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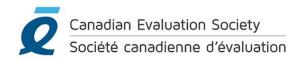
LISTE PRÉLIMINAIRE DES PRÉSENTATIONS

April 27, 2017 | 27 avril 2017

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CES c2017 in Vancouver,
April 30 to May 3, 2017 #EvalC17

c2017 de la SCÉ à Vancouver,
du 30 avril au 3 mai, 2017 #EvalC17

Facing Forward: Innovation, Action, and Reflection
Face à l'avenir : innovation, action, réflexion

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Included in registration

- Opening Reception and Silent Auction Sunday
- Breakfast Monday, Tuesday and Wednesday
- Lunch Monday and Tuesday
- Refreshments Monday, Tuesday and Wednesday
- CES-CESEF Student Case Competition Awards, Monday
- Networking Space & Science World KEVA Set-up
- Hospitality Suite, Tuesday

Le coût de l'inscription comprend

- la réception d'ouverture et encan silencieux, le dimanche
- les déjeuners du lundi, du mardi et du mercredi
- les dîners du lundi et du mardi
- les collations du lundi, du mardi et du mercredi
- le concours étudiant de simulation de cas SCÉ-FSCÉÉ, le lundi
- l'aire de réseautage et l'installation KEVA de Science World
- la suite de réception, le mardi

Keynote speakers / Conférenciers

Kim van der Woerd, Reciprocal Consulting

Kylie Hutchinson, Community Solutions Planning & Evaluation

Paul Lacerte, Moosehide Campaign

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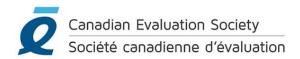www.c2017.evaluationcanada.ca/registration/

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Preliminary list of presentations
Liste préliminaire des présentations

Plenary panel: Pushing Forward: With or Without Evaluation

Panellists

Ryan Conway, Program Director, Innoweave, The J.W. McConnell Family Foundation
Nick Falvo, PhD, Director, Research and Data, Calgary Homeless Foundation
Mark Valentine, ReframeIt Consulting (San Francisco) and Ecotrust
Penny Hawkins – Discussant/Moderator, former Head of Evaluation at the UK Department for International Development (DFID), London

The conference theme "Facing Forward: Innovation, Action, and Reflection" presumes evaluation has a role in addressing contemporary challenges. This session will make us ask ourselves a question we might not rather face: What if it doesn't? What if evaluation is a nuisance or hindrance, or worse yet, irrelevant to pushing change forward? Or worse still, an accomplice to outdated, ill-thought or socially retrogressive policies and programs? In this panel, three leading agents of social and environmental change, working outside the parameters of formal evaluation, share their experiences with evaluation and their views on its role in Pushing Forward.

Table ronde plénière : Vers l'avenir : avec ou sans l'évaluation

Panélistes

Ryan Conway, Directeur de programme, Innoweave, Fondation de la famille J.W. McConnell
Nick Falvo, Ph. D., directeur, Recherche et données, Calgary Homeless Foundation
Mark Valentine, de ReframeIt Consulting (San Francisco) et Ecotrust
Penny Hawkins – intervenante et de modératrice, ancienne directrice de l'évaluation au ministère du Développement international du Royaume-Uni, Londres

Le thème du congrès, « Face à l'avenir : innovation, action et réflexion » suppose que l'évaluation a un rôle à jouer pour relever les défis de notre époque. Cette plénière nous amènera à nous poser une question que nous préférerions éviter : Et si ce n'était pas le cas? Et si l'évaluation était une nuisance, un obstacle à la promotion du changement, voire sans rapport avec elle? Pire encore, si elle était un complice des politiques et programmes dépassés, mal conçus ou socialement rétrogrades? À cette table ronde, trois agents de changement social et environnemental de premier plan, qui travaillent hors des paramètres de l'évaluation officielle, nous parlent de leur expérience de l'évaluation et de leur point de vue sur son rôle de moteur « vers l'avenir ».

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Thematic Strand / Volet thématique

INNOVATION: Evaluators' roles and responsibilities as social change agents in response to the Truth and Reconciliation Commission of Canada Calls to Action

Keiko Kuji-Shikatani, Larry Bremner, J. Bradley Cousins, Linda Lee
Evaluation practice as change agents for the evaluand —the social innovation that will take us to where we want to get to —will be the focus of this panel discussion that examines how we must reflect on taking action both as individual evaluators and as an evaluation community to do whatever we can to change the narrative that perpetuates the injustice that continues on. The Truth and Reconciliation Commission of Canada published 94 Calls to Action urging all levels of governments and the collective efforts of all peoples to revitalize the relationship between Indigenous peoples and society to achieve reconciliation to make for a better, stronger society. What is our responsibility as evaluators? Evaluators working in various contexts will share how they are contributing to social change that require a collective and concerted effort to repair harm done to people over a prolonged time, move forward to reconciliation and a better society.

ACTION: Voices UP!

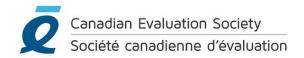**Christopher Cook, Andrew Leyland, Suzie O'Shea, Janina Mobach, Voices UP! Collective**
Come see evaluation findings like you've never seen them before as we use theatre to present a day in the life of the Learning Lab, a program at the UBC Learning Exchange. The Learning Lab offers diverse educational opportunities tailored to community members' interests and passions in Vancouver's Downtown Eastside. Collectively written and performed by UBC Learning Exchange staff, students, and patrons as part of an evaluation of the Learning Lab program, Voices UP! takes program evaluation off the page and on to the stage. As an innovative theatre-based evaluation project, Voices UP! allows for a more personal, narrative approach to presenting evaluation findings to community and funding bodies. Developed over several months of rehearsals and performances, the creation process has encouraged continual reflection and evaluation of how well our programing works for our participants. The performance will be followed by a discussion with the Voices UP! creators. Come enjoy a show, and be introduced to a collaborative, engaging means of arts-based evaluation.

REFLECTION: The Future of Professionalization: Reflection [plus] Innovation = Effective Action

John Gargani, John LaVelle, Stewart Donaldson, Kate Ruff, Benoît Gauthier
In this panel, experts advance their visions for strengthening the evaluation profession globally. We start from a common premise: evaluation matters because it improves the lives of people, and professionalization helps evaluation matter more. This reframes the discussion—rather than treating professionalization as an end in itself, we see it as a means to create a better world. We consider the roles that training, standards, mentoring, norms, designations and other strategies play in strengthening the practice, use, commissioning and impact of evaluation. The panel will describe the results of a recent evaluation of Canada's Credentialed Evaluator designation, the development of AEA's evaluator competencies, the experience of Europe's Voluntary Evaluator Peer Review System, the emergence of accounting standards for reporting the social impact of private companies, and graduate evaluation training programs around the world. Based on their research and experience, panelists provide a vision for the future of professionalization and how we may judge its success.

A Graphic Designer, an Evaluator, and a Computer Scientist Walk into a Bar: Interdisciplinarity for Innovation

Leading Edge Panel

M. Elizabeth Snow, Nancy Snow, Daniel J. Gillis

Innovation, by its very nature, requires new ideas and approaches. One way to generate new ideas is to bring together individuals with different knowledges, perspectives and expertise to foster creativity, and provide the fresh insights and inspiration needed to truly innovate. The panel will bring together experts from graphic design & computer science with a program evaluator to discuss how knowledge and perspectives from those fields can be used to develop new approaches and methods to conduct evaluations, from evaluation design to data collection to the use of evaluation findings. The panel will explore several major questions including: how can design and computer science be used to engage respondents to the benefit of evaluation? What do wearable technologies offer to evaluation? How can design contribute to knowledge mobilization— access to information, understanding and application, and facilitation of action? The discussion will be grounded in case studies spanning research with the Public Health Agency of Canada and the remote Inuit community of Rigolet, Nunatsiavut.

A Quasi-Experimental, Longitudinal Study of the Effects of Primary School Readiness Interventions

Short Presentation

Andres Gouldsborough

Primary school enrolment has increased globally since 2000, partly due to the pursuit of the MDG of universal primary education. Many children arrive at school, however, unprepared to fully benefit from this new opportunity, resulting in high rates of repetition and dropout. The Lao Educational Access, Research and Networking project, a collaborative action research project between Plan International, Save the Children and Dubai Cares, is testing innovative models intended to improve school readiness and educational outcomes for learners in two provinces of Laos. LEARN aims to identify what works to improve retention and learning for the most vulnerable children in Laos, thereby supporting progress towards achieving efficient and effective universal primary education. The intersection between school readiness and the early grades of primary school is an area where rigorous evidence is lacking in Laos. LEARN will help to build this evidence by using a robust impact evaluation design that is supported by a comprehensive monitoring system, enhanced by GIS technology.

Applying Evidence-Based Principles to the Evaluation of a Classroom Observational Protocol: A Collaborative Approach to Evaluation

Short Presentation

Jade Lee, Lara Gengarelly, Erik Froburg

Classroom observations have great potential to improve the quality of teachers' instructional practices (Allen, Pianta, Gregory, Mikami, & Lun, 2011; Bill & Melinda Gates Foundation, 2014; Hill, et al., 2012). But, in order to maximize the potential benefits of classroom observations, it is critical that the instruments used to capture information about teachers' instructional practices are carefully designed, with feedback from primary stakeholders. This presentation will describe how evidence-based principles (Shulha, Whitmore, Cousins, Gilbert, & al Hudib, 2016) were used to guide our reflections of a collaborative approach to the development and evaluation of an observational instrument. This presentation can provide attendees with a tangible example of how reflective inquiry can be used in process evaluations.

Assessing Credentialed Evaluator Competencies: A rubric for guiding discussion

Short Presentation

Rob Chatwin, Nancy Carter, Dorian Watts

Supporting the development of professionalization of evaluation, CES implemented a Professional Development Program that includes a set of competencies to be demonstrated by individuals seeking to be awarded the Credentialed Evaluator Designation. The Nova Scotia Health Research Foundation has developed an approach to assessing skills in each of the 5 competency domains. This approach allows for self-assessment as well as assessment by a mentor of a mentee who is building capacity. The theory, design, and initial implementation of this approach to managing competencies and how a

developmental evaluation approach has led to further refinement of the competency assessment rubric will be discussed. We will also discuss multiple applications of the rubric for capacity building, creating awareness, designing evaluation curriculum and learner assessment.

Assessing Social Impact Bonds

Short Presentation

Rob Assels, Rob Malatest

Social Impact Bonds (SIBs) represent an alternative method to fund innovation in the area of social program delivery. SIBs rely on the private sector or NGO agencies to provide the funding to allow service provider organizations to provide social programming to defined groups. In contrast to traditional grants and contribution type arrangements, governments do not contribute to the program funding, but rather, pay the "bond holders" only upon demonstration of program success. This "pay for performance" model has been utilized in other jurisdictions including the UK and US, but remains largely untried in Canada. A critical element of the SIB concept is the evaluation to establish program success. The presenters for this session will describe the process used to review the SIB models, and to establish the extent to which selected social programs could be considered as candidates for SIB funding. The session will be of interest to program evaluators as well as potential public sector agencies who may be interested in this alternative funding model.

Assessing the causal attribution of granting programs targeting children and youth: The case of NSERC's PromoScience program

Short Presentation

Élyse McCall-Thomas, Murielle Vergnhes

Assessing causal attribution is often a challenge for evaluators and may be exacerbated when assessing the impact, of lack thereof of granting programs targeting children and youth due to challenges in reaching the target population. This presentation discusses innovative methodological approaches from the evaluation of the Natural Sciences and Engineering Research Council's (NSERC) PromoScience program that provides grants for informal science, technology, engineering and/or math (STEM) learning activities for children and youth. It begins with how evaluators addressed the question of attribution when assessing the impacts of PromoScience-funded activities by observing and interviewing participants, i.e. children and youth, of those activities, and surveying teachers whose students participated in funded activities. The presentation also discusses how evaluators engaged with participants of certain funded activities without having to seek approval from a Research Ethics Board, while still ensuring all ethical requirements were upheld.

Assessment of Service Delivery and Utility of Childhood Preventive Care Services - Vision & Dental - in Northern British Columbia

Poster Presentation

Dorri Mahdaviani

A comprehensive assessment of childhood vision and dental preventive care services was conducted using evaluation tools and approaches conducive for rural and remote settings. This investigation was instigated due to recent recommendations to alter the dissemination of preventive care services, as some appear to be cost-ineffective. As early childhood is a sensitive and critical period for the proper development of visual and dental health, it is ill-informed to alter service distribution without the through identification of gaps and barriers in service delivery and utility. Hence, a timely, accurate, and transparent assessment was conducted to enable evidence-informed decision making by for the purposes of future planning and resource allocation. This presentation reviews barriers in service delivery, and opportunities for community collaboration with allied health professionals. Additionally, inconsistencies with regards to data integrity and quality were inadvertently identified, which infers the need for a validated systematic data collection and extraction methodology.

Auditors as Catalysts of Innovation: Lessons for Evaluators

Short Presentation

Donald Hall, Mike Milito, Elena Petrus, Laura Conroy

The Advisory Committee on Innovation in Internal Audit - a committee of heads of audit bureaus across Canadian federal government departments and agencies - posed the question: how can auditors promote, and even spark, innovation in government? Auditors are sometimes thought to be a hindrance to innovation, requiring program managers to "stick to the playbook." The presentation team took up the challenge researching state-of-the-art models and techniques in innovation

and creativity, and applying these - through the lens of government corporate culture - to the auditors' question. The results surprised everyone, and formed the basis for an innovation model that is now making the rounds among not only auditors but a wide range of players interested in innovation in government. The model and its associated conclusions are particularly applicable to evaluators. In this presentation, we tell the story of the innovation project in hopes of sharing lessons and perhaps igniting ideas for even more innovation.

Avoiding Indecent Proposals: Maximizing Contracted Evaluations

Short Presentation

David Kurfurst, Brian Diener
Contracted evaluations can be tough business for both consultants and Federal Government evaluators. Proposals are expected to be comprehensive and well-informed yet concise; insightful, organized and innovative yet cost-effective. In many cases, good proposals lose points for failing to meet certain or all of these types of criteria. Beyond the proposal, the conduct of a contracted evaluation carries its own challenges as consultants and federal evaluators strive to collaborate, manage the tasks appropriately, add value, and effectively deliver the project. This presentation will provide an overview recent experiences in reviewing proposals and managing evaluation contracts from the federal perspective, reflecting on RFPs and identifying common gaps, key tips and advice for developing stronger bids. The session will discuss strategies for leveraging the strength of both internal and external resources to ensure that quality evaluations are carried out on time. Attendees will be invited to discuss their key approaches for successful proposals and evaluation project management.

Best practices for evaluating sport and play-based interventions with children and youth

Short Presentation

Laura Lee, Philip Cook, Laura Wright
Play and sport have been shown to have a positive impact on children's developmental outcomes in various settings, including for children and youth affected by conflict and war. The main aim of the research, lead by the International Institute for Child Rights and Development (IICRD) in partnership with Right to Play, UNHCR, Terre des Hommes and IOC, was to develop evaluation tools and best practices in evaluating programs using sport to achieve child protection outcomes. This study included desk review, key informant interviews, and participatory, rights based case study research carried out with children, their families and communities, and evaluation practitioners in four countries. Key findings of the research will be shared. The potential of play-based tools to create positive change through the evaluation processes will be highlighted. Finally, recommendations pertaining to program design and evaluation practice will be shared, and ethical issues and standards will be explored.

Big Bang, or Big Bust? The Role of Theory and Causation in the Big Data Revolution

Short Presentation

Sebastian Lemire, Steffen Bohni Nielsen
Big Data has swept across the field of evaluation like a data-analytic tsunami. So what, then, are we as evaluators to make of the Big Data revolution? Which, then, are the promises and perils of Big Data? And what is the potential role and implications of Big Data in the context of evaluation? These are the questions that motivate the proposed presentation. The starting point for the presentation is the promise by proponents of Big Data that new data analytics will promote two fundamental shifts: 1. A shift from theory to data-driven knowledge production. 2. A shift from causation to correlation The proposed presentation will consider both how fundamental these shifts may be in the context of evaluation and whether pushing them as far as possible would meet our informational needs as evaluators.

Blurred Lines: Evaluating the Role of a Knowledge Broker in a Health Research Project

Short Presentation

Kylie Hutchinson, Blake Stitilis
While much has been written on knowledge translation in health research, the role of a dedicated Knowledge Broker is still a relatively new innovation. This presentation will focus on the evaluation of a knowledge broker position, specifically created to develop an integrated knowledge translation strategy for a prison health project. Topics discussed will include the methodology and approach used, plus some of the challenges encountered.

Branching out: Design Thinking Tools for Evaluation

Ignite Presentations

Nicole Markwick

Design thinking is an inquiry-focused method of design that seeks to understand an issue, product, process, or service from a user's point of view. Born out of top minds in the design community, the approach draws heavily upon systems thinking, and is often characterized by 5 stages: empathize, define, ideate, prototype, and test. In this fast-paced presentation, we will argue that each step of the design thinking process has a great deal to offer innovative evaluators —particularly those individuals working with marginalized communities and in participatory evaluation. We'll discuss the ways in which this way of thinking and its methodologies can strengthen the ethical and technical execution of an evaluation, and share specific tools that audience members can integrate into their practice.

Breaking ground: Evaluators as advocates, coaches, educators and guardians of ethics.

Leading Edge Panel

Emilie Peter, Birgitta Larsson, Wendy Doughty

Ethics appears to be 'front and centre' in many aspects of evaluation. What is our emerging role as an evaluator in ensuring that ethical considerations are not overlooked? Are we advocates, coaches, educators or guardians of ethics; or do we assume all of these roles? We are aware of the importance of ethics both personal and professional. We also consider ethics in the context of knowledge generation projects and the protection of persons and their information. Who defines these ethical boundaries? Are they personally or socially constructed? The choice of evaluative approaches is increasingly diverse; we have so many choices. How do these choices interact with and shape our role as evaluator and what ethical issues emerge? Join us as we explore the evolving role of the evaluator with respect to ethics. We will share our thinking from the perspectives of evaluation theory, knowledge oversight tools, and innovative practice. We promise to challenge your thinking whether you are a novice or experienced evaluator.

Bringing Innovation to Accelerate Action for Evaluation of Collective Impact Networks: Development of a Collective Impact Evaluation Platform.

