activity opportunities amongst <i>Team Spirit</i> program participants by community and overall	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> program session (annually)	PL/PM	

Team Spirit: Aboriginal Girls in Sport

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
i) Did the <i>Team Spirit</i> program facilitate participation in other community sport and physical activity opportunities by the <i>Team Spirit</i> program participants?	<ul style="list-style-type: none"> • Number of <i>Team Spirit</i> program participants who would like to become involved in other community sport and physical activity opportunities by community and overall 	Participants / <i>Team Spirit Participant Questionnaire</i>	Last <i>Team Spirit</i> program session (annually)	PL/PM	
j) Are communities able to deliver the <i>Team Spirit</i> program annually until March 2008?	<ul style="list-style-type: none"> • Number of communities able to continue delivering the <i>Team Spirit</i> program during the funding period 	Project Files/analysis	Annually (within 4-6 weeks of program completion)	PM	
	<ul style="list-style-type: none"> • Nature of barriers and strategies to overcome 	PLs / interview	Annually (within 4-6 weeks of program completion)	EV	
k) Are communities continuing to offer <i>Team Spirit</i> programs after March 2008? <i>Target: 5/9 Communities will continue to deliver Team Spirit Community programs in 2008/09.</i>	<ul style="list-style-type: none"> • Number of communities able to continue delivering the <i>Team Spirit</i> program after the funding period 	PLs / interview	Final Project Evaluation (2008)	EV	
	<ul style="list-style-type: none"> • Nature of barriers to long-term sustainability and strategies to overcome 	PLs / interview	Annually	EV	
l) Are communities able to provide the monitoring and evaluation information?	<ul style="list-style-type: none"> • Number of <i>Team Spirit</i> programs providing monitoring and evaluation information 	Project Files /analysis	Annually	PM	
10. What are the benefits of participating in the <i>Team Spirit</i> Community program to:					
a) the girls and young women?	<ul style="list-style-type: none"> • Change in the level of sport and physical activity before and at the end of the <i>Team Spirit</i> program by community and overall 	Participants / <i>Team Spirit Participant Questionnaire</i>	Last <i>Team Spirit</i> program session (annually)	PL/PM	
	<ul style="list-style-type: none"> • Other benefits by community and overall 	Participants/ <i>Team Spirit Participant Questionnaire</i>	Last <i>Team Spirit</i> program session (annually)	PL/PM	
	<ul style="list-style-type: none"> • New learnings by community and overall 	Participants/ <i>Team Spirit Participant Questionnaire</i>	Last <i>Team Spirit</i> program session (annually)	PL/PM	
b) the <i>Team Spirit</i> Program Leaders?	<ul style="list-style-type: none"> • Benefits of being a <i>Team Spirit</i> Program Leader 	PLs / interview	Annually	EV	
c) the community?	<ul style="list-style-type: none"> • Benefits of having a <i>Team Spirit</i> program in the community 	PLs / interview	Annually	EV	

Team Spirit: Aboriginal Girls in Sport

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
11. Were there any unintended impacts, either positive or negative, of the <i>Team Spirit</i> program?	• Unintended impacts at the <i>Team Spirit</i> project level	PLs, ASC, PM / interview	Annually	EV	
	• Unintended impacts at the <i>Team Spirit</i> Community program level	PLs, ASC, PM/ interview	Annually	EV	
12. Were there any new opportunities identified as a result of the <i>Team Spirit</i> program?	• New opportunities identified at the <i>Team Spirit</i> project level	ASC, PM / interview	Annually	EV	
	• New opportunities identified at the <i>Team Spirit</i> program level	PLs / interview	Final Project Evaluation (2008)	EV	
D) Why: What are we learning about what works and what doesn't work, and what we should do differently?					
13. What new knowledge was learned about developing and delivering OTM programs for Aboriginal girls and young women?	• Value of Aboriginal culture components by community and overall	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> program session (annually)	PL/EV	
	• OTM concepts and other programming aspects that worked/didn't work	PLs / interview	Annually	EV	
	• Appropriate sports and activities for different age groups	PLs / interview	Annually	EV	
	• Most/least favorite aspects by community and overall	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> program session (annually)	PL/PM	
		PLs / interview	Annually	EV	
	• Suggestions for improvement	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> program session (annually)	PL/PM	
PLs / interview		Annually	EV		
14. How effective was the <i>Team Spirit</i> program in building capacity to deliver <i>Team Spirit</i> programs through the:					
a) Consultation?	• Overall satisfaction with <i>Team Spirit</i> Consultation by community and overall	Consultation participants/ consultation evaluation	End of consultation	PM	
		PLs / interview	End of first year of participation in project	EV	
	• Ways to improve <i>Team Spirit</i> Consultation by community and overall	Consultation participants / consultation evaluation	End of consultation	PM	
		PLs / interview	End of first year of participation in project	EV	
b) Workshop?	• Overall satisfaction with <i>Team Spirit</i> /OTM Workshop by community and overall	Workshop participants/ workshop evaluation	End of workshop	PM	

