I. Purpose
The purpose of Scope of Work (SOW) is to help grantees to plan for projects to achieve goals consistent with those of OCAP. OCAP’s mission is to shape policy, build communities, and strengthen families so that child maltreatment is prevented. OCAP works with partners to reduce risk factors for child maltreatment and strengthen family resilience, conduct research that enhances our knowledge of child maltreatment and prevention, and foster collaboration across systems to integrate prevention efforts. Always let these overarching purposes guide your preparation of the document.

II. Required objectives
OCAP requires grantees to include collaboration with external partners and stakeholders and efforts to reach target populations/audiences as two of the objectives in their SOWs. Grantees will be instructed to report their progress for these two objectives in the quarterly reports. Consult OCAP if you think these requirements cannot be applied due to the nature of your project.

III. Principles
Grantees are expected to use the SOW as one of the methods to plan for their projects, set goals and objectives, and identify activities, deliverables, and measures that are coherent, concrete, efficient, and realistic given the time and budget of their project. Here are some principles for drafting your Scope of Work.

1. Be concise: Succinctly describe the components of your project. Try limiting each statement in the SOW table under or around 20 words.
2. Discuss one objective at a time: Each objective item describes one objective; combine multiple objectives only when they involve similar activities.
3. Prioritize: List the core component(s) of your project first. Include supplementing information in footnotes, or appendices if the description is long or involves tables.
4. Use references: Sometimes relationships between objectives, activities, deliverables, and measures may not be one to one; for example, a single activity could serve multiple objectives. In this situation, use reference numbers to reduce repetition.
5. Provide evidence: Plan to collect data and document the project as it unfolds. A system of data collection and record keeping helps diagnose problems and strengths of an implementation process. Determine in the SOW which information you will keep for internal use and which you will share with OCAP as demonstration for your progress. For example, the evidence presented to OCAP for a deliverable object such as a training session can be an agenda of the meeting, a headcount of the participants, and a pre-and-post comparison of participant knowledge. Include the date that you expect a piece of evidence will be completed for OCAP’s review.
6. Collaborate: Whenever appropriate, include collaboration with partners and stakeholders outside of your organization as one of your objectives.

IV. Definitions
Grantees should distinguish the differences among the SOW subjects when drafting this document. When appropriate, grantees are encouraged to seek consultation from grant managers, particularly in regard to measures.
1. Goal: A goal is the general purpose to which efforts of the project are directed. Compared to objectives, goals involve generic actions to achieve longer-term, higher-level outcomes.
2. Objective: Objectives involve tangible, focused, and specific actions to achieve outcomes that are concrete and measurable.
3. Activities: Activities are a coherent set of steps or tasks needed to achieve an objective. Describe the efforts of your program staff, rather than those of your clients, in this column.
4. Deliverables: A deliverable is a tangible end product/service of one or several activities. The document of a deliverable can be deemed as evidence of a grantee’s performance.
5. Measures: OCAP considers two types of measures—measures of effort and measures of outcomes. Measures of effort include measures for activities and deliverables. Data are collected in this domain to answer questions like “how much programming are we offering?” or “are we carrying out services as planned?” The attendance rate, for example, can be one measure of a deliverable such as a training session. In contrast, outcomes are specific results or changes that the program aims to make, which in the case of trainings can be knowledge gained (see V. Measurement for more details).

V. Measurement
1. Grantees are required to have policy in place for protection of client data, train staff and monitor compliance, and inform clients of their rights to confidentiality (with certain legal limitations).
2. Whenever the context allows, grantees are required to collect basic demographics of program participants and present them to OCAP in aggregate forms. Grantees should not reveal to other agencies information that can be used to identify unique individuals or families.
3. Grantees should use objective tools to measure the effort and outcomes of their programs.
4. Grantees should conduct qualitative, quantitative, descriptive, and/or pre-and-post analysis of the data collected for the measures proposed. For most grantees, experimental or quasi-experimental evaluations of program impacts are encouraged but not required.
5. Grantees will use the findings from their analyses to inform program design and/or implementation. Grantees will report their learning to OCAP as part of the quarterly reporting process.
6. Grantees are encouraged to discuss not only successes, but also challenges in their quarterly reports. Therefore, grantees are encouraged to propose activities, deliverables, measures that identify and address challenges in their SOWs accordingly.

VI. Organization and format
1. Use the standardized numbering scheme, shown in the example below, to list the goals, objectives, activities, deliverables, and measures of your project. For ease of communication, use numbers for activities, letters for deliverables, and Roman numerals for measures to organize items under each category. An activity may be linked with multiple deliverables, or a deliverable could an output of several activities.
2. Use the multilevel heading numbers to indicate the objectives, activities, deliverables, measures when there is a need to mention those again.
3. Do not include multiple objectives under each objective item unless the objectives involve the same set of activities.
4. Include the date you anticipate to complete a deliverable or measure that you propose to present to OCAP.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Activities (use number to list activities)</th>
<th>Deliverables (use letters to list deliverables)</th>
<th>Measures (Roman numerals to list measures)</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Review and update current protocol</td>
<td>1.1.1 Obtain feedback from hotline staff 1.1.2. Review calls to determine areas of improvement 1.1.3 Recruit staff to review protocol based on results from 1.1.1 &amp; 1.1.2.</td>
<td>1.1.a Revised protocol to OCAP [Date: 8/31/2018]</td>
<td>1.1.i. Staff satisfaction with changes in protocol</td>
<td>1.1 7/1/2017-6/30/2018</td>
</tr>
<tr>
<td>1.2. Review and update current training</td>
<td>1.2.1</td>
<td>1.2.a</td>
<td>1.2.i</td>
<td></td>
</tr>
</tbody>
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