Lightning Round Table

Laurie Ringaert, Amogh Kanade, Unmesh Sheth

Collective Impact is in its innovative phase at it is evolving and improving through reflective action. Collective Impact recognizes that to address complexity and system problems, innovation is required including bringing diverse partners together to work on common goals. One of the current challenges facing the field, is how to effectively collect, manage and report and continuously communicate on the progress from multiple stakeholders/sites in a developmental evaluation way. SoPact, a social impact evaluation platform provides an innovative and promising solution to this dilemma. SoPact, social impact data management platform is cutting edge, innovative technology that addresses the need of collective impact networks to harness common indicators, collect data from multiple sites, and provide the ability for continuous feedback through user-friendly, eye-pleasing reports that are utilization-focused. Participants will interact with the developers and the evaluator on the team and learn how to make their work more efficient so as to focus on the important strategic impact work.

Building cross-sector partnerships in learning and innovation

Short Presentation

Susanna Gurr, Shawn de Raaf

Cross-sector collaborations are becoming increasingly important in social innovations. Collaborative partnerships are an essential strategy at the BC Centre for Employment Excellence. Our partnerships have involved researchers, practitioners, community agencies, business and others working together who would traditionally not be involved. The partners have collaborated and combined their insights, ideas and inputs to develop and test new approaches or models to produce results that are of value to policy and practice; it connects evidence and action. How have these partnerships been achieved? What is the evaluator's role in these partnerships and how does it affect the evaluations? We will highlight several unique partnerships that came together to design and implement innovation projects that will provide reliable evidence for decision making. We will discuss the impact of these partnerships on building evidence capacity—capacity to learn and do what works among the partners. We will reflect on the role of partnerships in these projects—what worked & what did not.

Building in the Brick Wall: Developmental Evaluation Reflections

Thematic Breakfast Roundtable

Janina Mobach

You have embarked on a developmental evaluation. It's exciting, ambiguous and terrifying all at the same time. For the first while, everything seems to be humming along until suddenly, wham! You and your stakeholders hit a brick wall. Where do you go from here? In this session I propose that we need to build that 'brick wall moment' into our expectations of how developmental evaluations unfold. What may initially seem like an obstruction to our evaluation path can be utilized as an essential and constructive opportunity to reflect on, reframe and reprioritize our program's identity and direction. As developmental evaluators we have the opportunity to set the stage for such pivotal moments and the reflective capacity to seize them as they occur. Building in 'brick wall moments' can make the developmental evaluation process more reflective, organic, and contextual. Come join me in reflecting on the developmental evaluation process and 'brick wall moments' as it relates to your context.

Building Organizational Evaluation Capacity Through Program Evaluation Course

Short Presentation

Faisal Islam

There has been growing interest in organizational Evaluation Capacity Building (ECB) among evaluation practitioners, researchers and trainers. Though different models and definitions are used to describe ECB, Cousins, Goh, Elliot & Bourgeois (2014) noted that much of the current focus is on building capacity on how to conduct evaluation (demand) and less focus on how to use evaluation capacity (supply). This paper discusses to what extent an internal program evaluation course for a mental health hospital staff has resulted in building the evaluation capacity of the organization. In contrast to building evaluation capacities of those who are responsible to conduct evaluation in the organization, the target of the course is the health care providers who usually do not conduct formal evaluation of their work but can use evaluation to improve their practices and/or advocate for change in the system.

Building Understanding: Indigenous Evaluation in 2018

Consultation and Collaboration

Trish Paton, Tara Preston, Debbie de Lancey

The 2018 CES conference co-chairs invite participants to discuss the theme of co-creating evaluation in partnership with Indigenous communities. Is this a topic of interest for CES 2018? How do we respectfully follow the path laid out by the Truth and Reconciliation Commission? Does Canada need An Indigenous Evaluation Framework? Our starting point is LaFrance and Nichols (2010) Reframing evaluation: Defining an indigenous evaluation framework, discussing ways to synthesize Indigenous ways of knowing and western evaluation practice.

Capturing reflections on the path to a Credentialed Evaluator application

Ignite Presentations

Dorian Watts, Nancy Carter , Robert Chatwin

This presentation will discuss a tool developed for recording experiences and reflecting on learnings with the primary goal of a strong Credentialed Evaluator (CE) application. As a key competency, reflective practice is an important skill for evaluators and can be used to develop a strong CE application. As a successful CE application is a key goal of the REAL Evaluation Fellowship at the Nova Scotia Health Research Foundation, we developed a tool to systematically capture experiences and engage in thoughtful reflection amongst supervisors and learners. There are many ways to build reflection into evaluation work. For some, capturing reflections formally through a journal may be common practice, for others this is not so. For the REAL Evaluation Fellow, an efficient method was required to formally record experiences to accurately capture capacity development that was occurring in multiple diverse settings. We believe this tool supports reflective practice and is of potential value to other aspiring Credentialed Evaluators.

Capturing Vulnerability

Short Presentation

Tanya Lee

With a promise to 'Leave no one behind' the Sustainable Development Goals highlight a global responsibility to improve the situation of the poorest and most marginalized. With this commitment, a new, innovative approach was needed to enable projects to track progress specifically for these populations. In response, Plan International Canada, in partnership with a project baseline consultant, developed a Vulnerability Index composed of various elements, including: marital status; age; polygamy; disability; religion; education; water source; poverty etc. In addition to disaggregating data by vulnerability, the index allows for the exploration of statistical correlations between vulnerability and various data points, and provides an overall picture of the level of vulnerability in project areas, information that is critical for both projects and local stakeholders. The presentation will share some of the key findings, and discuss how this new, innovative approach of incorporating vulnerability within evaluations is valuable across a wide range of projects.

Causing Chaos: Complexity, theory of change, and developmental evaluation in an innovation institute

Short Presentation

Darly Dash, Hilary Dunn, Susan Brown, Tanya Darisi, Celia Laur

The Schlegel-UW Research Institute for Aging (RIA) aims to drive innovation in aging by integrating research, education, and practice involves many partners across sectors (e.g., academia, health care, industry, government, and the public). In 2015, an organization-wide evaluation was initiated to see the impact of RIA's efforts by collaborating with an evaluation consultant. Operating in a complex culture creates challenges when embarking on evaluation. This presentation describes the journey to date in preparing for a developmental evaluation. We began with the collaborative development of a theory of change which was essential in forcing tough questions to be asked, underlying assumptions to be revealed, and ultimately building internal evaluation capacity and evaluative thinking in non-evaluators. The process highlighted the importance of collaboration among multiple partners to create an openness and a shared understanding of evaluation. This presentation shares the process, experiences, and lessons learned as we created chaos to find common ground for the road ahead.

Circle of Voices: An evaluation of a theatre program for Indigenous youth in Saskatchewan

Student Presentation

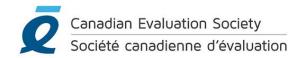Selena Doyle, Kandice Parker, Karissa Wall, Osemis Isbister-Bear, Melanie Morrison

The Gordon Tootoosis Nknwin Theatre (GTNT) is one of the premier Indigenous theatres in Canada. Created to fill a gap in the Canadian theatre landscape, the GTNT produces professional plays throughout the year and provides a separate theatre training program, Circle of Voices (COV). The CoV program recruits approximately 20 Indigenous youth from the Saskatoon area to participate in a 7 month intensive, culturally-based theatre training program. The program includes mentorship by an Indigenous playwright and culminates in a youth-produced play. Perhaps more importantly, this training and artistry is used to promote positive life skills and cultural healing guided by elders. To establish the CoV program's impact, a survey and interviews were conducted with past and present program participants. The results of these inquiries will be reflected upon in light of the difficulties faced by grassroots organizations, the role of evaluators in facilitating program promotion, and the challenges and opportunities provided by Indigenous-focused evaluation.

Climbing the mountain of better health: An evaluation fable

Storytelling

Sabrina Khan, Rachel Douglas, Nicole Spence

The internal evaluator role in today's climate of "do more with less" can sometimes feel like a fable-worthy series of impossible tasks. Common themes include finding sufficient evaluator capacity to design and implement the evaluation (1), engaging staff when they are already struggling with their workload (2), and promoting action on results in the context of multiple competing demands (3). This story begins with a short skit that translates these three common challenges along with potential solutions into a fable, based on an evaluation of a communicable disease program restructuring initiative in BC's regional Fraser Health Authority. The presenters will then share the real world tools and strategies that were used during the evaluation to foster action on recommendations. Finally, session participants will have an opportunity to share their own strategies for working within a climate of fiscal constraint, initially within small groups and then by posting their

ideas for review by the larger group.

Co-development of guidelines for evaluating the scale-up of research and innovation into the Alberta health care system: A shared approach

Short Presentation

Kathryn Graham , Maxi Miciak, Tracy Wasylak , Deborah White, Kevin Osiowy, Allan Ryan, Anderson Anderson
Uptake of research and innovation is crucial for health system transformation given the consistent increase in health care costs without necessarily corresponding to increases in health care performance. In response, Alberta Innovates and Alberta Health Services (AHS) launched a co-developed research funding program, the Partnership for Research and Innovation in the Health System (PRIHS). The program goal is to maintain or improve quality of care while reducing health care costs. Project scale-up is crucial to PRIHS success and requires monitoring and evaluation evidence to inform decisions for adoption (or not) of research projects in AHS. However, practical examples of impact frameworks focused on scale-up are limited. We will review our co-developed guidelines, including specific evaluation questions, a fit-to-purpose evaluation criteria matrix, merit review process, project process maps, reporting tools, and resources. This framework could be pivotal in advising Alberta decision-makers and be useful to other jurisdictions grappling with evaluating scale-up.

Collaborative evaluation and capacity building with grassroots organizations: Reflections on competent evaluation practice

Short Presentation

Linzi Williamson, Melanie Bayly, Sarah Sangster, Andrew Taylor
Outcome evaluation can be challenging for grassroots organizations (GOs). Resources are limited, and the evaluation agenda is often set by funders. Working with members of the Saskatoon Collaborative Funders Partnership (SCFP), we initiated a project designed to explore more collaborative approaches to evaluation capacity building. Over one year, our team worked with a cluster of five GOs that work with at risk youth in Saskatoon. We negotiated a set of four shared outcomes. With input from the youth themselves, we developed, pilot tested and implemented a single, simple suite of evaluation tools. We also worked together on the analysis and interpretation of the data, and on sharing the findings with the Funders Partnership. The presentation will highlight the development, implementation, and outcomes of this work, and reflect on the degree to which we were able to create a form of evaluation that was less funder-directed and accountability focused, and more focused on learning and action. We will also reflect on how the CE Competencies were enacted throughout the process.

Collaborative Learning: The Summer Institute on Program Evaluation
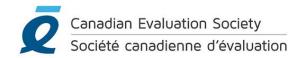
Short Presentation

Javier Mignone, Paula Migliardi, Aynslie Hinds, Bohdanna Kinasevych, Marianne Krawchuk, Karen A. Duncan,
The Summer Institute on Program Evaluation is a weeklong training program in Winnipeg, Manitoba. Started in 2010 it is implemented as a partnership between the University of Manitoba, four community agencies, and a student group. To date the Institute has had 390 participants from 40 agencies and the university. Participants have included managers, staff, volunteers from health and social agencies, community members, and undergraduate and graduate university students. The Institute creates a common space where evaluators, researchers, practitioners, and students can complement their knowledge and experience. Practitioners have repeatedly expressed the need for interactive, focused training that will increase conceptual knowledge and skills related to the use of information and the evaluation of programs. The model of learning that the Summer Institute uses successfully addresses this need. It does so by providing a mix of theoretical, technical, and practical hands-on learning formats, added to the rich interdisciplinary and inter-sectoral mix of instructors and participants.

Collective Impact Evaluation: Finding the Flexibility to Capture the Impact of Collaborative Efforts

Lightning Round Table

Anne Miller
Collective impact occurs when a group of organizations and stakeholders from different sectors commit to a shared goal for addressing complex social situations or problems. Since collective impact requires multiple contributions and pathways to change, and is a commitment to impact over the long term, evaluation of collective impact must take into consideration multiple perspectives and timeframes, as well as the maturity of the collective impact initiative. This discussion will be centered around our experience with evaluating two collective impact initiatives in Calgary. We will share the different solutions these two organizations have developed when confronted with the collective impact evaluation challenges of

shared measurement and using flexible methods to capture multiple pathways to change. We are interested to hear the perspectives of other evaluators and creative minds who are working through the complexities of evaluating collective impact initiatives.

Communicating Evaluation

Short Presentation

Ron Milito, Bryan Blom

Having problems engaging your senior management team in evaluation? Looking for innovative ways to present evaluation findings in a clear, concise manner? These are common issues for all evaluators. In the current Government of Canada context, departments and agencies are under increasing pressure to tell a clear performance story to Canadians. Through this presentation, you will learn how the evaluation team at the Canadian Food Inspection Agency is reinvigorating the evaluation function within the organization by: ; enhancing the way it engages with senior management through its Performance Measurement and Evaluation Committee ; raising awareness of evaluation and its importance to Agency programming ; placing priority on plain language and clear report writing ; developing innovative methods for presenting evaluation findings This presentation fits this year's conference theme "Facing Forward", by showcasing the innovative work of an evaluation team in a large, federal regulatory agency.

Communication in System Level Initiatives: A grounded theory study

Short Presentation

Dorothy Pinto

Effective communication supports evaluation and the use of evaluation findings (Alkin, Christie, & Rose, 2006). The Program Evaluation Standards (Yarbrough, Shulha, Hopson, & Caruthers, 2011) recognize communication as an ""integrating theme"" spanning the five attributes of evaluation quality. How we communicate can therefore enhance our evaluation quality. However, a challenge for evaluators in system level initiatives in the public sector is optimizing communication across collaborative partners. Organizational literature is lacking in this area (Rashman, Withers, & Hartley, 2009). I will present a communication theory generated in the context of a public sector, systems level initiative using grounded theory methodology (Corbin & Strauss, 2008). The theory identifies the driver and interdependent sub-processes of communication as well as key aspects of the context that influence, and are influenced by, the communication process. I will present my theory, discuss how it relates to the Standards, and outline practice implications for evaluators in systems level initiatives.

Community Food Programs: Addressing Food Security in Low-Income Urban Communities

Short Presentation

Harry Cummings, Angela ElzingaCheng, David Lane

This presentation will discuss the results of an evaluation of FoodShare Toronto's Good Food and Urban Agriculture initiatives. The project was funded by Ontario's Local Poverty Reduction Fund and applies a livelihoods framework to an assessment of the role of urban community food programs in poverty reduction. The presentation will explore the relationship between food security and poverty in urban centres and will present the evidence produced from the evaluation jointly conducted by FoodShare Toronto and Harry Cummings and Associates. The relationship between poverty and food security is evident, but this study explored the extent to which community food initiatives contribute to a multi-faceted poverty reduction effort in the City of Toronto. Evidence of the outcomes of FoodShare initiatives with respect to the livelihoods of low-income program beneficiaries allows for a deeper understanding of the relationship between poverty and our food system.

Community-focused needs and capacity assessment: A developmental evaluation process to drive system-level implementation and improvement.

Short Presentation

Patrick Russell, Sandra Cunning

Systems Improvement through Service Collaborative (SISC) is a community-led, systems-level initiative funded by Ontario's Ministry of Health and Long-Term Care (MoHLTC). The SISC initiative is intended to improve access and transitions to mental health and addictions supports for children, youth, and their families across sectors in Ontario. Our presentation is focused on the Capacity and Needs Assessment process evaluators used to help communities to: a) Identify

system level gaps. b) Co-create intervention components. c) Assess readiness for implementation. d) Identify capacity building opportunities. e) Inform system-level implementation and evaluation plans; and f) Establish a baseline for continuous quality improvement of a system intervention. The presentation will discuss the processes evaluators used in their capacity and needs assessments to facilitate the identification, creation, implementation, monitoring and evaluation of a system-level intervention.

Conducting realist evaluation: Lessons from the field

Short Presentation

Brad Astbury

This paper responds to calls for more information about the practice of realist evaluation, a distinctive type of theory-based evaluation that seeks to understand and explain how social programs work, for whom and under what circumstances. Although realist evaluation offers a strong conceptual foundation for the design and conduct of theory-based evaluations, many of the core principles of this approach are not always easy to apply in practice. Eight suggestions for improving the implementation and utility of realist evaluation are provided. These 'lessons from the field' are based on the author's involvement in realist projects, insights from evaluation practitioners, as well as an empirical review of 52 case examples of realist evaluation selected from the published literature. Limitations of the analysis and implications for future research on realist evaluation practice are also identified.

Consultation and consensus building with large groups using Thoughtexchange

Short Presentation

Trish Paton

Regular consultation with a large membership is extremely challenging. On line surveys enable us to reach a larger group, at lower cost, than we could do with paper surveys. For two-way conversational methods, however, options tend to be both more limited and more expensive. This has been changing in more recent years. Developers have begun to offer platforms that have both collaborative and conversational aspects to them, with sufficient rigour to be considered for both evaluation and research purposes. CARNA, as part of our regulatory function, has been using Thought exchange as a platform to consult with a membership of more that 37,000 on matters of interest to the profession. The platform allows us to take a town hall style process, where we would facilitate a group to generate ideas, sort them, and ultimately prioritize, and shift it to an on line model. Further, the model includes development of an interactive web report that closes the cycle with participants. This presentation will provide an overview of this innovative tool's approach using an actual consultation.

Consultation Process in Policy-Relevant Research: Lessons Learned

Short Presentation

Roxanne Felix-Mah, Tara Preston, Kate Woodman, Deanna Yerichuk

Indigenous women experience disproportionately higher rates of homelessness and domestic violence. The Government of Alberta, the Alberta Interagency Council on Homelessness and PolicyWise for Children & Families partnered on a scoping review to identify policy recommendations made over the last ten years to address this issue. The scoping review incorporated Two-Eyed Seeing, which integrates Indigenous and Western knowledge. As part of this approach, consultations with service providers, Indigenous organizations, and government representatives were undertaken. The facilitation of the sessions used culturally appropriate approaches to ensure opening a space for grounded conversation. This presentation focuses on the consultation process used in this approach, the insights it generated for report development and dissemination and how the partners used the research as a basis for future action. Reflections on the value of this approach will be shared with particular relevance for evaluators seeking to inform policy processes on Indigenous issues.