Team Spirit: Aboriginal Girls in Sport

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
	Workshop by community and overall	PLs / interview	End of first year of participation in project	EV	
	•Ways to improve <i>Team Spirit</i> /OTM Workshop by community and overall	Workshop participants / workshop evaluation	End of workshop	PM	
		PLs / interview	End of first year of participation in project	EV	
c) Planning Meeting?	•Overall satisfaction with Planning Meeting	PLs / interview	End of first year of participation in project	EV	
	•Ways to improve Planning Meeting	PLs / interview	End of first year of participation in project	EV	
d) Resources and Tools?	•Overall satisfaction with resources and tools	PLs / interview	Annually	EV	
	•Ways to improve resources and tools	PLs / interview	Annually	EV	
e) Ongoing support and communication?	•Overall satisfaction with ongoing support and communication	PLs / interview	Annually	EV	
	•Ways to improve ongoing support and communication	PLs / interview	Annually	EV	
15. What are the barriers to involvement in the <i>Team Spirit</i> program for:					
a) Aboriginal girls and young women?	•Barriers identified with involving Aboriginal girls and young women in the <i>Team Spirit</i> program by community and overall	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> program session (annually)	PM	
		PLs / interview	Annually	EV	
b) Program Leaders?	•Barriers identified with involving Aboriginal women as Program Leaders for the <i>Team Spirit</i> program and strategies to overcome	PLs / interview	Annually	EV	
c) Community organizations?	•Barriers identified with involving community organizations in the <i>Team Spirit</i> program and strategies to overcome	PLs / interview	Annually	EV	
16. What are the barriers to getting and keeping Aboriginal girls and young women involved in community sport and physical	•Barriers identified with involving Aboriginal girls and young women in community sport and physical activity after the <i>Team Spirit</i> program and strategies to	Participants / <i>Team Spirit</i> Participant Questionnaire	Last <i>Team Spirit</i> program session (annually)	PM	

Team Spirit: Aboriginal Girls in Sport

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
activity opportunities after the <i>Team Spirit</i> program?	the <i>Team Spirit</i> program and strategies to overcome	PLs / interview	Annually	EV	
17. Is the <i>Team Spirit</i> program approach the most effective way to get and keep girls involved in sport?	<ul style="list-style-type: none"> Whether the <i>Team Spirit</i> program approach is perceived to be the most effective way to get and keep girls involved in sport and if not, alternatives 	PLs / interview	Final Project Evaluation (2008)	EV	
		PM and ASC Partner / interview	Final Project Evaluation (2008)	EV	
18. What improvements can be made to the following <i>Team Spirit</i> processes:					
a) application process?	<ul style="list-style-type: none"> Suggested improvements to the application process 	PM, ASC, PLs (successful applicants), and unsuccessful applicants / email questionnaire	Within 3 months of selection	PM	
b) selection process?	<ul style="list-style-type: none"> Suggested improvements to the selection process 	PM, ASC, PLs (successful applicants), and unsuccessful applicants / email questionnaire	Within 3 months of selection	PM	
c) reporting requirements?	<ul style="list-style-type: none"> Suggested improvements to the reporting requirements and processes 	PM, ASC Partner, PLs / interview	Annually	PM	
19. How effective was the communication between:					
a) the <i>Team Spirit</i> programs and the Project Manager?	<ul style="list-style-type: none"> Whether there was effective communication between the <i>Team Spirit</i> Community programs and the Project Manager 	PLs / interview	Annually	EV	
	<ul style="list-style-type: none"> Suggestions for improvement 				
b) CAAWS and the ASC?	<ul style="list-style-type: none"> Whether there was effective communication between the CAAWS Manager and the ASC partner 	ASC Partner / interview	Annually	EV	
	<ul style="list-style-type: none"> Suggestions for improvement 				
c) the <i>Team Spirit</i> Advisory Committee and the Project Manager?	<ul style="list-style-type: none"> Whether there was effective communication between the <i>Team Spirit</i> Advisory Committee and the Project Manager 	<i>Team Spirit</i> Advisory Committee Members / email survey	Annually	EV	
	<ul style="list-style-type: none"> Suggestions for improvement 				
20. How successful were we in making the monitoring and evaluation requirements for Program Leaders manageable?	<ul style="list-style-type: none"> Overall level of satisfaction with monitoring and evaluation requirements 	PLs / interview	Annually	EV	
	<ul style="list-style-type: none"> Level of satisfaction with the evaluation tools and support 	PLs / interview	Annually	EV	
	<ul style="list-style-type: none"> Ways to improve the monitoring and evaluation process 	PLs / interview	Annually	EV	