Contribution analysis: A three site application in a post-secondary environment

Short Presentation

Craig Moore

Lessons will be shared from using contribution analysis to evaluate and contrast the three-site Caring Campus Project at Canadian universities. The project, initially funded by the Movember Foundation, included longitudinal surveys of undergraduates, focus groups, as well as student-led intervention projects designed to address mental illness stigma and substance misuse on campus. Using Mayne's (2001) contribution analysis framework, the ability of the student-led interventions to make a difference on each campus was examined and contrasted with the other sites. The ability of

contribution analysis to examine the impact of other similar projects on each campus, and the assumptions associated with anticipated changes, are discussed with suggestions for using contribution analysis in other evaluations. The ability of evaluation findings to inform ongoing interventions is discussed with successes shared from the Caring Campus Project.

Crystal Ball Gazing: Understanding the Future as it Emerges Through A Shared Learning Journey

Short Presentation

Trilby Smith, Heather Hay
In 2015 and 2016 two cohorts from the network of British Columbia Community Foundations came together to explore two questions; 1) What is the future of community foundations amidst the changing social landscape of our times and 2) How can we best prepare for the future change? Together a learning exploration was launched. Incubated within a learning lab and guided by the presencing theory of Otto Scharmer, participants evaluated the current states of the roles of community foundations. Participants engaged in a process of suspending ideas about how things should be and began to explore what could be. Shaped by this experience several prototypes were developed to dive deeper into the signals heard from the margins to test the envisioned emerging new reality. The learning experience was captured through dialogue, self-reflection, shared learning and motivating thoughts from lead thinkers in the field. The experiences collected were used to evaluate each individual's experience as well as the overall experience of the system change.

Cultural Mindset in Evaluative Practice

Thematic Breakfast Roundtable

Carey Gray
Culture is everywhere and nonstop. It permeates everything pushing us in every direction. For evaluators it is pretty hard keeping up with what is considered culturally responsive evaluative practice and it raises some important basic questions. What part does culture really have in evaluation? How do I even define culture? How can I be a culturally competent evaluator? Culture can be a tricky thing to talk about! For some of us, as well as the stakeholders we work with, culture is a big part of our heritage and something to take pride in. But for others culture can represent something more difficult to be proud of. Evaluators need to develop the skills to ask the right questions about the practices of any cultural group or any new situation, so that the competencies are utilized across many cultures and in many settings. Building cross-cultural competency is a journey starting with this round-table! We will reflect on our own practices and discuss an innovative way to develop a cultural mindset which can be applied to multiple peoples, cultures and settings.

Cultural relevance through true partnership: evaluation of an mHealth intervention in northern Vietnam

Student Presentation

Bronwyn McBride
The mMOM project implemented and evaluated a cost-effective solution to a health equity challenge in Vietnam: how to improve maternal, newborn and child health (MNCH) for ethnic minority women in mountainous areas. Ethnic minority women in Vietnam face disproportionately high infant and maternal mortality rates due to poverty, social exclusion and remoteness from health centres. The project aimed to determine whether implementing an integrated mobile health system with multiple stakeholder partners would improve access to MNCH services for ethnic minority women in a remote community. The mMOM project evaluation processes were designed to ensure the project's relevance to the participant community, to shift traditional international health hierarchies through building deep partnerships, and to apply ethical and culturally appropriate methods in evaluating the intervention's impacts and conducting knowledge translation activities.

Cycles of Learning: Considering the Process and Product of the Canadian Journal of Program Evaluation Special Issue

Short Presentation

Michelle Searle, Cheryl Poth, Jennifer Greene, Lyn Shulha
Those who work in the field of evaluation are concerned with how evaluations are conducted and if or how evaluations are used. To advance the study of use, evaluation scholars and practitioners contributed articles to a Special Issue of CJPE entitled, Exploring Past and Future Directions to Promote Evaluation Use: Research from A Symposium to Honour Dr. Lyn Shulha. In alignment with the conference theme of reflection, the Special Issue reflects on evaluation theories and approaches, which use a range of methodologies to promote evaluation use. We will illuminate the process of preparing a special issue for the Canadian Journal of Program Evaluation. Then we will explore overarching ideas from the perspectives of the editors, Drs. Poth and Searle, the special issue discussant, Dr. Greene, and Professor Emerita, Dr. Shulha to consider

how evaluators continue to optimize use. Collectively, we can imagine ways to meet the new and emerging demands in evaluation while striving to promote evaluation use.

Demonstrating the value of support for former youth in care: How evaluation informed program planning and implementation, and advocacy for systemic change related to youth who age out of foster care

Lightning Round Table

Deborah Rutman, Carol Hubberstey

For youth in the general population, the transition to adulthood is gradual and extended. By contrast, youth in foster care are abruptly cut off at age of majority. In 2012, Aunt Leah's Place commenced the Link program, which offers life skills, drop-in, outreach, and one-to-one support for former youth in care. This presentation shares highlights of our evaluation of the Link as well as discussion of the braiding of research, evaluation, program planning, and social advocacy. Our evaluation employed a quasi-experimental design: interviews were conducted twice over 18 months with Link participants and with a Comparison Group of youth who didn't access the Link. The study also included analysis of the Link's social value. The Link's promising approaches dovetailed with its principles and strengths, including that youth can't age out' of the program. The evaluation led to development of a new program to support youth to achieve education goals. Findings also pointed to key policy directions related to extending the age of care-related supports.

Designing Evaluation Studies under New Treasury Board Policy on Results

Short Presentation

Ted Weicker, Slavica Stevanovic

The new Treasury Board Policy on Results took effect on July 1, 2016. The policy and directive are intended to improve the achievement of results across government as well as enhance understanding of what government seeks to achieve, does achieve, and the resources used. Under the new Policy, government departments must establish, implement and maintain the Departmental Result Framework (DRF), the Program Inventory, and a Performance Information Profile (PIP) for each of their spending programs. In this presentation, we will discuss the approach that we have taken in supporting implementation of the new TBS Policy on Results. We will share best practices related to the development and utilization of performance measures, result tracking, and tools, dashboards and templates.

Designing Software for Data Collection & Analysis: meaningful qualitative data at our fingertips

Lightning Round Table

Paula Richardson

One of the greatest challenges for researchers and evaluators is ensuring data is easily collected, well organized, accessible and distributed widely for real-time decision-making and follow-up action. In particular, qualitative data collected through various methods is rarely used to its full potential due to the complexity of analysis and difficulty of data storage. This collaborative lighting round-table will allow the evaluation community to contribute directly to the design of a unique M&E online software tool —Kinaki, a user-friendly, cost-effective software system for data collection, analysis and reporting. Together we will look specially at how Kinaki can make data collection and storage easier, data analysis quicker and more accessible using data visualization, charts and tables, and best practices in working with qualitative data. The round-table will provide a unique opportunity for participants to share best practices on type, collection and analysis of participatory qualitative data in evaluations and to add their ideas for shaping the future of the software.

Developing an Ambulatory Patient Experience Survey

Ignite Presentations

Shabnam Ziabakhsh, Ann Pederson, Edwina Houlihan

The focus on improving the experiences of patients builds on the Ministry of Health's Setting Priorities for the B.C. Health System, a provincial vision for delivering health care focused on the needs of patients. The Ministry of Health surveys patients from acute units throughout the province, but currently there does not exist a standardized survey for the ambulatory populations. BC Women's Hospital set out to develop an ambulatory patient experience survey. This presentation will describe BC Women's endeavour in developing this survey, including creating a working group, reviewing existing tools, reaching consensus on which quality and experience domains and in particular which survey questions to retain and develop via using a modified Delphi process, pretesting the survey with patients, and the analysis of the psychometric properties of the finished product. Not only does the ambulatory survey result inform action and priorities

throughout the organization, but the survey itself is an example of a validated tool for wide-spread use across the Province.

Development and use of an App for Collecting Data: The Facility Engagement Initiative

Short Presentation

Neale Smith, Graham Shaw, Chris Lovato, Craig Mitton, Jean-Louis Denis

How can evaluators use the technology offered by apps to capture data? This presentation focuses on the use of a web-based app as an innovative means of gathering data for project management and evaluation. We are testing such use within the evaluation of an initiative meant to increase physician engagement at BC hospitals--the Facility Engagement Initiative (FEI). One unique asset available for evaluation purposes will be real-time data collected from physicians as they make sessional payment claims for hours devoted to FEI activities. This data will serve both management and evaluation in an integrated way to allow immediate learning for improvement, cost-analysis, and outcome measurement. We will describe the process of developing the evaluative aspects of the app and early reactions to the app by study participants. We will also share challenges including project uptake and balancing response burden with collection of information that usefully speaks to the FEI's program theory.

Developmental and Outcomes Evaluation of an Empowerment Program for High School Girls: Lessons Learned

Poster Presentation

Anne Miller

The Sirius Program for Girls works to build confidence amongst at risk high school girls. The Program combines social emotional learning sessions with service learning opportunities and Participants are supported by female Allies from the community who help enable the girls' service learning projects. The Allies 'walk alongside' participants, not as mentors, but as positive enablers on their own learning journey. In the pilot year of the program, a developmental evaluation complemented the implementation of the program. In the 2nd year of the program, learnings from the developmental evaluation guided program implementation leading to increased success measured through an outcomes evaluation. Now in the third year of the program, we are building on learnings from the first two years and seeking to establish the program as an emerging practice approach. This presentation will share evaluation findings and will discuss learnings about evolving the evaluation approach over the life of the program.

Dimensions of Community Resilience to Future Environmental Change

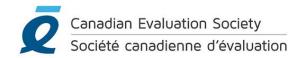*Student Presentation*

Rob Friberg

In facing forward, Canadian evaluators need to take a leadership role in fostering social resilience to the unpredictable and unprecedented levels of environmental change coming our way. This means that the evaluation of programs, organizations and social-ecological systems must consider adaptive and transformational capacity, concepts that are increasingly important in fields from community planning to international development, disaster management and sustainability science. Adaptation to environmental disturbance, including climate change, commonly takes place at the community level, and yet requires measures across scales to higher levels of governance. Resilience features including social and natural capital, learning and collective action have had limited application in applied settings. This presentation, based on an interdisciplinary synthesis of existing theory, will provide insights about frameworks for assessing and fostering resilience in a range of evaluation settings.

Do systems approaches transform evaluation practice? Lessons from Eight Seasoned Evaluators

Short Presentation

Emily Gates

Systems approaches mark a significant area of innovation within the evaluation field. Systems approaches include an array of concepts, theories, and methodologies that were developed in the systems fields and that evaluators are innovatively applying in evaluation. Their popularity stems in part from a widespread view that systems approaches transform evaluation practice. However, there have been few empirical examinations of the implications of systems approaches for evaluation practice. This presentation will discuss findings from a multiple case analysis of seasoned evaluators using systems approaches in diverse areas of evaluation practice. Findings speak to whether and how systems approaches transform evaluation practice and are illustrated by specific examples from evaluators' practices. Participants will gain a deeper understanding of systems approaches and their potential transformational

value for evaluation practice. The broader CES and evaluation communities will benefit from identification of future directions for systems approaches in evaluation practice.

Dylomo: Case studies from an online tool for developing interactive logic models

Short Presentation

M. Elizabeth Snow, Nancy Snow

Frustrated by the inadequacy of static logic models to convey the dynamic nature of complex programs, a program evaluator, a graphic designer, and a software developer developed a free web-based software program that applies interactivity and design principles to logic models. The software, known as Dylomo (short for DYnamic LOgic MOdels), was launched as a beta version at a workshop at the 2016 Canadian Evaluation Society conference. Feedback from that workshop, as well as from evaluators at the Australasian Evaluation Society 2016 conference, led to further enhancements to the software. This presentation will highlight case studies of evaluators who have used Dylomo to build and present interactive logic models. We will share the benefits and challenges they experienced while using this software as well as responses from the program stakeholders with whom they created and used their virtual, interactive logic models. Plans for future features of the software will be shared and attendees will also learn about how they can use this freely available software in their own work.

Dynamic evaluation in health research funding: an approach to evaluation across the program lifecycle

Poster Presentation

Maija Tiesmaki, Julia Langton

There is a growing role for evaluation in the Canadian research funding environment, with many funders motivated to demonstrate accountability to their stakeholders, and measure the impact and return on investment for the people and projects they support. Evaluation also plays an important role in program design and delivery to ensure that programs maximize impact in the health research ecosystem, and build capacity to address health and health system challenges through research. This presentation will explore a provincial health funding organization's approach to program evaluation for its health research funding programs, which recently expanded to include six new awards. We will outline the evaluation process starting from program design to delivery, and reflect on the role of evaluation across the program life-cycle. We will also discuss our progress towards developing a flexible and dynamic organizational evaluation framework to capture key outcomes across funding programs to understand the collective impact of our investments in health research.

Elevating Research (and Patients): A Realist Evaluation of Patient Handling

Poster Presentation

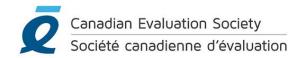Meaghan Brierley, Mahnoush Rostami, Siegrid Deutschlander

In hospitals, patient handling is a major contributor to musculoskeletal injuries of frontline healthcare staff (lifts, transfers, and repositioning). Using realist evaluation we studied a program dedicated to reducing this type of injury in a large healthcare organization. Survey and interview results revealed the barriers and facilitators to the success of the program, and furthered an understanding of the reasoning processes behind staff decisions to employ, or not employ, the program's recommendations. Support was found for the importance of management commitment, mandatory policy, training and equipment; new theories, and refinements to existing theories, emerged as well: teamwork, the importance of tacit knowledge for tool use, and integration into existing systems. The poster will visually present what elements of the program worked for whom, how, why, and under what circumstances.

Empowerment of Adolescent Girls and Young Women to Escape from the Commercial Sex Industry in Hanoi/Vietnam

Ignite Presentations

Amy Prevost

In Vietnam, female sex workers who are considering leaving the sex industry find it very difficult to access the services and support they need in order to successfully transition to a new life. That process of transition is very complex and challenging. Plan International developed and implemented a project to empower adolescent girls and young women in Hanoi to escape from the commercial sex industry. The project involved both government agencies and NGO partners. The overall objective of the project was to develop a national guidance document that would serve to develop similar support interventions for female sex workers across the country. In total, 409 women between the ages of 17 and 35 were reached by the project, 82 of them completed a vocational training programme, and 36 received a small grant and loan to implement

a business plan. Our evaluation found that the process of exiting the sex trade is more complex than might have been anticipated, and stressed the importance of using multiple and varied methods for reaching out to female sex workers.

Enabling Evaluation and Learning through Data Process Mapping

Short Presentation

Anne Miller, Ron Samson
Pioneered by WoodGreen Community Services in 2004, Homeward Bound is a holistic, four-year job-readiness program that integrates key supports to help under-housed or homeless single mothers change their lives. Over the years, Homeward Bound has developed multiple data collection and recording methods to track the effectiveness of the program and the satisfaction of program participants. A recent survey of program staff revealed that they use up to 10 different data collection tools and that any one piece of information may be stored in multiple locations including case files, WoodGreen's database, and multiple Excel documents. The redundancy within the current data system causes staff stress and frustration with data management. To address this, we have undertaken a mapping process to streamline data collection and improve database functioning. This presentation will outline our data process mapping journey. We will share our experience with implementing data management improvements based on our data process mapping.

Engaging Teen Families in Evaluation: Challenges and Opportunities

Short Presentation

Bethan Kingsley, Rebecca Gokiert, Melissa Tremblay, Karen Mottershead, Karen Caine, Gary Benthem,
This presentation will share the processes, challenges, and opportunities involved in engaging teen families in the evaluation of a supportive wraparound housing program. The program is offered by a unique partnership between Terra Centre for Teen Parents and Brentwood Community Development Group. Motivated to continuously learn about their practices, the organizations contacted the Community-University Partnership for the Study of Children, Youth, and Families (CUP) at the University of Alberta. Together, we co-created a community-based participatory evaluation agenda to study the development, implementation, and impacts of the housing model. The opportunity to learn from teen parents has been an integral part of the evaluation, and has also proved challenging. During this presentation, we will share our learnings regarding the complexities involved in engaging this unique population, and the innovative practices that we have found to be effective in navigating evaluation challenges.

Enhancing Information use Among Service Provides through Appreciative and Participatory M&E System and Data Quality Assessments : A Case Study of Uganda

Short Presentation

Julian Bagyendera, Kobutungi
Background Previously, data collection was mainly done as obligation to meet donor requirements. Information utilization was hence very low. Consequently, management decisions and programs were less effective because of limited evidence-base. Methodology Strengthening capacity for data analysis and use at source through appreciative/non-fault finding and participatory assessments; monthly evaluation talks targeting commissioners, implementers and users of evaluations; continuous mentoring and coaching implementers and policy makers; repackaging information into bite-size pieces' and translating it; making learning a deliberate and intentional organizational agenda whereby all activities, including evaluations are designed and implemented with learning in mind, incorporating a learning section in report formats and M&E Plans and quarterly data review meetings. Conclusion An appreciative approach creates enables learning hence increased data utilisation capacity leads to improved data quality, data ownership and use, data, decisions and program outcomes.

Evaluating a New Approach to Socially Responsible Gambling

Poster Presentation

Andra Turcanu, Laura Godin
How do we know if we are fostering a culture of moderation by promoting responsible gaming experiences? In October 2015, the AGLC adopted a new responsible gambling program called GameSense. It's designed to help people gauge their own gambling habits, learn more about the games they play and understand when they should seek help for problem gambling behavior. It focuses on educating players about various aspects of the game, while reducing the stigmas associated with accessing information and resources for responsible gambling. To understand how GameSense is contributing to

Albertans making responsible gambling choices, an evaluation framework was put into place. To inform and enable future program development, the results of the evaluation assess how GameSense outcomes are achieved through program activities, as well as measures program awareness and utilization. Participants will be exposed to how evaluation can be applied in a social responsibility context. The GameSense evaluation is robust and multi-faceted, taking into account all stakeholder perspectives.

Evaluating Diversity: Stories from the Diversity Working Group

Lightning Round Table

Denise Belanger, Linda Lee

CES' Diversity Working Group brings together evaluators who feel passionately about diversity. For us, diversity in evaluation means many things from aspects of age and ability, through language and lived experience, to region, socio-economics, and sexual orientation. When it comes to evaluation practice, diversity encompasses different ways of knowing, types of evaluation, methods, and roles for evaluators. Navigating diversity presents opportunities for us to grow in our practice and as individuals, as well as impact our communities. Join members of the CES Diversity Working Group as they discuss lived experiences addressing and grappling with diversity within evaluation. Participants will be invited to reflect on their own practice and contribute from their own experiences. The presentation is meant to provoke dialogue and thought on what diversity in evaluation means, and how evaluators can respect and reflect diversity in their practice.

Evaluating Leadership Development Programs: A Roundtable Discussion on Successes, Challenges, and Future Work

Thematic Breakfast Roundtable

Julianna Chen

Looking to connect with colleagues engaged in leadership development program evaluation? Join us in sharing what's worked and lessons learned, discussing current challenges, and and generating ideas for future work. Participants based in academic, industry, non-profit, and community settings all welcome!

Evaluating Parliament; Domestication of the Inter-parliamentary Union's (IPU) Self-Assessment Toolkit in the Parliament of Uganda

Short Presentation

Josephine Watera

The Inter-Parliamentary Union defines a democratic Parliament as one that is representative of the political will and social diversity of the population and is effective in its legislative, oversight and representative functions at national and international level. Question is "what counts as a good standard against which Parliament effectiveness could be evaluated?" One such standard is the 2008 Inter-parliamentary Union's self-assessment toolkit for parliaments and legislatures, entitled "Evaluating Parliament". The main objectives are: to evaluate the legislature against international criteria for democratic Parliaments and to identify priorities and means for strengthening Parliament. The toolkit provides a framework for discussion by answering questions grouped under six topics. This paper shares the Uganda Parliament experience on how the toolkit was domesticated, the two topics added, data collection and analysis methodology, reporting technique and how the results can be used.

Evaluating Partnerships in the Context of Crime Prevention Programming

Lightning Round Table

Christina Wright, Laura Dunbar

More and more, social service providers are working collaboratively to deliver the right service, at the right time to the right individual or community. In the context of the crime prevention program implementation, we are now seeing multiple social and community justice organizations working collaboratively to address individual and community risk factors. The evaluations of such collaborative programs funded under Public Safety Canada's National Crime Prevention Strategy have often focused on evaluating to what extent individual partners delivered on their particular aspect of a program. But should Public Safety Canada's focus now expand to evaluating the quality and impact of the partnerships themselves? Public Safety Canada will present its traditional approach to evaluating the 'partnership' aspect of its crime prevention programs, as well as new and innovative options for evaluating collaborative crime prevention approaches, including the development of partnership analysis tools and the use of network analysis.

Evaluating Readiness for Innovation: Action and Reflection

Lightning Round Table

Margo Schmitt-Boshnick

Innovation of any kind spreads when there is a desire to engage. Change takes time and effort and can be particularly difficult in an established, busy environment. How do we know when a group, team or organization is ready for innovation? What are the best ways to approach an evaluation to better understand readiness? How do we use this information to assist the transition to implementation? This presentation will reflect on the experience of evaluating readiness for a health care innovation within physician clinics in the Red Deer Primary Care Network, and how this contributes to a successful (or not) implementation.

Evaluating Social Enterprises: Strategies, Stakeholders, and Priorities

Consultation and Collaboration

Dale Miller Hill, Jennifer Johnson

The growth of hybrid organizations—those with both profit and social/environmental impact bottom lines, commonly known as social enterprises—presents a new opportunity and new challenge for entrepreneurs and evaluators alike. During this session, the presenters will facilitate participants' discussion of how to approach the evaluation of social enterprises. Each group of participants will be presented with one short case study of a social enterprise, and asked to develop a strategy for how best to evaluate its social impact—focusing on what evaluation strategies might best serve different business needs (internal reflection vs. consumer-facing activities) and best reflect different stakeholder priorities. This activity is designed to introduce evaluators to the competing objectives of hybrid organizations and their stakeholders, and to generate innovative ideas for how to measure the impact of social enterprises.

Evaluating Social Innovation: Recognizing and Integrating Two Solitudes

Short Presentation

Barbara Szijarto, Peter Milley, Kate Svensson, Brad Cousins

Social innovation (SI) is billed as a new way to address complex social problems. Interest in SI has intensified rapidly in the last decade, making it an important area of practice for evaluators, but a difficult one to navigate. Learning from developments in SI and M&E approaches applied there is challenging because fuzzy' concepts and contradictory language contribute to silos of activity and knowledge within SI communities. We will present insights from a systematic review and integration of empirical studies on evaluation in SI contexts. Our research has identified two isolated conversations about evaluation within the domain: one centred on social enterprises' (SEs) and the other on social innovations'. We will outline where these conversations diverge, where there may be agreement, and discuss implications—including how expectations about the role of evaluation affect its design, conduct and use. We will discuss a framework for identifying features of SI and SE that are important to evaluation work with use of an interactive case.

Evaluating the impact of a blended method evaluation approach on action planning and decision-making
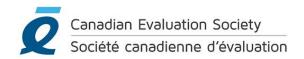
Poster Presentation

Marcella Campbell

The diverse needs of an internal evaluation led to using a blended method approach to evaluate the implementation of software on the process of policy development, dissemination, and practice change. The evaluation needs were identified from various perspectives to assist in action planning and decision-making: The purpose of the internal evaluation was to determine the degree of uptake by staff; identify additional learning needs; clarify use of software in policy development; and document future visioning of the software to enhance policy development and clinical practice of healthcare providers. The diverse internal needs led to choosing a variety of methods to meet the objectives of the evaluation. This study sought to determine the successfulness of a blended method approach in meeting diverse evaluation needs by assessing the impact of the results on action planning and decision-making.

Evaluating the Sustainable Development Goals - the View from Canada

Leading Edge Panel

Andy Rowe, Kassem El Saddik, Shelley Borys, Larry Bremner

The 17 Sustainable Development Goals (SDGs), officially known as "Transforming our world: the 2030 Agenda for Sustainable Development," are an intergovernmental set of aspiration Goals with 169 targets. They encompass critical social, economic and environmental aspects of development. They are ambitious, and so is the prospect for measuring the 231 indicators (as of March 2016) identified to assess achievement of the SDGs. The indicators have a considerable effect on the focus of resources devoted to and capacity development of monitoring and evaluation of development at all levels, from national and global actors to communities and local civil society organizations. The SDGs apply to all nations however much of the focus has been on the developing South. Northern nations such as Canada have different evaluation capacities and relationships to the SDGs. This session will provide an opportunity for Canadian evaluators to contribute our interests, positions and capacities on evaluating the SDGs to the global SDG network.

Evaluation and co-design: Perspectives from funding/governance, evaluation and consumer advocacy

Debate

Anne Bateman, Graham Panther, Julian King, Kate McKegg

As new and innovative approaches in programme design, investment and evaluation develop, the traditional roles of evaluators are changing. In designing and implementing programmes and evaluations, stakeholders come to the table with what may feel like divergent and competing agendas. Successful navigation and understanding of the demands and drivers from different contexts can assist in strengthening practice as well as avoiding pitfalls. Three different perspectives (evaluator, funder/governance and consumer advocate) will be provided to enhance understanding and navigation. An overview will be provided by each presenter to contextualize the debate. Additional information will be provided on co-design as applied to both programme development as well as evaluation. Some of the areas that will be discussed and debated include: Demands and drivers, Essential questions, Timeframes, Fidelity vs flexibility, Co-design - a step beyond consultation, Types of evaluations –preferences, Social media , ROI/ SROI.

Evaluation and Design: What Role for Evaluators? The Case of Rajasthan (India) Project.

Short Presentation

Hind Fathallah, Lynda Rey, Maria-José Arauz

What role can evaluators play in the design of projects and how can evaluation influence project design towards sustainability? Our presentation explores the opportunities for evaluators to shape and improve project design. One Drop, an innovative non-profit foundation, deploys a complex and integrated model of intervention using Social Art in water, sanitation and hygiene (WASH) projects in developing countries. As internal evaluators, our roles are multi-level and versatile. We are not only involved in monitoring, evaluation and learning processes; we are also deeply implicated in the design and planning of One Drop's projects (assessment/baseline study, participatory design workshop in the country of intervention, etc.). Using the example of our project in Rajasthan, India, we will present our multiple roles as evaluators and share in particular our experience in using evaluation as a means to improve project design and planning processes. Successes, challenges and opportunities regarding evaluation's and evaluators' roles in project design will be discussed.

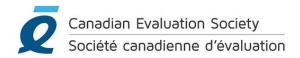## Evaluation and its role in supporting program scaling -- the case of vitamin A fortified oil commercialization

Short Presentation

Tricia Wind, Andrew Buchel

Vitamin A is a micronutrient necessary for healthy child development and sustained health later in life. Tanzania, like many other African nations, faces persistently low levels of vitamin A intake among portions of their population. This presentation looks at an ongoing project in Tanzania assessing the effectiveness of scaling up a newly developed process for the vitamin A enrichment of unrefined sunflower oil. The project is intended to increase vitamin A intake through the commercialization and market distribution of the oil throughout the country. Scaling any program from one setting to another is challenging. However, evaluation can provide considerable value to a scaling process. This presentation will begin by outlining an emerging framework for understanding program scaling, being developed at Canada's International Development Research Centre. The framework includes four guiding principles, meant to help evaluators consider their supportive role in this work. It will then discuss the application of these principles to the case of the Tanzanian sunflower oil project.

Evaluation and the Non-Profit: Understanding Perceptions and Building Capacity

Short Presentation

Canadian Evaluation Society
Société canadienne d'évaluation

CES·SCÉ 2017
FACING FORWARD · FACE À L'AVENIR

Kirstian Gibson, Brian Hoessler, Karen Lawson

Although funders require non-profit organizations (NPOs) to conduct program evaluations in order to receive funding, some NPOs continue to limit the use of evaluation. To consider how this issue could be resolved, we will present findings from a qualitative research study that examined NPO staff members' perceptions of evaluation, supports, and barriers of evaluation. We will then discuss the experiences of outreach work with local NPOs around building evaluation capacity. Through this presentation, we hope to highlight how staff at NPOs perceive evaluation, and thus increase evaluators' understanding of this issue to aid in evaluation capacity-building efforts. By sharing insights on NPO needs and perceptions of evaluation, and our experiences in working with non-profits to support the use of evaluation, we aim to encourage reflection on challenges within NPOs and help clients build capacity. We also hope to increase evaluators' understanding of non-profits' views of evaluation and strengthen their partnership with NPOs.

Evaluation Bloopers, Missteps & F-ups: Reflecting on our Mistakes & Challenges

Leading Edge Panel

Marla Steinberg, Kylie Hutchinson, Judith Krajnak, Penny Cooper, Melissa McGuire, Marina Niks, Diana Tindall
"You have to learn from the mistakes of others. You won't live long enough to make them all yourself." (Hyman R, Rickover). This panel will involve seven seasoned evaluators sharing and reflecting on their own evaluation mistakes and challenges. Learning from mistakes is standard practice in many disciplines (e.g., crash investigations in aviation, post mortems in medicine) and has spread to other areas. Termed "Failure Fests©," these conversations are recommended for annual staff meetings or retreats and conferences. Using humour and other creative mediums, each evaluator will briefly describe their situation and what they learned from it. A discussant will pull together themes and solicit audience input into alternate solutions. This presentation embodies the conference theme of reflection as it uses reflection to surface practice innovations and action. Audience members will gain an appreciation for the art of evaluation, reflective practice, and concrete ideas to deal with evaluation challenges.

Evaluation Capacity Building and Innovation in the Yukon

Consultation and Collaboration

Matt Jacques, Jean-Sebastien Blais
This session will examine some of the recent steps that have been taken to bolster government and community-based evaluation capacity in the Yukon, and engage attendees in a discussion of how others have addressed similar challenges to those faced regularly in rural and remote contexts. Through foundational and advanced evaluation training courses, intra- and inter-departmental evaluation support and the development of an evaluation community of practice, presenters will reveal best practices and lessons learned from working in the north. Faced with geographically remote small populations, low sample sizes and highly variable connectivity, examples of novel approaches to evaluation planning and implementation will be provided, with a focus on leveraging innovation to build long-lasting evaluation capacity.

Evaluation for Innovation: A design-oriented approach

Short Presentation

Cameron Norman
Design is the discipline of innovation, yet design is often something considered only at the front end of a program or evaluation. Design is a strategic, structured method of problem framing, solution exploration through prototyping, testing and implementation. Evaluation is a critical part of the design process and by creating greater dialogue between the two practices, new and innovative ways to approach complex problems emerge. This presentation will draw on case studies illustrating how design and evaluation have been combined to support innovation in human service and program contexts. Drawing on design theory, developmental evaluation, and behavioural science, the theoretical and methodological aspects of this approach will be discussed using specific examples of how design and evaluation can mutually inform each other and work together. The implications for a new way to approach evaluation in complex situations where innovation is necessary will be discussed.

Evaluation in the Anthropocene

Short Presentation

Astrid Brousselle, Camille Butzbach

We are entering a new geological age the Anthropocene. Never before in Earth's history has humanity's footprint been so significant. Humans have put so much pressure on the environment that it is drastically influencing the equilibrium between elements—air, water, soil—with enormous consequences on living species, whether plant or animal. As evaluators, we share the ideal that we can influence the world in which we live to make it better. While our domain has historically been driven by various fundamental questions, today a new existential challenge is arising: What changes do we need to make in our practice in order to tackle this environmental imbalance? In this presentation, we will (1) define the challenge we face as human beings and (2) discuss changes that we need to make in our evaluation practice to positively influence ecosystems. This presentation offers practical suggestions aimed at influencing the practices of all evaluators, whether in academic settings, consulting, or public institutions, regardless of their preferred empirical domains.

Evaluation training for community-based organizations: comparison of outcomes for workshops versus webinars

Student Presentation

Christine Sheppard, Anita Myers, Lise Dube, Sue Hesjedahl

This project aims to build evaluation capacity in a network of senior centres. Beginner evaluation training was offered as a one-day workshop or two-part webinar, and covered evaluation lingo, program objectives, data collection (webinar-1) and in-depth projects (webinar-2). To facilitate learning, the workshop used novel group activities, while webinars used interactive polls. Six workshops were delivered to 99 attendees from 55 centres, while the webinars had 50 participants from 28 centres. A pre/post survey examined confidence (5-point scale) and knowledge (true/false quiz). The workshops showed greater change in confidence (0.65-point increase) compared to the webinars (0.36 and 0.45 points). Knowledge change in Webinar-2 (10% increase) was significantly lower than Webinar-1 (30%) and workshops (27%). The "jig-saw activity" used in the workshops appeared to facilitate learning of needs assessment, process and outcome evaluation. Six-month follow-up surveys will be conducted to compare change in actual evaluation practices between the workshop and webinar participants.

Evaluation use interconnections

Leading Edge Panel

Isabelle Bourgeois, Jill Anne Chouinard, Courtney Amo, J. Bradley Cousins

Evaluation use was identified by Henry and Mark (2003) as being the single most studied area in our field. They refer with a sense of nostalgia to the 'golden age' of research on use perhaps almost implying that it came and went. One Canadian scholar however, Professor J. Bradley Cousins, has had a longstanding and continuing commitment to advancing theory and practice regarding use through empirical research on evaluation. The important influence and impact of the contributions of Cousins and associates will be the focus of an upcoming edited book and this panel involves a select group of contributors to it. Shared will be reflections and insights on evaluation use and how it weaves its way through our understanding of organizational learning, participatory evaluation, and evaluation capacity building.

Evaluation Use: Development and Testing of a New Conceptual Model

Leading Edge Panel

Benoît Gauthier, Natalie Kishchuk, Simon Roy, Shelley Borys

This proposal is for a *** 45-minute *** panel. For decades, reflection on evaluation use has been heavily shaped by Michael Quin Patton's "utilization-focussed" books. Yet, this is only one angle on evaluation use. This presentation will outline a different perspective by taking a step back and offering a model of evidence use for policy making and decision-making that is directly applicable to evaluation work and impact on programs but that is located at a systemic level. The comparison of the two models will identify new avenues for evaluator action to increase the likelihood of their findings being used. The discussion will draw in findings from the knowledge translation literature and the knowledge brokering literature to integrate existing models into a coherent view of the issue of evaluation use.

Evaluations and data gathering with Seniors

Thematic Breakfast Roundtable

Gene Krupa Phd, CE, Kate Woodman PhD
In recent years, we have conducted evaluations of projects focused on seniors. These included older elders (age 85) and younger ones (65), those living in urban communities and rural/remote sites, some focused on health promotion / prevention, others on chronic illness management, and others on isolation and/or mental health. We have learned a bit about engaging, empowering, and gathering data with seniors, which we can share. We would very much like to hear what others have learned as well. If you have interest and experience evaluations with seniors, please join us for discussions over breakfast.

Evaluative Rubrics - Delivering well-reasoned answers to real evaluative questions

Leading Edge Panel

Kate McKegg, Nan Wehipeihana, Judy Oakden, Julian King, Jane Davidson
Evaluation rubrics are a powerful and influential approach to evaluation-specific methodology that can be used in collaborative/participatory or independent evaluations to build a clear, shared understanding of how quality, value, and effectiveness are defined. Evaluative rubrics make explicit the basis for our judgments of effectiveness or performance, how we define excellence, good or poor and what aspects or outcomes are considered more or less important in determining 'goodness' or success. Drawing from their experience of using rubrics in many settings, the presenters in this panel session will lead participants through rubric design considerations, as well as rubric implementation and the communication of evaluative conclusions using this methodology. The four presenters and the discussant will share insights from practice about the design and implementation of rubrics.

Evaluator as Capacity Builder: How to Assess and Build Your Organization's Evaluation Capacity

Short Presentation

Isabelle Bourgeois
As evaluators, we have long been concerned with the utilization of our findings towards organizational decision-making and social betterment. One way in which we can directly contribute to the achievement of program and policy outcomes is to develop the capacity of organizations to conduct quality evaluations, apply their findings, and continue to learn over time. This is generally known as organizational evaluation capacity building (ECB) and is of continued interest to evaluators and researchers alike. This presentation will provide an overview of the basic principles of organizational evaluation capacity and will feature a demonstration of a research-based, web instrument available to evaluators and organizational leaders who wish to assess their organization's evaluation capacity. The tool helps evaluators reflect upon their own practice and how it fits within broader, more complex organizational contexts. It also enables evaluators to design customized and forward-looking ECB strategies to better support organizations in achieving their objectives.