Evaluation Question and Targets	Indicators	Data Sources and Collection Methods	Timing	Lead	Progress
E) Now What: How are we using the monitoring and evaluation findings for continuous learning?					
21. How are we using the monitoring and evaluation findings for continuous learning?	<ul style="list-style-type: none"> Ways in which the monitoring and evaluation findings are being used for continuous learning 	Project Files / file analysis	Annually	PM	
		PLs / interview	Final Project Evaluation (2008)	EV	
F) What Next: Should the Team Spirit program be continued past March 2008?					
22. Is there a continued need for a program for Aboriginal girls and young women to increase their participation in sport and physical activity?	<ul style="list-style-type: none"> Perceived continued need for a program for Aboriginal girls and young women to increase their participation in sport and physical activity and reasons why 	PLs, Community Partners, ASC Partner, Team Spirit Advisory Committee members, and other key stakeholders, e.g., Aboriginal Women's Association of Canada / interviews	Final Project Evaluation (2008)	EV	
	<ul style="list-style-type: none"> Ways in which the program can be more efficient and effective 	PLs, Community Partners, ASC Partner, Advisory Committee members, and other key stakeholders, e.g., Aboriginal Women's Association of Canada / interviews	Final Project Evaluation (2008)	EV	

If additional funding is available, CAAWS will endeavor to determine the longer-term contribution of the *Team Spirit* program on sport and physical activity participation amongst Aboriginal girls and young women. This would involve tracking the long-term sport and physical activity patterns of a sample of participants through to March 31, 2008.

Data Sources and Methods

As outlined in Table 3, the majority of data will be collected on an annual basis so progress can be measured and adjustments made to the *Team Spirit* project and community programs as needed. As well, additional information will be collected in 2008 as part of the final project evaluation.

The primary sources of data will be the Program Leaders, the Project Manager, and the ASC lead. In addition, data will also be collected from the following sources:

- *Team Spirit* Advisory Committee – annual email survey and interview in 2008 as part of the final project evaluation;
- Community Partners (1 per community) – interview in 2008 as part of the final project evaluation; and,
- Other Key Stakeholders (4-5) - interview in 2008 as part of the final project evaluation.

The Project Manager will be responsible for collating, analyzing and reporting on the bulk of the ongoing program data. The Evaluator will conduct and analyse all interviews and the annual email survey of the *Team Spirit* Advisory Committee members. Not only will this assist the Project Manager with data collection, it will provide a third party impartiality and confidentiality to responses that will enhance the credibility of the results.

A number of tools will be developed to assist in the collection of core program and project data required to monitor and evaluate the *Team Spirit* program. In consultation with Program Leaders, the following tools will be developed to assist them in providing key information upon which to monitor and evaluate the *Team Spirit* program.