Evaluators as Organizational Coaches - What are the Boundaries?

Thematic Breakfast Roundtable

Natasha Bailey
This roundtable will consider if evaluators are innovating in their roles by adopting a coach approach; to assist organizations in their implementation of recommendations, or, as part of a developmental evaluation. Participants will discuss questions, such as: Do you coach within the context of your evaluation work? What do you think coaching is in this context? Should evaluators coach clients? What are the ethical implications of assuming a coaching role? What is the scope of that role? What theories of human change and action do you draw from in this work? What approaches and tools are evaluators using in their coaching, if at all? Participants will have a clearer idea of what coaching is, the potential benefits of adopting this approach, ethical implications and directions for further learning about coaching.

Reflections on Challenges and Opportunities for the Professional Development of Young and Emerging Evaluators in Latin America

Leading Edge Panel

Bianca Montrosse-Moorhead, Carolyn Camman

This 90 minute leading edge panel will bring awareness to the EvalYouth Initiative and its associated activities, provide an opportunity for participants to hear about how other organizations across the world are working to build evaluator and evaluation capacity, and facilitate sharing of experiences. Student and beginning evaluators attending this panel benefit through comparing and contrasting their own experiences with the experiences shared, participating in the discussion, networking with other young and emerging evaluators, and learning about upcoming events as a means to improve their capacity to conduct sound evaluations. Individuals representing professional evaluation organizations and experienced evaluators will benefit by learning about EvalYouth, reflecting on and discussing how other evaluation organizations across the world are working to build evaluator capacity, and contributing to the conversation regarding the promotion and development of evaluation capacity.

Evidence with an Opinion

Short Presentation

Beth Garner

This presentation will explore the often-overlooked value of subjective, qualitative, and contextually grounded data. Evaluation methodologies such as interviews, site visits, and focus groups will be reviewed in terms of their advantages, disadvantages, and promising practices in their approach. Broader questions will be explored such as: When can bias be useful? Lessons from other fields that also use interview data such as journalism and criminal investigation will be explored, highlighting what evaluators could learn from these approaches: What strategies are employed and how is bias considered? The presentation will draw from a mix of personal evaluation experience and the latest research. Interactive elements such as questions to participants will be incorporated throughout the presentation to encourage reflection on challenges, promising practices, and perceptions of interview data.

Evidence-Informed Practice for Evaluating Community Programming: Access Alliance Case Study

Short Presentation

Akm Alamgir, Miranda Saroli

An evaluation audit represents a critical structural tool for complex community health organizations to assess compliance between evaluation policy and practice. Adopting a mixed method approach, this tool was applied within a community health centre setting in Toronto, Ontario, Canada. Examination of quantitative data gathered from 26 programs and qualitative data from key stakeholders determined that the presence of a logic model positively predicts program evaluation activity. Findings suggest that supportive leadership, organizational culture, and high quality data are key drivers for efficient evaluation practices, and that an effectively communicated systematic auditing approach is instrumental to improving quality and accountability.

Exemplary Evaluation in a Multicultural World

Short Presentation

Stewart Donaldson

The theme of the 2015 American Evaluation Association Conference was "Exemplary Evaluation in a Multicultural World: Learning from Evaluations' Successes Across the Globe." Participants learned about exemplary evaluations, enabling evaluation environments, evaluation policies, evaluation theories and methods, and research on evaluation from a range of cultures and regions throughout the world. Much was learned from examples of high quality, ethically defensible, culturally responsive evaluation practices that have clearly contributed to decision-making processes, program improvement, policy formulation, effective and humane organizations, and ideally to the enhancement of the public good. The purpose of this short presentation is to highlight the lessons learned from the evaluation exemplars that connect with the 2017 Canadian Evaluation Society Conference Theme – "Facing Forward: Innovation, Action, and Reflection."   Specific examples of exemplary innovation and action in evaluation theory, practice, and in professionalizing evaluation from across the globe will be discussed.

Experience-based design in healthcare evaluations

Ignite Presentations

Kelsey Chawla, Katherine Salter, Matthew Meyer

This session will build upon the basic evaluation concept of engaging a program's primary intended users, by sharing examples of how experienced-based design principles can be used in regional health system evaluation projects. These evaluations aim to identify barriers and facilitators to implementing new system-level models of care. Interviews and focus groups with patients, family members and staff are being used to engage participants as equal partners, gather experiences of receiving and providing care, collaboratively identify improvement priorities and co-design solutions to deliver improvement activities in the transitioning healthcare systems. Our session will share the rationale for this approach, ways that experience-based methods can be adapted to different contexts and lessons learned. Participants will leave the session with an appreciation of some ways that experience-based design can be used to facilitate an inclusive narrative of program users' experiences.

Exploring Innovative Methods for Monitoring Access to Justice Indicators

Short Presentation

Yvon Dandurand, Jessica Jahn

The development of access to justice indicators to monitor and evaluate the delivery of services and reforms has recently garnered significant attention from government officials, legal aid professionals, and academics alike. In particular, the Access to Justice BC (A2JBC) group has adopted the Triple Aim approach to guide the identification of access to justice indicators in order to measure the collective impacts of innovative initiatives that intend to advance access to justice for all, such as technology-facilitated public legal information services. The Triple Aim approach embodies three dimensions, including improved user experience, improved justice outcomes for the population, and sustainable per capita costs. While there are many complexities involved with evaluating access to justice initiatives, such as a lack of quality and reliable data, the number of related actors, and the attribution error, this proposed presentation will explore the ongoing efforts of the A2JBC in developing access to justice indicators and the impacts of innovative legal assistance services.

Exploring new roles for federal evaluators under the TBS Policy on Results

Short Presentation

Christa Gillis

The Atlantic Canada Opportunities Agency (ACOA), like other federal organizations, has been adapting its evaluation planning and practices to respond to the recent TBS Policy on Results (July 2016). This presentation will explore opportunities to seek out new roles for evaluators within the changing federal results context. With new reporting requirements and new evaluation flexibilities, ACOA's Evaluation and Risk Directorate has focused on increasing its engagement and integration in non-traditional evaluation activities across the Agency. This presentation will highlight the value of "micro-assignments" for evaluators across programs and corporate functions including: performance measurement, policy, communications and others. This approach has enabled the Directorate to: enhance the Agency's awareness of opportunities to further leverage the evaluation function; support synergies across functional areas to enhance management decision-making; optimize the relevance and utility of evaluation deliverables; and develop products to support future evaluation work.

Fellows and Entrants Speed Networking Session

Leading Edge Panel

Natalie Kishchuk, Carolyn Camman, Michelle Naimi, Linda Lee, Andy Rowe

If you are new to evaluation (students or within five years of starting out), please join us for speed networking with veteran evaluators! This session, a joint initiative between the CES Fellowship and the CES Mentoring Initiative, will bring together entrants to evaluation and senior evaluators in a variety of practices. We have consistently heard that entrants to evaluation would like to have time with veteran evaluators to ask questions and seek advice, especially about forms of evaluation practice, and career and practice development. At this session, entrants and seniors will rotate among thematic tables to make as many connections as possible. Refreshments will be provided. Come prepared with your business card, LinkedIn profile, and/or CV, and/or burning questions. For further information and to sign up, please email nkishchuk@kishchuk.ca. We encourage you to signify your intent to attend early, as space may be limited.

Finding the right fit: Blending quality improvement and developmental evaluation in public health

Lightning Round Table

Tin Vo

Brant County Health Unit conducted a developmental evaluation to support planning, implementation, and assessment of strategies to enhance access to sexual health services in Brantford, Ontario. The presentation highlights the methods used for the developmental evaluation: critical reflection before and after the evaluation cycle (using most significant change, appreciative inquiry, and premortems), and intense period debriefs with the sexual health team after each clinic delivery. Reflections were recorded on a modified Plan-Do-Study-Act tool. A learning framework was developed with the team to guide the evaluation. The evaluation has succeeded in providing the team with a structured approach to real-time planning and delivering clinical services, and identifying and mitigating risks when working with vulnerable populations. Overall, the team learned the importance of careful planning and the value of evaluation in informing adjustments and improvements in service delivery.

Five minutes to "get" social network analysis

Ignite Presentations

John Burrett

Social network analysis is an innovative and powerful tool for for planning and evaluating public policy and programs to disseminate information and technology, create collaborative partnerships and strengthen communities. SNA lets you see who connects to you, and who connects to them. You can understand social media traffic: who is talking about an initiative. With this technology, you can identify the connectors in program and community networks and to whom your research products and publications reach. You can identify influencers who occupy important central positions in your network of stakeholders. When combined with state of the art visual data presentation, network maps can tell a clear story about your organization's reach and influence. That said, it is relatively new for evaluators, and as such offers a practical innovation in the tools we have to assess programs. This IGNITE presentation will tell the audience what SNA does and why that's useful for evaluation.

Fostering an Enabling Environment for Meaningful Evaluation: A Network Approach
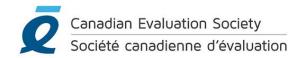
Short Presentation

Rebecca Gokiert, Bethan Kingsley, Cheryl Poth, Melissa Tremblay, Btissam El Hassar, Lisa Tink, Jane Springett
The Evaluation Capacity Network (ECN) was formed in direct response to early childhood development stakeholders' requests for evaluation resources, access to evaluation expertise, and a better understanding between funder and agency perspectives. During this presentation, we will provide context for the emergence of the ECN, and share the processes involved in developing and mobilizing a strategy for evaluation capacity building in collaboration with partners across different disciplines and sectors. Particular aspects of the strategy will be shared to highlight the ways a network approach can create an enabling environment that supports individual and organizational level evaluation capacity, creates spaces for dialogue and learning among all stakeholders involved in evaluation, and mobilizes evaluation resources. Through the presentation, we will initiate a conversation to learn about the work of others, and consider ways to broaden our partnerships towards a capacity building strategy for Canada.

Fostering system transformation with developmental evaluation: Learning from the BC Integrated Youth Services Initiative

Short Presentation

Amy Salmon

Drawing on experiences of the BC Integrated Youth Services Initiative, this presentation considers how developmental evaluation can enhance both strategic and operational processes in developing and delivering mental health, substance use, and related health services for those aged 12-24. This work requires an unprecedented level of cooperation across sectors which have often worked in silos and with sometimes with conflicting mandates, values, and processes. A key role of the developmental evaluation process at BCIYSI is to enable transparency, dialogue, and reflection across existing and emerging areas of difference, in order to foster a shared approach which productively engages all stakeholders toward the definition, measurement, and achievement of common goals. Engaging professionals, families, and youth involved in mental health and substance use services in developmental evaluative thinking thus presents an opportunity to examine how such initiatives can simultaneously create healthier systems, healthier services, healthier communities, and healthier young

people.

Short Presentation

Eugene Krupa, Deborah Teed, Samantha Berger

The 98 ECD community coalitions in Alberta (ECCA) work with diverse stakeholders and community contexts to promote early childhood development (ECD). These intersectoral teams identify & address barriers children and families face, provide information and promote ECD, engage stakeholders and create interagency partnerships for action. All receive the same funding but face different starting points, resources, and challenges. The users are local coalitions and their provincial backbone, provincial ministries and municipal governments. The evaluation supports local & collective learning, measures progress on unique and common objectives for collective impact, contribution to ministry objectives and analysis of return on investment. Data should also inform policy & practice development for municipal and provincial governments/agencies. The creation process involved continual discussions with a core leadership team, literature review, direct advice from ECD coalitions (80/98), interviews with key informants (Alberta & other provinces), and Colab digital research & reporting platform.

From Rome, to Whitehorse, passing through Vancouver: Lessons learned on the use of field-based case studies as a line of evidence.

Short Presentation

Marianne Corriveau

In alignment with the "Reflection" strand of the 2017 CES conference theme, this presentation compares lessons learned from three (3) projects that used field-based case studies as lines of evidence in program evaluation-type research, to highlight the multi-level benefits of this methodological tool. The presentation focuses on three aspects of field-based case study research:1) Demystifying documentation: The benefits and challenges of field research to uncover the unexpected.2) Adaptability: Field-based case study as a multi-disciplinary and multicultural tool to reach out to all stakeholders.3) Telling the story: The power of narratives in evaluation reporting. From an anthropological case study of environmentalism in Italy, to a case study of knowledge mobilization in the management of Pacific salmon fisheries in British Columbia, to the evaluation of a funded vegetable storage project in the Yukon territory, this presentation reveals how field-based stories about people, resources and livelihoods, are invaluable to the evaluation research they are sown into.

From the Ground-Up: Reflections on Building an Internal Evaluation Function

Storytelling

Cheryl Hautzinger, Stephanie Gazzola

In 2016-2017, Alberta Environment and Parks developed and launched an internal evaluation function. The development required us to consider and make decisions on evaluation approaches most relevant to the ministry, the evolving role of ministry evaluators, and how evaluation design innovations could be applied to promote evidence-based decision-making. This presentation tells the story of the development, including its antecedents and the information used to inform decisions about the structure of the evaluation function, such as a provincial and national governmental scan. It also discusses how these decisions were put into action to launch the evaluation function. The presentation will provide an inside look into developing an internal evaluation function in a provincial ministry, and lessons learned doing so. By sharing this story, we hope to encourage others to reflect on the evaluation processes they use.

Getting comfortable with complexity: a network analysis approach to program logic and evaluation design

Short Presentation

John Burrett

This presentation introduces the potential for use of network mapping techniques and software to map out complex systems of known/hypothesized cause and effects in the policy environment in which a program is situated. The mapping can be done with the input of program and subject matter experts as well as evaluators. With this mapping, we can construct a program theory of change and logic model capable of useably incorporating considerable complexity, including feedback and external effects. The results are useful for designing both programs and evaluations. The presentation begins with an illustration of how the idea came out of a SAS-style systems dynamics mapping done for the United Way of Canada and the Province of Alberta. It then covers methods of obtaining data, performing and presenting the mapping, and concludes with a

demonstration of the use of the technique in mapping the Province of Ontario's complex vaccination system.

Growing a Community of Practice

Storytelling

Nicole Markwick, Janina Mobach, Joanna Mendell, Bronwyn McBride

On a rainy day in Vancouver, three colleagues discussed a particularly stubborn logic model over noodles. Thus began a community of practice, born amidst the activism and community spirit of the Downtown Eastside, a neighbourhood of generous, hurting, and valuable people. Finding outlets for reflection is one of most challenging elements of life as an evaluator, particularly within marginalized communities where evaluators often work on shoestring budgets. As our informal conversations with friends turned into a more formal community of practice, we were able to build into our months regular space to support and reflect upon the planning, implementation, and analysis of our evaluation practices. The Vancouver Participatory Knowledge Translation & Evaluation Community of Practice invites you to hear our story of growth and change, and to plant the seeds of knowledge you need to start your own community of practice.

Harvesting Knowledge through Reflection

Consultation and Collaboration

Natalie De Sole

How can we as evaluators better harvest our knowledge gained while working in the field? Too often examples of nuanced micro-practices and techniques are unobserved, unrecorded, or forgotten. This presentation will facilitate a method to better document those, too often, unvoiced lessons through reflection. Participants will be given an evaluation scenario, presented a practice theory from the literature, and then watch a demonstration of how that practice theory could be implemented in two different ways. In pairs and as a group the participants will reflect on what they saw and then use a tool to record their observations and lessons learned. The practice theories reviewed will come from Jean King's Interactive Evaluation Practice, Ed Schein's Humble Inquiry, and Amy Edmonson's Teaming works. This presentation proposes to help evaluators become methodical reflective practitioners through observation, awareness, and reflection. It offers the field and CES more methods to expand evaluators' ability to adaptively and continually learn.

How Real-time Evaluation Can Increase the Utility of Evaluation Findings

Poster Presentation

Elizabeth Peery, Stephanie Baird Wilkerson

Evaluations are most useful when evaluators make relevant findings available to project partners at key decision-making moments. One approach to increasing the utility of evaluation findings is by collecting real-time data and providing immediate feedback at crucial moments. This poster will share our experience evaluating multiple professional learning institutes and the benefits we discovered as a result of providing real-time evaluation feedback. It will also highlight the vital elements that contributed to the success of this approach- including invested partners, evaluator availability and an online format- so that others can learn from our experience.

How the creation of a fictional animal can provide insights into effective employability skills training

Storytelling

Jana Bischler, Anne-Cecile Manicom, Kerry Selvester, Bernardino Munhaua, Nils Riemenschneider, Paul Jasper
MUVA is an innovative female economic empowerment programme that supports youth in deprived urban areas in Mozambique (www.muvamoz.co.mz). It involves employability training that focuses on soft skills. To measure the acquisition of skills such as team work, creativity and communication, the evaluators together with the implementing partners developed an innovative methodology based on observational exercises. Evaluators train the project's facilitators in the observation of group and individual tasks, which include the creation of a fictional animal. Observations are complemented with a more traditional self-assessment questionnaire. In developing the instruments, evaluators drew on the needs and experiences of local partners and communities. In our session we will tell a story of evaluators and implementers working as one unit from indicator identification over instrument design to data collection. We will discuss the importance of moving away from the traditional role of the evaluator and share successful examples for alternative roles which are central to adaptive programming.

How to support social learning in your organization

Thematic Breakfast Roundtable

Kristine Hoyak, Elayne Vlahaki

Social learning is a valuable professional development activity with wide applicability. Hosts will tell their stories of developing social learning initiatives for the BC-Yukon Chapter of the Canadian Evaluation Society. The learnings, challenges, and recommendations will frame a reflective dialogue, as participants are invited to share their experiences with social learning. Session content shall focus on the practice and process on initiating social learning opportunities in the attendees' home communities. Interested attendees will be invited to contribute to the design of a spring/summer learning network. Attendees will take an online course together, and participate in social learning discussions to translate theory into practice. Social learning will target how course materials can land in practice. Learning topics may include: Social science & leadership (e.g., model thinking) Business & management (e.g., project management)Data science & analysis (e.g., data visualization)Applied mathematics (e.g., epidemiology)Social innovation (e.g., becoming a changemaker).

Impacts de la nouvelle Politique sur les résultats 2016 sur la fonction d'évaluation au sein du gouvernement du Canada – Perspectives de six ministères fédéraux

Leading Edge Panel

Marie-Josée Dionne-Hébert

Sous le format d'une présentation interactive, de type « à la fine pointe », des représentants clés travaillant au sein des directions d'évaluation de six ministères/agences fédéraux viendront présenter et discuter des principaux changements, des impacts et des leçons tirées à suite de la mise en œuvre de la nouvelle Politique sur les résultats (2016). Ils pourront respectivement exposer les nouvelles possibilités et approches envisagées, mais aussi les défis rencontrés suite à l'adoption de cette nouvelle Politique; une étape importante du renforcement de la culture de mesure et de résultats, d'évaluation et d'innovation pour la conception et la mise en œuvre des programmes et des politiques du gouvernement du Canada. Les évaluateurs internes et externes en plus de mieux comprendre cette nouvelle Politique pourront bénéficier de l'expérience des premiers mois de mise en œuvre de six directions d'évaluation.

Implications of complexity thinking on planning an evaluation of a system transformation

Short Presentation
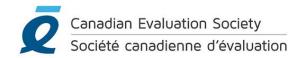
M. Elizabeth Snow, Joyce Cheng

The Clinical & Systems Transformation project aims to transform healthcare in Vancouver by standardizing clinical practice and creating a shared clinical information system across 3 health organizations, each with different cultures, practices, and contexts. This is an extremely complex undertaking and poses a number of evaluation challenges. This presentation will explore the challenges, drawing on both the health informatics and complexity literatures. We will discuss how such projects fit the characteristics of complexity and explore the implications of those characteristics for evaluation. We will also reflect on the lessons we are learning as we create an evaluation to provide useful and credible information to the various clinical and operational stakeholders, as well as how we will prepare to adapt and respond to the ever changing and diverse environment in which this clinical transformation and information system implementation is embedded.

Improving the Quality of Data We Collect in Our Evaluations

Student Presentation

Luke Spooner

To conduct evaluations, it is necessary to collect some form of data. Collecting data can be challenging especially when it falls to those who are also running the program. With data collection and reporting competing with program staff's many other tasks, collecting consistent and reliable data is a challenge. Inconsistent and unreliable data can be a limitation to developing detailed evaluation reports that are now being required by many granting agencies. To improve the quality of data collected, as evaluators need to create efficient data collection tools and emphasize to programs the benefit of collecting data for their own program delivery and the overall evaluation. A simple way of improving how data is collected is to develop data collection tools that are user friendly and provide visual feedback (for example a graph). Reducing the tediousness of and time needed to collect data can ensure that data is reported consistently and accurately. In this presentation, the audience will learn how to create effective data collection tools and see live examples these in practice.

Incorporating influence beyond academia data into performance measurement and evaluation projects

Short Presentation

Christopher Manuel

One of the ongoing tasks of CIHR's Performance and Accountability Branch is to explore, identify and develop better ways of measuring the outcomes of the research CIHR supports. As such, we are continuing to develop an innovative set of methodologies that assess the extent to which CIHR supported research has had an observable influence on decision making and the development of downstream documents outside of academia (i.e. guidelines, government documents, health technology assessments, etc.) and its influence on the economy through patent analysis. Previous presentations have focused on describing the methodology and now, CIHR would like to share with the broader community the results and use of the data being collected. This presentation will share with the audience how we have begun incorporating these data to support performance measurement, evaluation and how it is being used to inform decision making. We will also share how we have further broadened the methodology to collect data at the national level and on how previous research has influenced future research.

Indigenous Ways of Knowing: Social and Cultural Dimensions of Evaluation research

Short Presentation

Fainula Rodriguez

The objective of this presentation to explore the concept of Indigenous ways of knowing (epistemology) and their implications for evaluation research approaches and methods. Drawing from academic and field research, the presentation highlights lessons learned on the ways in which social, cultural, religious beliefs, practices and worldviews impact on evaluation outcomes, hence effectiveness. It attempts to address a central question: why is it important and how can we use Indigenous ways of knowing to enrich non-Indigenous methodologies and approaches in evaluating policies and programs? While the presentation is framed within a global context, it has particular resonance for Canadian society at the moment given the contemporary emphasis on reconciliation and on support for the social and economic betterment of first nations communities. The presentation will use concrete examples from Canada, the Middle East, Africa and Asia Pacific to illustrate central arguments in support of indigenous knowledge and research methods. It aims to enrich current evaluation approaches and practices.

Infographics: If a picture is worth 1,000 words...

Short Presentation

Jane Whynot, John Burrett

An infographic is a visual depiction of a concept or issue and supporting facts and data. This idea has recently been advanced as a way to present a performance story. Examples are beginning to be seen, but all too often these are simply pages of "factoids" in bright colors, symbols and numbers. These are generally not well-designed for clarity and comprehension. That might be OK for a magazine where the intention is to grab attention, but we must do better. Effective infographics use high quality charts to describe quantitative and even qualitative information; other images such as maps or diagrams to support the data and a flow or organization of information; and strategic use of text to ensure that the information is understood. This interactive presentation identifies examples, and draws on audience participation to ask where improvements can be made in light of knowing our audience, the infographic's purpose, and effective data presentation and communications principles.

Innovating Teacher Evaluation: Using Small Data to Predict and Change the Future

Short Presentation

Michael Strong, John Gargani

This presentation describes an innovative approach to evaluating teaching that uses minimal data to predict the future. Unlike most observational measures of teaching that comprise 70 or more items, this instrument, called RATE, focuses on only six teaching behaviors which have been determined from validation studies to be highly predictive of a teacher's ability to raise student achievement. We challenge the commonly accepted approaches to teacher evaluation with an instrument that is cheap and easy to use, kind to teachers, sensitive to cognitive biases, focuses on supporting teachers, and is highly predictive. By using this instrument early in the academic year, school administrators can decide how best to employ scarce resources to improve teaching quality, effactually enabling them to predict the future and then change the future.

Participants will see how not all predictive studies may need to rely on big data, and how teacher evaluation can be conducted better, faster, and cheaper while being supportive of teachers and respectful of administrators' time.

Innovation in Design, Implementation and Evaluation of Social Enterprise

Short Presentation

Anne Bateman, Julian King

With increased interest globally in social innovations in the non-profit, philanthropic and private sectors, rigor in programme development is increasingly at the forefront. Innovative social enterprises face a tension between commercial/ for-profit objectives and 'social good' objectives. Evaluating the impact and success of these programmes is also a delicate balancing act. This presentation introduces a new social enterprise café, and uses it as a case study to identify challenges in determining the 'right fit' in rigor of design and implementation as well as evaluating social enterprise, Return on Investment (ROI) and balancing social and financial objectives. Participants will be guided through an interactive overview of the methodologies and tools used in the development of the social enterprise and the evaluation framework that combines economic analysis with leading-edge evaluation design resulting in better-informed evaluative judgments about the design, establishment, value and impact of investments in social enterprise.

Innovative Approach for Evaluating the Labour Market Development Agreements

Short Presentation

Marcel Bédard, Georges Awad

This presentation describes how Employment and Social Development Canada (ESDC) implemented an innovative approach for evaluating the Labour Market Development Agreements (LMDAs). These agreements account for $2B in annual expenditures in active labour market programming designed and delivered by provinces and territories. Building on previous evaluation experience, an innovative approach was developed in order to make the LMDA evaluations more timely and relevant to policy development. A key feature of the innovative approach is that evaluation activities relied exclusively on the use of administrative data for using a non-experimental approach while eliminating the need to carry out surveys of participants and non-participants. The presentation will outline the enabling factors behind the innovative approach and explain the benefits from using large administrative data. As well, we will be presenting key findings from the incremental impact analysis by type of participants and program taken as well as the outcomes of the cost-benefit analysis.

Innovative Approaches to Evaluating Education Access and Performance with a Gender-responsive and Equity-focused Lens

Student Presentation

Awuor PONGE

Educational policies in many countries have tried to combine a concern for equity in education with a striving for excellence. Education for All is grounded upon a vision of global equity in which the learning needs of all children, youth, and adults, male and female are met. Despite the progress made over the last decade in enhancing access, retention, quality completion rates and gender parity in education and training in Kenya, the sector continues to face major challenges. This study seeks to establish innovative approaches of evaluating secondary education with a gender-responsive and equity-focus angle. This study seeks to fill a void and add on to the literature that is available on education and evaluation and also gender concerns in education access and performance. At the policy level, the study is likely to inform policy decisions on what frameworks should be adopted for the evaluation of secondary education to ensure the input in education have an impact which can be measured, and which leaves no one behind in the process of evaluation.

Innovative roles, approaches and technology: The CoLab platform for ECD coalitions in Alberta

Short Presentation

Deb Teed, Gene Krupa, Jo Stone

CoLab-Online enables the many, diverse Early Childhood Coalitions in Alberta (ECCA) to overcome barriers to engagement, collaborative planning, collective impact and Knowledge mobilization through cloud-based solutions and custom productivity space. User-specific real time reports meet ECCA needs for monitoring, reporting and timely action. Measuring and reporting collective impact is key, and necessitated evolving the right mix of outcomes and indicators. Strategically designed data collection tools include Community Coalition Action Plan, Budget tool, Output tool, and surveys. Their data can be merged to permit robust analysis at desired level of granularity. We describe the intertwining of

technology with purpose, our development path, the strengths and challenges of using technology, some exciting results and next steps. We look forward to hearing your questions and ideas.

Innovative, Integrative and Iterative surveying for policy evaluation

Consultation and Collaboration

Robert Schwartz

Population surveys have long been used as surveillance tools for public health problems. Faced with a desire to better understand the effects of public health policies, evaluators from several jurisdictions have engaged in innovative, integrative and iterative population survey approaches, notably the UK Smoking Tookit Study, American PATH study and international ITC survey. The innovation focus aligns with this conference theme. The purpose of the session is to solicit feedback from participants on the potential for these innovative approaches for use in evaluation practice in various areas including, but not limited to health. Ideas will be solicited about usefulness, feasibility, limitations and opportunities. After presenting three to four real world examples of innovative, integrative and iterative surveying, directed questions will be posed for discussion in small groups. Results of the session will be used to inform our work in development of innovative survey tools for evaluation of public health policy initiatives, particularly for tobacco, cannabis and alcohol policies.

Inside Outsider - Experience of implementing a participatory impact and learning evaluation on disability inclusion in justice in Indonesia

Short Presentation

Sarah Dyer

Australia Indonesia Partnership on Justice AIPJ is a cooperation between Australia and Indonesia implemented with government and civil society organisations. It promotes the legal rights of Indonesians. One target group is people with disabilities. An internal impact and learning evaluation took place over a 12 month period during the final year of AIPJ. Its purpose was to highlight effective implementing processes and identify successful results. It also aimed to inform on strategies to apply in future programming, and to strengthen partners' evidence base for their own advocacy and program initiatives. The program's disability inclusion advisor, who had provided periodic inputs to the program facilitated the evaluation that used Outcome Harvesting. Partners were fully involved in each stage of the process —design, data collection, analysis and setting recommendations, which created opportunities for mutual learning and capacity building, and ensured the perspectives and advice of the partners informed on the design of the next phase of the initiative.

Insight into Qualitative Interviewing: Common Questions, Answers, and Guidance

Poster Presentation

Etta Brodersen, Daphne Gao

Qualitative Interviewing is a crucial skill for evaluators to develop. Learning to properly engage in an interview will help improve data quality, increase data validity, and help attain evaluation buy-in from interviewees. Like most valuable techniques, interviewing skills come with a learning curve. This presentation will focus on the lead author's learning curve in acquiring interviewing skills over the past 8 years. In particular, focus will be on storytelling, reflection, lessons learned, and turning points in interviewing style. Conference attendees will be encouraged to add their insight and experience with interviewing to help facilitate additional learning and skill development.

Integrating gender-based analysis to our evaluation practice: will we deliver?

Short Presentation

François Dumaine

On July 1st, 2016, the federal government implemented its new Directive on Results, which requires evaluations to be "planned to take into account government-wide policy considerations, where relevant, such as gender-based analysis". This is a rather bold departure from the more constricted approach to evaluation that has historically emerged at the federal government level. Arguably, it brings the evaluation practice into an unchartered path, and many obstacles are already within sight. However, guidance from social justice theorists could prove valuable in ensuring that this requirement leaves a meaningful imprint. The presentation will offer initial (and candid) perspectives on ways to frame this issue and to support its implementation.

Issues in Measuring Innovation and Impact of Innovation

Lightning Round Table

Dale Hill

The presenter was asked to evaluate innovation competitions with very short notice. She used a combination of email surveys (of those competing and not competing, and those winning and not winning), focus groups, and case studies. She found that: a) innovation was perceived to be taking place both within the competition context and in normal work settings; b) the issues regarding the incentive framework applied equally to both settings; c) measuring innovation and impact of innovation was fraught with issues, including what constitutes "proof of concept" and "replication" and "scale-up"; and d) nonetheless, some instances of convincing short term impact made benefit/cost ratios of competitions positive. The main issue seemed to be whether incentives for innovation should available to all and implemented in the regular workplace, or whether special incentives (e.g. competitions) were needed. The presenter wishes to open the discussion up to others on how to measure innovation and its impact.

Jitsutech | Canadian Hosted Survey Software

Short Presentation

Michael Bhopal, Erica Bearrs

Jitsu Technologies Inc. is a Canadian Organization currently assisting Canadian Governments, Evaluators, Institutions, Businesses and Health sectors with powerful Survey, Form and Poll Software. The software is Hosted on Canadian Servers and has over 100 functions to help you accomplish your Online Survey Research goals.Our goal is to empower change makers and change researchers by illuminating ways to make the world a better place through social responsibility, environmental stewardship, ethical business practice, community and cultural sustainability. Learning Objectives This will be an Interactive Presentation with a primary focus on the Conference theme of Innovation. Participants will learn to: 1. Create Online Surveys, Forms & Polls using intuitive web based software; 2. Distribute to Smartphones after key moments of engagement; And 3. Build Quantitative and Qualitative Reports to make better decisions.

Key Policy issues affecting Evaluation of Climate Change maistreaming and Adaptation

Short Presentation

Dickson Gumisiriza Gumisiriza

Background: Climate change in Uganda is increasingly becoming a threat to economic development as its impacts have consistently not been fully addressed by the existing policies and programs. The main impacts of a 1.5 °C temperature rise per annum and of more extreme and/or more frequent occurrences of climatic incidents will be felt most on food security, the quantity and quality of water and other natural resources, human health, settlements and infrastructure. Methodology: Multi stage cluster and purposive sampling was used at national and local government level. Key personnel from the government bodies including Ministry of Water and Environment (MWE) Ministry of Animal Industry and Fisheries (MAAIF) District Environment Officers and other stake holders especially Civil Society Organizations (CSOs)Findings: The study indicated inadequate data on climate change and ecosystem impacts in addition to lack of data on climate change actors, weak national strategy for mitigation or adaptation and weak institutional arrangements for coordination action of key policy issues.

Knowledge Mobilization following the West Africa Ebola Outbreak

Short Presentation

Harry Cummings, Ana Androsik, Michael Belmoh, Julian Jackson, Tomi Jaiyeola, David Lane

In 2014-2015, the Ebola outbreak in Sierra Leone, spread rapidly claiming the lives of over 3,000 Sierra Leoneans and disrupting the lives of millions of vulnerable people. Since the outbreak World Vision Sierra Leone (WVSL) has conducted multiple case studies, research projects and learning assessments to determine how the organization responded to the emergency. This presentation brings a dynamic team of evaluators, researchers and WVSL frontline staff to present the results of their innovative approach to the field research and knowledge mobilization. Led by Dr. Harry Cummings, Harry Cummings and Associates has collaborated on an ongoing basis with World Vision staff in Sierra Leone and United States in efforts to strengthen their Design, Monitoring and Evaluation efforts in Sierra Leone. The presentation will look through the lens of mixed methods studies that have been conducted upon WVSL Savings Groups and how they have responded

since the start of the Ebola outbreak, including outlining an innovative approach to using scales to conduct research on gender dimensions.

Learning cycles in action - Adaptive programmes and MEL

Lightning Round Table

Nils Riemenschneider, Paul Jasper, Luize Guimaraes, Kerry Selvester, Tom Pellens

Adaptive programming, i.e. making programmes more adaptive to emergent learning and contextual change, has moved from discussion to implementation. This has intriguing implications for monitoring, evaluation and learning (MEL), especially in innovative programmes. Various development partners put strong emphasis on learning and adaptation and contracted international and national partners to design and implement adaptive multi-year programmes in Asia and Africa. The authors found that there are three components that are essential for MEL in adaptive programmes:

1) Timely feedback into learning and adaption cycles supporting implementers
2) Flexible programme framework that sets out clear objectives and allows flexibility in achieving them
3) Tracking changes in context and assumptions that influences programme success

The presentation will draw on various 5 year programmes, in particular a female economic empowerment programme in Mozambique. The session is meant to facilitate reflection among colleagues, using specific programme experience to support mutual learning.

Lessons from Applying Rapid Impact Evaluation in Canada and Internationally

Leading Edge Panel

Andy Rowe, Anne Routhier, Carlo Carugi

Rapid Impact Evaluation (RIE) is a relatively new approach to evaluating impacts. RIE introduces new approaches to counterfactuals and to measuring impacts that can also be used as part of any mixed methods evaluation. RIE has been piloted with the Government of Canada and by the Global Environment Facility. These pilots have proved instructive and have provided insights into the utility and implementation of RIE. This panel discussion will reflect on these pilots, identify the challenges of applying RIE in different settings and discuss the advantages that RIE brings to evaluating impacts.

Lessons learned from evaluating an FASD prevention program for pregnant and parenting women with complex, social determinants of health issues.