- *Team Spirit* Session Attendance Form – will be used weekly to track attendance and any special notes about each *Team Spirit* session for use in completing the *Team Spirit* Participant Summary Form and Annual Program Report (see below).
- *Team Spirit* Participant Summary Form – completed annually to collect demographic information about participants (e.g. age, new or returning, etc.) and their attendance.
- *Team Spirit* Participant Questionnaire – administered annually at the final *Team Spirit* program session to collect information from participants about the impact of the program, and ways in which it could be improved.
- *Team Spirit* Program Leader, Volunteer and Certified Instructor Form – completed annually to track key information of Program Leaders and other Instructors involved in the program (e.g. age, gender, new or returning, certification level, etc.).

- *Team Spirit* Annual Program Report – completed annually to provide information on program design, successes and challenges, and suggested ways to improve their *Team Spirit* program.

With the exception of the Session Attendance Form, all completed tools will be submitted by the Program Leaders to the Project Manager within 4 weeks of the completion of their program.

A number of tools will also be developed to assist the Project Manager in collecting key monitoring and evaluation data.

- *Team Spirit* Consultation Evaluation Form - to obtain feedback from participants at the end of each consultation.
- *Team Spirit/On the Move* Workshop Evaluation Form - to obtain feedback from participants at the end of each workshop.
- *Team Spirit* Application Process Questionnaire – to solicit feedback by email from applicants (successful and unsuccessful) on the application and selection process within three months of completing the selection process.

Finally, the following tools will be developed to assist the Evaluator in collecting key monitoring and evaluation data:

- *Team Spirit* Program Leader Interview Guide – to be used by the Evaluator annually to collect more comprehensive program information from the Program Leaders within 4-6 weeks of completing their *Team Spirit* program, including feedback on the planning meeting.
- *Team Spirit* Project Manager Interview Guide – to be used by the Evaluator annually (within 4 weeks of March 31st) to collect information from the Project Manager on all key aspects of the *Team Spirit* program.
- *Team Spirit* ASC Partner Questionnaire – to be used by the Evaluator annually (prior to March 31st) to collect information from the ASC partner on all key aspects of the *Team Spirit* program.

Reporting Strategy

The Progress column in the Monitoring and Evaluation Strategy Chart will be used to support the preparation of Quarterly and Annual Reports for Sport Canada, as required by CAAWS' contribution agreement with Sport Canada. Interim Evaluation Reports will be prepared at the end of 2005/06 and 2006/07 based on monitoring and evaluation data collected; and a Final Evaluation Report will be prepared at the end of 2007/08. All reports will be distributed to the Advisory Committee.

Appendix A: *Team Spirit* Advisory Committee

- Charisse Cyr, Aboriginal Sport Leader
- Gina Doxtator, Manager, Coaching and Leadership Programs, Aboriginal Sport Circle (ASC)
- Kris Johnson, Leadership Development Manager, Ontario Aboriginal Sport Circle
- Karin Lofstrom, Executive Director, Canadian Association for the Advancement of Women and Sport and Physical Activity
- Melinda Martin, Aboriginal Sport Leader
- Sydney Millar, Project Manager, Canadian Association for the Advancement of Women and Sport and Physical Activity
- Heather Nooski, Youth Representative, Aboriginal Sports and Recreation Association of British Columbia

Appendix B: Recognized Sport Canada Sports

Alpine Skiing	Softball
Archery	Speed Skating
Athletics (<i>track, field, road and combined events</i>)	Squash
Badminton	Swimming
Baseball	Synchronized Swimming
Basketball	Table Tennis
Biathlon	Taekwondo
Bobsled	Team Handball
Boccia	Tennis
Bowling (<i>Ten Pin Bowling</i>)	Traditional Aboriginal Games
Bowls (<i>Lawn Bowling</i>)	Triathlon
Boxing	Volleyball
Broomball	Water Polo
Canoe	Water Ski & Wakeboard
Cross Country Skiing	Weightlifting
Curling	Wheelchair Sports (<i>Athletics, Basketball, Floor Hockey, Rugby, Target Sports, Tennis, Curling</i>)
Cycling	Wrestling
Diving	Yachting
Equine (<i>Equestrian, Dressage</i>)	
Fencing	
Field Hockey	
Figure Skating	
Football	
Freestyle Skiing	
Goalball	
Golf	
Gymnastics	
Hockey	
Judo	
Karate	
Lacrosse	
Luge	
Modern Pentathlon	
Net Ball	
Parachuting	
Racquetball	
Ringette	
Rowing	
Rugby	
Shooting	
Snowboard	
Soccer	