Poster Presentation

Carol Hubberstey, Deborah Rutman, Nancy Poole

This presentation describes one process for ensuring that evaluation is useful for all parties, including funders, program staff, and program user. HerWayHome (HWH) is a multi-service drop-in and outreach program for pregnant women and new mothers who use or have used substances and who may also be affected by mental illness, trauma and/or violence. The program is harm reduction focused and trauma informed. To align with HWH's philosophy, we designed a two-year evaluation assessing outcomes identified as important to the program staff and women using the service. These were confirmed with the funder, and additional indicators and outcomes were added to reflect the funder's priorities, including a modified social return on investment. Participant engagement and data collection methods and tools similarly were reviewed with program users to ensure they were respectful, strengths-based and trauma-informed.

Lessons learned in applying innovative evaluation methodology: using simulation for curriculum improvement

Lightning Round Table

Megha Bhavsar, Erica McDairmid

In 2016, CAMH Education's Evaluation team proposed an innovative evaluation methodology using simulation to improve the Electroconvulsive Therapy (ECT) training curriculum. Through didactic lectures, observation, in-situ simulation and debriefing, psychiatry residents are trained to perform the procedure; read and understand EEG recordings; and obtain informed consent. We aimed to move beyond knowledge and self-reported confidence and toward evaluating the relationship between simulation outcomes and experiences and educational content of the training program. We triangulated pre- and post-tests with self-reflection data and a video error review to identify program areas that show outcomes and program areas that require improvement. Building on our winning 2016 SSHRC Best Poster, we plan to share and reflect on lessons learned from implementing the new methodology. Participants will have the opportunity to exchange ideas and

spark creativity as we think about ways in which to adapt simulation as an evaluation method in a wider range of contexts.

Lessons Learned in Designing and Developing a Shared Measurement System for Community-Based HIV and Hepatitis C Organizations

Short Presentation

Elayne Vlahaki, Janice Duddy, Annelies Becu

Developing a shared measurement system is critical to the success of collective impact efforts. While there is a wealth of information describing what shared measurement systems are, less attention has been given to how to create them and what they actually look like. This presentation will describe the process of developing a shared measurement system for community-based HIV and Hepatitis C organizations funded by a provincial health authority in British Columbia, Canada. The session will focus on the steps involved in designing and developing the shared measurement system as well as success factors, points of challenge/tension, and lessons learned. It will also explore the unique working relationship between a consultant, a non-profit organization and a health authority/funder and the varied roles each play in developing a shared measurement system.

LOCUS Level of care Assessment Tool in Mental Health Services

Short Presentation

Ann Kelly

Objective: To test the LOCUS Level of Care Assessment tool to determine if it can identify clients who are ready to be transitioned out of community mental health services or who need a higher level of care. Methods: Staff performed an assessment of levels of care using the LOCUS scale, the HoNOS scale and professional judgement on a cohort of community mental health clients. Results: The LOCUS scale categorized 44% of clients at a higher level of care and 12% of clients at a lower level of care compared to what clinicians had originally estimated. There was a high correlation between the HoNOS and LOCUS total scores; however the HoNOS did not differentiate among the three highest levels of care identified by the LOCUS and there was overlap in HoNOS scores among the LOCUS levels of care. Of the two sites that only included clients needing higher levels of care (n= 57), LOCUS identified 79% of these clients at levels IV,V, or VI. Conclusion-It is also not clear if the LOCUS or the HoNOS are sensitive enough to detect different service levels.

Making A Non-Profit-University Partnership Work

Ignite Presentations

Deborah Pal

When non-profits and universities work in tandem to push the frontiers of knowledge, they become a powerful engine for innovation. The collaboration between March of Dimes Canada and the University of Toronto, through the endowment of an Early Career Professorship, has created new research evidence to inform and guide policies and services. The creation of the Early Career Professorship will also forge synergies between March of Dimes Canada and the University of Toronto's students and faculty. It will allow faculty and students to provide research evidence to enhance and improve existing MODC programs and services, and to assist with identifying additional collaborative opportunities locally and nationally. Through our forged synergies, we will be able to collectively increase the production and translation of internationally important research in combination with our ongoing internal evaluation processes. Collaborations transform the role of university research and non-profit service evaluation for the 21st century, anchoring both as vital sources of competence.

Many Trick Ponies: Expanding Our Roles and Competencies in Evaluation to Program Design and Beyond

Short Presentation

Brenda Stead, Paul Chaulk

Evaluators come from many backgrounds and bring many competencies and skills to their evaluation practice. They further develop those competencies and skills after they practice in the evaluation field. As evaluators, we need to be flexible in acquiring and applying skills in a variety of ways and in various settings to help program managers, stakeholders, and policy decision-makers. Some of this may be undertaken in developmental evaluation but in our experience, we have had to expand our tricks of the trade and go beyond normal evaluator activities to support related client needs. Our individual presentation will describe 'real world' situations in terms of client needs, actions taken to enhance our roles, and the competencies drawn upon from evaluation and other areas of our expertise. Participants will be engaged to share their

experiences and to reflect on future evaluator roles and competencies for a rapidly changing world, locally and globally.

Measuring collaboration in multi-sector initiatives: Learnings from evaluation processes in Ontario's Systems Improvement through Service Collaboratives initiative

Short Presentation

Jennifer McDonald, Heather McKee, Patrick Russell

There has been a recent move to break down silos and encourage multi-sectoral collaboration in community initiatives and interventions to promote systems change. While it is important for evaluators of these initiatives to measure collective impacts as distal outcomes, this presentation highlights the necessity of measuring the actual collaboration process. This is vital to helping to shape and enhance the partnerships and relationships required to produce positive collective impacts. Drawing from our experiences and challenges evaluating the multi-sector/site Systems Improvement through Service Collaboratives (SISC) initiative in Ontario, we will share our innovative evaluation processes and approaches to measuring collaboration in child and youth-focused Service Collaboratives in 18 diverse communities. We will also describe the methods, tools, and reflective evaluation processes that we used to enable a systems lens as well as make continuous improvements.

Measuring what matters: Prototyping an impact measurement system with & for adults with developmental disabilities

Short Presentation

Dr. Sarah Schulman, Janey Roh

How can measurement and evaluation spark learning, reflection, and behavior change? That's one of the core questions underpinning Kudoz, a new adult learning & reflection platform for adults living with cognitive disabilities. Kudoz is a leading case study of social service innovation in British Columbia. Over the past 24-months, three large disability service providers, the government funder of disability services, and a social design firm have come together to create a new category of service within the disability care system. Whereas existing services track hours of care provided, Kudoz tracks shifts in quality of life outcomes using a technology enabled platform which includes an app, an online profile, and text message prompts. We will share how we are iterating what gets measured, how, and most importantly, offer our routines for analysis and action. We are experimenting with fresh ways for data to drive staff decisions and reinforce end user behaviors. Our goal is to turn measurement and evaluation into a real-time feedback loop.

Method Study and Methods Engineering Techniques in improving Business Processes and Organizational Viability

Ignite Presentation
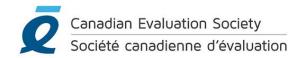
Sandiran Premakanthan

One of the ways a business or an organization could contribute to the bottom line is to manage its key business processes in a cost-effective manner. Business processes make things happen when executed in the most economical and efficient way. They are the heart and soul of a business as they lead to the production of goods and services which benefits its customers or clients. It is an introduction to the application of a very powerful process improvement technique known as Method Study or Methods Engineering. They are used very commonly by Work Study Practitioners and Industrial Engineers all over the world. Method study is a major branch of Work Study. The other is Work Measurement, also known as Time and Motion Study. In the 1990's Method Study was broadened in scope and referred to as Business Process Re-Engineering. As a Professional, I have applied the techniques & tools to many industrial and white collar work processing situations to improve productivity. Outcome Management professionals could benefit from these techniques in their Monitoring & Evaluation practice

MEL Framework Design: Measuring Leadership for Young African Leaders

Short Presentation

Michele Wehle, Danielle de Garcia

For MEL Frameworks to be most effective, it is essential that they are based on core competencies to promote learning and use. Given the variety of stakeholder requirements, capacities, and needs, it is essential that MEL frameworks are based upon guiding principles that are critical to ensuring that evaluations are relevant, and therefore useful to filling learning gaps and addressing learning needs.SI will discuss the steps and core components central to MEL Framework design, including

the core principles to increase their effectiveness. This presentation will discuss SI's process to implementing utilization-focused evaluations, and how that has been applied to creating a MEL framework for four different Regional Leadership Centers (RLCs) and measuring leadership for the Young African Leaders Initiative funded by the MasterCard Foundation and USAID.

Modeling a case-management theory of change for program on elder abuse

Poster Presentation

France Gagnon, Jennifer Valiquette

Much attention is being given to using program theory as the foundation for making valid inferences in theory-based evaluations. An organizational capacity to do and use program theory can bring several benefits to stakeholders. It can increase users' confidence in the meaningfulness, relevancy, and utility of findings to guide actions. Representing program theory well is a necessary first step in validating the theory of a program. However, representing the theory of a case management program can be very challenging. Case management programs are typified by many varied individual, community, and contextual factors, many individualized intermediate outcomes, and many different processes for getting there. Funded by Mitacs Accelerate program, this research proposes a model for defining and representing program theory validly in a case management program. The case, or program, is the Elder Abuse Prevention and Response Services (EAPRS). EAPRS is a rights-based community program that has been developed and put in place to address issues of elder abuse in Renfrew.

Modernisation de l'évaluation : modifications aux processus et aux produits de l'évaluation au ministère du Patrimoine canadien

Short Presentation

Bruno Théorêt

Depuis déjà un moment, la Direction des services d'évaluation du ministère du Patrimoine canadien expérimente des modifications à ses processus et produits de l'évaluation en vue de les rendre utiles pour la prise de décision de la haute gestion du ministère et de réduire les efforts requis pour la présentation des résultats. Ces modifications ont touché les dimensions suivantes :-Mandat : changement du moment où le mandat d'évaluation est développé; modification du contenu du mandat (passage de 20 pages à 5 pages)-Approche croisée des sources de données et des questions d'évaluation qui évite le besoin de faire des rapports techniques et renforce les activités liées à la triangulation;-Réduction de la longueur des rapports d'évaluation;-Présentation des résultats par infographie. Ces modifications ont permis une réduction du temps total requis pour conduire les évaluations, un intérêt plus marqué de la haute gestion pour les produits d'évaluation et pour les résultats. Nous mettrons l'accent sur les divers avantages et les enjeux liés à ces modifications.

Monitoring and Evaluation of Trafficking in Persons - an Evolving Community of Practice

Thematic Breakfast Roundtable

Karen Snyder, Lisa O'Reilly

The Monitoring and Evaluation of Trafficking in Persons community of practice (METIP) began as a way for M&E professionals in the anti-slavery movement to share and learn from each other. As interest in human rights evaluation has grown, membership has evolved to include government and donor interests as well as spectrum of approaches to ending slavery. Supply chain monitors, prosecution efforts, survivor support and reintegration and the ever more urgent question of how to measure slavery prevalence (AKA impact) remain topics of discussion. While there is a lot of interest in the topic and group has grown, challenges of communication and interaction have increased. This breakfast round table will introduce the METIP community of practice and invite discussion and innovation for maintaining this important thread in evaluation practice. Participants with history or experience in communities of practice, in VOPEs, as our those with an interest in human rights are encouraged to join us.

More than just evaluation: Transforming an organization towards evaluative practice

Short Presentation

Darly Dash, Josie d'Avernas

In 2016, a large family of long term care and retirement homes in Ontario approached a charitable non-profit foundation, the RIA, to understand the impact of key programs on residents. This presentation describes RIA's evaluation approach moving past the traditional role of the evaluator to include roles such as program planner, coach, educator and change agent.

The ongoing relationship began with an evaluability assessment which went beyond determining a readiness for evaluation. Aspects of program development and planning were explored including strategic decision making. Through collaborative engagement with the organization, the RIA has provided education on evaluation (what, when and how to evaluate) and has involved them in discussions via an evaluation team. The education and engagement has substantially improved buy-in. The organization thinks more critically on programs and has developed an interest in evaluating pre-existing and new initiatives. This presentation will share the processes that the RIA undertook in establishing credibility and interest in evaluation.

Moving forward: Evaluating the societal impact of scientific research
Thematic Breakfast

Murielle VERGNHES, Sue SMART, Ramona SAMSON

Internationally, trillions of public funding is allocated by governmental agencies to research in sciences, technology, engineering, and math each year. To make sure that only excellent research is funded and that all applicants are treated fairly, funding decisions are commonly based on competitive processes and are peer reviewed. While there is wide consensus at the international level on the criteria and methods for assessing the quality of the research itself, assessing the added value and socio-economic impacts of publicly funded research is challenging. Despite recent advances made in program evaluation methodologies, some challenges continue to exist - particularly when defining metrics and answering key questions, such as "so what" or "what if". This panel brings together complementary international expertise from the United Kingdom, the European Commission and Canada. Each panel member will discuss challenges that they commonly encounter when trying to measure the impact of STEM research, and will share effective practices and innovative approaches.

National M&E Stakeholders' Assessment in Afghanistan
Short Presentation

Samandar Mahmodi
Afghanistan's National M&E Stakeholders' Assessment, included fifteen governmental ministries and independent directorates, and fifteen non-governmental agencies, including UN, development agencies, International and local NGOs. The assessment focused on 10 performance domains, namely; 1) assessment of organizational structures with M&E functions, 2) Human capacity for M&E, 3) Existence of M&E Plans, 4) M&E advocacy, communication and culture, 5) Routine program monitoring, 6) Surveys and Surveillance, 7) Existence of M&E databases, 8) Supervision and data auditing, 9) Evaluation and Research; and, 10) Data dissemination and use. The assessment revealed interesting findings relating to all the 10 performance domains, most of the domains were performing under 30%, while some of the domains did not exist. The data collection and assessment comprised a mixed method of desk review, case studies from other countries, assessment of the M&E units within target institutions, review of documents provided by target institutions and interviews with reps of target institutions.

Northern Voices, Northern Waters – lessons learned from a partnership evaluation in the Northwest Territories
Short Presentation

Don Murray, Harry Cummings, Katarina Carthew
In 2014, the Government of Northwest Territories initiated an independent evaluation of the implementation of the NWT Water Stewardship Action Plan. A large and diverse group of partner organizations have been involved in the implementation of the Action Plan for different periods of time and in different areas of interest and/or specialization. The evaluation design allowed for many different voices / perspectives to be heard and engaged in the evaluation process. Local resources in the form of an Evaluation Committee and an Aboriginal Steering Committee contributed extensively in informing the development and implementation of the evaluation plan. The two committees played a key role in defining the overarching evaluation questions which were applied across the relevant areas of the Water Strategy and Action Plan. This presentation will provide insights into the key decisions and evaluation design elements that contributed to an inclusive and practicable evaluation.

Operationalizing and Effective Monitoring and Evaluation Framework for Local Government Institutions: Critical Considerations and Future Best Practices

Student Presentation

Paul Kariuki

Post-apartheid South Africa faces major challenges in ensuring that it provides high quality and sustainable services that meet citizens' expectations. The public wants local government that is not only responsive to their needs but also provides "optimal and professional services" across all areas. This calls for local municipalities to develop proactive responses that emancipate citizens from poverty and underdevelopment. Sadly, basic services delivery has been on a downward spiral, characterized by on-going community protests in many local municipalities. The paper premises that a monitoring and evaluation system is a critical development tool that enhances the legitimacy of this sphere of governance because it ensures that it functions optimally by offering citizen-responsive services at the optimal level. It also argues that enhancing municipal monitoring and evaluation capacity has direct implications on local government efficiency, as local municipalities are capable to use evaluation results in decision making for improved public services provision.

Organizational Unlearning

Thematic Breakfast Roundtable

Heather Codd

Organizational learning is often considered an effective tool to support continuous improvement, sustainability, and achievement. As such, many evaluators enrich their practice by integrating strategies to help organizations acquire new knowledge and skills, and facilitate change. Research suggests that an organization's existing knowledge and beliefs can create rules and mind traps that impede learning and change. Therefore, learning organizations must engage in processes of unlearning and learning to improve performance. This roundtable will examine organizational unlearning as it relates to evaluation. Specifically, participants will discuss the relationship between organizational learning and unlearning, share reflections on the implications of rules and mind traps, and discuss strategies to facilitate unlearning in order to innovate practice, enhance learning, and enable change. These discussions will provide participants with a deeper understanding of organizational unlearning and strategies to address it as well an opportunity to contribute to research on the topic.

Partnerships Matter! A Model for Assessing Inter-Organisational Relationships in the Sustainable Development Era
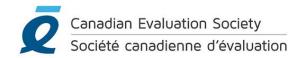
Short Presentation

Lorenzo Daïeff

Universalia developed its Institutional and Organisational Assessment (IOA) Model in the 1990s to illustrate how organisational performance drives results. Now, in an era of sustainable development in which societal challenges are integrated and inter-related, our ability to create collective impact has become intrinsically linked to the performance of inter-organisational partnerships. However, partnerships also face significant risks such as high transaction costs and power differentials. It has thus become essential to understand what constitutes and drives successful collaboration Building on its recent work with governments, UN agencies, and private foundations, Universalia is updating its IOA into an inter-Organisational Relationship Assessment Model (IORA). The presentation will present this model, discuss key assessment dimensions, and suggest ways to unpack the multifaceted concept of partnership". to drive innovation in aging by integrating research, education, and practice involves many partners across sectors (e.g., academia, health care, industry, government, and the public). In 2015, an organization-wide evaluation was initiated to see the impact of RIA' s efforts by collaborating with an evaluation consultant. Operating in a complex culture creates challenges when embarking on evaluation. This presentation describes the journey to date in preparing for a developmental evaluation. We began with the collaborative development of a theory of change which was essential in forcing tough questions to be asked, underlying assumptions to be revealed, and ultimately building internal evaluation capacity and evaluative thinking in non-evaluators. The process highlighted the importance of collaboration among multiple partners to create an openness and a shared understanding of evaluation. This presentation shares the process, experiences, and lessons learned as we created chaos to find common ground for the road ahead.

Peer Evaluators: Participatory Evaluation On the Frontlines

Short Presentation

Janice Duddy, Jaydee Cossar, Paul Kerber Darcy McFadden, Martin Morberg, Heather Holroyd

The Pacific AIDS Network (PAN) is a community-based network organization supporting HIV and HCV organizations in BC. A key PAN initiative is the Positive Leadership Development Institute (PLDI), a leadership training program for people living with HIV (PLHIV). After graduating 167 participants in seven years, PAN launched a participatory, impact evaluation. The evaluation was conducted under the guidance of a steering committee and led by a team of four Peer Evaluators. The evaluation is informed by HIV movement principles that require the meaningful engagement of PLHIV. Together, the team designed an accessible evaluation training program that supported the Peer Evaluators to lead data collection, analysis and dissemination of findings. The presentation will explore key learnings in training peers to become evaluators and how to support peers in all aspects of an evaluation. It will also explore how authentic participatory evaluation transforms people with lived experience into evaluation leaders and vice versa leaders with lived experience are transforming evaluation.

Performance measurement in adaptive organizations: Time to move from ballroom to breakdance?

Consultation and Collaboration

Evangeline Danseco

Performance measurement in organizations involves identifying key performance indicators to track progress towards meeting strategic priorities and initiatives. In today's complex environment, organizations need to be adaptive, innovative and responsive to stakeholder needs. New forms of organizations are emerging that are non-hierarchical, with self-managing teams that shift activities and priorities. As form follows function, performance measurement in such a dynamic context will also need to shift. How can an organization monitor trends for indicators that are often changing each quarter or each year? How can an organization demonstrate accountability and mobilize timely, feasible, relevant and measurable indicators for constantly innovating activities? In this session, the presenter will provide scenarios of these emerging organizations and identify issues and opportunities relating to performance measurement. Participants are invited to share experiences and identify potential patterns and emerging innovations.

Planned Parenthood's Teen Outreach Program Evaluation

Poster Presentation

Amani Alkowni, Jhusnightly Genestant

A Wyman Teen Outreach Program (TOP) was evaluated to determine the changes in sexual attitudes and behavior to prevent unwanted pregnancies and reduce risky sexual behavior over time in the lives of youth who participated in 9th and 12th grade. TOP responds to the need for school programming on teen pregnancy and sexual health and the public health issue identified by the CDC on unplanned teenage pregnancy (CDC, 2013). The program has the following curriculum components: values clarification, relationships, communication and assertiveness, influence, goal-setting, decision-making, human development and sexuality (comprehensive or abstinence-only), and community service learning. The program incorporates youth development, community service learning, and sex education. The evaluation project was longitudinal in design, capturing data at 3 different points in high school. The results of this evaluation provide insight into the TOP program at Liberty City and assist in improving future programming on teen academics, values, and sexual behaviors.

Playing the field: The dynamic role of evaluator coaches in supporting system-level change

Lightning Round Table

Sera Weafer-Schiarizza

As we look ahead to exciting and innovative new system-level change initiatives, it is essential to recognize that the role of evaluator has also evolved; moving beyond that of a consultant to a much more dynamic and multifaceted function. Evaluators are engaging in active capacity-building, coordination and collaboration to support the success and sustainability of complex interventions. By strengthening data literacy, ``evaluator coaches`` (a term which represents the expanded functions of the evaluator) can have a significant impact on evidence-informed decision-making and quality improvement within these initiatives. This presentation will seek to explore the various opportunities for evaluator coaches to contribute to system-level initiatives, using examples from the Provincial Systems Support Program at the Centre for Addiction and Mental Health in Ontario.

P's in a Pod: Reflections on Participation, Positionality, Privilege

Short Presentation

Joanna Kocsis, Samantha Tsuruda, Kim Van Der Woerd

What can we learn from postcolonial theory to support our work towards social change? How can we integrate lessons from these theories to enhance our methodologies and move us towards a more ethical evaluation practice? We will reflect on the concept of evaluation as a technical process in which experts review data to pass judgment on given activities, and discuss the role of evaluators as the creators of knowledge. Saïd's practice of 'contrapuntal reading' demands the reader consider what relationships and contributions are not acknowledged or taken for granted in any given representation, and considers how our willful ignorance of those people and their struggles makes us active participants in the perpetuation of their invisibility. Adapting this concept and adding to it Scott's critique of the rational comprehensive planning paradigm, we will highlight how evaluation can support significant shifts in oppressive structures. We will draw on our experiences as evaluators working across lines of marginality, coloniality and oppression, in Canada and overseas.

Purchasing services: What we learned from our renovators

Ignite Presentations

Sandy Moir, Janice Remai

Have you ever relied on someone else to do a job for you? Getting someone to provide a service on time on budget and within scope shouldn't be difficult or stressful. And yet... This ignite presentation will take you through what we learned when we managed renovation projects at our homes. What can each of us learn from renovators and ourselves as clients and how can we apply it to our work?

Reconciliation with Indigenous Peoples: It's Our Job, Too

Short Presentation

Keren Gottfried, Shannon Townsend

Are you ready to feel unsettled? Join evaluators from Indigenous and Northern Affairs (INAC) to hear what they learned — and what they "unlearned" —as they explored the possible link between program evaluation and reconciliation between Canada and Indigenous peoples. A summer research project with nine 11 staff and over 40 key informant interviews generated findings that are influencing how INAC conducts its performance measurement work. The research project, part of INAC's annual Evaluation Internship Program, asked: Does reconciliation call for revisions to how evaluators approach their work? Could evaluators help to advance reconciliation? The work yielded unanticipated results. What started as a professional task quickly became a personal exploration, as we engaged with what it means to be a settler Canadian evaluating programs among First Nation, Inuit, and Métis communities. The findings of the project are being implemented in the Evaluation, Performance Measurement and Review Branch and shared across the Department.

Reconciliation: Our journey together

Lightning Round Table
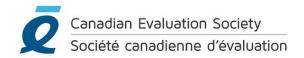
Andrealisa Belzer, Stephanie Francis

In 2016, the Canadian government accepted all 94 Calls to Action contained in the 2015 Truth and Reconciliation Commission's (TRC) final report, and committed to implementing the United Nations Declaration on the Rights of Indigenous Peoples. CES responded with a resolution to incorporate reconciliation in its values, principles, and practices. The presenters will share highlights from their journey together to integrate Aboriginal wisdom into evaluative inquiry for learning and improvement. Participants will receive a list of key resources and a summary of challenges and lessons learned. Above all, participants will discuss how individuals can contribute to social change: What is the role of evaluators in rebalancing the relationship between Canada and Indigenous peoples? What are opportunities and barriers to action among evaluators in different sectors? What are the experiences and needs of Indigenous evaluators? Facing forward, how can reconciliation help to strengthen and balance evaluation in Canada?

Reflecting on higher education evaluation praxis : an empirical study

Poster Presentation

Emily Gates

Small scale learning and teaching (L&T) projects in higher education (HE) have the potential to drive innovation. However,

a lack of systemic evaluation can inhibit the realisation and sustainability of these innovations and there is limited literature to illuminate these evaluation practices. This study investigates current practices and the need for tailored resources including evidence based frameworks, to enable praxis in small project evaluation. A pragmatic, mixed methods approach is taken, using reflection on what works and what does not work in evaluation practice. Data includes project documentation, interviews and focus groups with university staff leading small L&T projects. Findings contribute new knowledge about a project leader's perception and conceptualization of evaluation in that it can inhibit the relationship between theory and practice. Research outputs include a new evidence-based evaluation-planning framework and a set of recommendations for effective evaluation strategies for small L&T projects in HE.

Reflection and Action: Using formative assessments to enhance student learning and reflective teaching in undergraduate health sciences

Short Presentation

Myint Tun, Barbara Berry, Vishal Jain

Evidence-based teaching practices are encouraged within the Higher Education context to improve quality in teaching and to enhance student learning. This "teaching inquiry" focused on applying formative assessment tools in an undergraduate course in health program evaluation during 2015-16. A weekly "student reflection" tool invited students to consider and report their "muddiest points". In conjunction, a weekly instructor self-reflection journal created a feedback system between students and instructor. A semi-semester survey plus in-depth interviews were also conducted testing the validity of the tools and their utility for improving teaching and learning. The findings revealed that student engagement improved over the course of the term and enriched communications between students and instructor led to changes in teaching practices. Challenges included timing and the voluntary nature of administering the tools. Opportunities involve scaling this assessment to additional courses, an online application and sharing this practice with colleagues

Reflection: Lessons learned in facilitating good reflective practice

Short Presentation

Mark Stiles

Most evaluators recognize the importance of good reflective practice in monitoring, evaluation, and learning, but facilitating it is almost always a challenge. The presenter will offer several practical tools and useful techniques that evaluators can use in various contexts to encourage a culture of evaluative thinking in organizations. The presenter will provide examples of both successes and failures in helping inculcate good reflective practice into organizational culture, an important, yet often overlooked role of the evaluator, whether in the context of traditional evaluation or evaluations of a developmental nature. The tools and techniques referred to in the presentation are aimed to serve as a guide for evaluators and program managers alike.

Reflections on Inter-University Collaboration to Deliver A Graduate Certificate in Evaluation to GNWT Employees
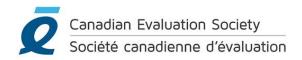
Leading Edge Panel

Jim McDavid, Rob Shepherd

The Consortium of Universities for Evaluation Education (CUEE) was created in 2008 with the goal of furthering opportunities for students to pursue graduate education in evaluation in Canadian universities. In 2014, Carleton University (Rob Shepherd) was approached by the Government of the Northwest Territories (GNWT) to deliver a graduate credential in evaluation to a cohort of their employees. The credential that Carleton offered at that time was on-campus and given the desired delivery time (starting in 2015) would have been difficult to modify. Carleton approached UVic (both were members of CUEE) and an agreement was struck to offer a version of the UVic Graduate Certificate in Evaluation with Rob Shepherd's participation as the co-designer and as an instructor. The program (four courses) will be completed by the time of the CES Vancouver conference and this paper will offer reflections and lessons learned on the challenges and rewards of collaborating on graduate credit evaluation education across university boundaries.

Reflections on Skillful Developmental Evaluation Practice in Complex Organizations for Innovation and Action

Storytelling

Chi Yan Lam, Keiko Kuji-Shikatani, Megan Borner, Michelle Searle, Lyn Shulha, Btissam El Hasar, Cheryl Poth
Evaluators new to developmental evaluation (DE) are often struck by the lack of practical prescription about its practice; DE is inherently responsive, needs-driven, and adaptive to the context in which the program is being developed. There is a

need to better articulate those dimensions of DE practices that could either enhance or are necessary to the skillful implementation of DE. The experiences of experienced DE offer a source of insights. This storytelling session features three evaluation teams who have worked to implement large-scale DE to foster innovation and action in complex organizational contexts. The evaluators reflect on those practices that have made a meaningful difference, and in doing so, they identify key dimensions to skillful DE practice: the importance of identifying entry-points as component of situational analysis (Patton, 2008); attending to the collaborative dimension of DE; and purposeful orchestration of evaluation capacity building to facilitate use. Together, these practices suggest an expanded repertoire of practice for skillful DE implementation.

Re-framing the Role of Evaluators: Reflexivity and Transformative Process

Lightning Round Table

Kirstin Blair, Hagir Sail, Gayatri Moorthi
This presentation proposes and explores the potential role of evaluators as reflexive practitioners who are able to create an open frame to understand change or impact and view the 'project' of evaluation as a 'reciprocally transformative process'. This proposal is illustrated through the personal and professional experiences of an Outcomes Harvesting evaluation for a youth anti-racism project. Building on the foundations of social justice community building, anti-racism advocacy and clinical social work skills this unique presentation will share tools, processes and stories from three different vantage points-the project manager, the evaluator/outcome harvestor and the clinical social worker who supported the project. It will discuss how and when such a reflexive evaluator role is most effective; the theoretical and practical foundations of such practice- addressing issues of power differences, cultural diversity, co-construction of knowledge; and the impact such evaluation can have on programs and on the evaluators themselves.

Representing complex programs purposefully for sustainability and the effective measurement of social impact : The case of the Stop Now And Plan (SNAP®) program

Student Presentation

France Gagnon, J. Bradley Cousins, Leena Augimeri, Margaret Walsh
Making valid inferences regarding the impact of a program is fundamentally a question of construct validity, the adequacy and appropriateness of causal inferences. A necessary first step in construct validation, the process used to legitimize causal inferences, is to define and represent program theory. However, how do we do that when a program is very complex? How do we model the program so that it can be effectively managed and replicated in varied and multiple communities? How do we represent the program so that social impact can be measured in ways that are meaningful to varied stakeholders? Part of the main author's doctoral thesis, the purpose of this paper is to present strategies for representing complex programs for sustainability and social impact validly. The program being investigated is the Stop Now And Plan (SNAP). SNAP is a children's mental health program that helps children with disruptive behaviour problems and their families. SNAP is currently scaling its impact across Canada through a venture philanthropy model with LEAP: Centre for Social Impact.

Research impact evaluation using contribution analysis: Strategies for enhancing quality of data, analysis and interpretation

Short Presentation
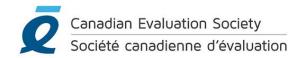
Barb Riley, Steve Montague
The conceptual appeal of contribution analysis (CA) as a theory-based approach to evaluation under conditions of complex causation remains strong. Practical applications are increasing, many of which respond to calls for addressing limitations to CA methods. Strengthening quality of data, and quality of data analysis and interpretation are central concerns, and required to produce credible and robust contribution stories. Exploring the use of CA for evaluating research impact is also gaining considerable interest. This presentation will review exploratory efforts by the Propel Centre for Population Health Impact –a pan-Canadian applied prevention research centre– in adapting and extending CA methods to evaluate the impact of its research on public health advocacy and policy processes and outcomes. The experience using CA for three initial retrospective case studies, and introducing CA prospectively for additional cases will be discussed, with a particular focus on strategies for strengthening quality.

Response biases in student evaluation of teaching

Poster Presentation

Edgar Valencia Acuna

Student Evaluation of Teaching (SET) is a controversial yet popular mechanism to judge the merit of instruction in higher

education based on students' responses to a survey (online). A plenty of problems are associated with the use of SET, the most important related to potential biases by student, instructor and program characteristics. However, few studies indicate "how" SET scores are biased. Response biases (also response styles or rater effects) such as acquiescence, extreme response style and halo, are a plausible source of response contamination affecting the intended interpretation of the responses to SET questionnaires and any other form of evaluation based on survey methodology. I analyze actual responses to a course evaluation questionnaire to identify the extend in which response biases are a threat to SET validity. I also compare the stability across time and different methods to examine response biases Research on evaluation as in this example is a necessity that helps develop critical thinking and boost quality of evaluation practice in the future.

Reviewing the Methodological Role of Organizational Performance Assessment in Evaluation: Practice Reflections and Potential Enhancements

Short Presentation

Shaun Finnetty

Organizational assessment was initially introduced into the evaluation field in the late 1990s. Various methodologies have been developed including the IDRC/Universalia and Burke-Litwin models. Although heavily influenced by organizational development and management science theory, organizational assessment proponents saw promise in having the organization as the primary unit of analysis in evaluation particularly since organizations were the main implementing vehicle for most programmatic interventions. However, a review of evaluation related publications and presentation/workshop agendas from evaluation conferences reveal that organizational assessment has gained little traction as a dominant approach in the evaluation field. Several reasons are posited for this state of affairs including the focus on organizations as the unit of analysis instead of interventions; the infrequent commissioning of organizational assessments and the high level of resources required to complete these assignments. Finally, several promising methodological modifications are offered for consideration.

Seeing the Bigger Picture: How to Integrate Systems Thinking Approaches into Evaluation Practice

Student Presentation

Heather Codd

Systems thinking is a way of approaching the evaluation of programs that takes intro account the relationships and interactions between its components and its surrounding environment. The intersection between systems thinking and evaluation is becoming an increasingly popular topic among evaluation researchers and practitioners. Many, in the field of evaluation, emphasize the value of applying a 'systems-lens' to complex programs and organizations, to innovate practice and help evaluators' obtain a rich picture of what is happening within the system. Despite this endorsement, systems thinking approaches often seem daunting to those that lack a background in systems theory. Fortunately, there are a variety of practical approaches to systems thinking that can be integrated into evaluation theory and practice. This presentation highlights innovative and practical tools that can provide insight into the perspectives, relationships, and boundaries within the system, and leverage the complexity of our work.

Sharing the Success - Family Resource Centres working together to demonstrate their impact

Short Presentation

Marianne Krawchuk

United Way Winnipeg (UWW) has been working with 24 Family Resource Centres (FRCs) in Winnipeg to develop a 3-year evaluation framework. This innovative initiative will enable us to tell a more specific story about the collective impact that FRCs have on Winnipeggers, and demonstrate the importance of the work they do. Through meetings, emails, and a secure online portal, a framework with common outcomes and indicators was developed and implemented. UWW has increased its focus on FRCs, and is now working in partnership with other funders and stakeholders to support the creation of a formal network with shared services, evaluation plans, and learning opportunities, as well as enhance access for families. This presentation will discuss preliminary results, actions so far, and reflections on learnings to date. Attendees will learn what to consider when embarking on a similar journey, the realities of evaluation when facing challenges such as limited resources, staff turnover, and other struggles, as well as the successes of this methodology.

Showing Innovation in Approach and Product: The Provincial Evaluation of A GP for Me

Short Presentation

A GP for Me was launched in 2013 by the General Practice Services Committee as part of an integrated approach to furthering more accessible, effective, patient-focused health care and ultimately increasing the capacity of the primary health care system while strengthening the physician and patient relationship along with improving health outcomes. All eligible practicing family physicians in BC had the opportunity to participate in the initiative through their Divisions of Family Practice. Over the course of A GP for Me, over 150 community-led projects were implemented by divisions in partnership with health authorities, health care providers, community leaders, and local organizations. It is this collaboration that carried over to the provincial evaluation of A GP for Me, the conduct of which involved a team made up of the Doctors of BC and MNP LLP as well as other local and specialist evaluators. Added to this was an ongoing adaptation in how the provincial evaluation was carried out, with emerging methods to address the issues as they were encountered.

Simple Low-cost and Scalable Practices that Enhance the Use of Evaluations in Learning and Decision-Making in Uganda

Lightning Round Table

Julian Bagyendera, Kobutungi

Background: The quality of information was poor because data was collected 'for donors'. Programs were not evidence-based so less effective; decisions and resource allocation were not evidence based and data analysis and utilization skills were limited. Methodology Strengthening capacity for data analysis and use at source through appreciative and participatory assessments; monthly evaluation talks targeting commissioners, implementers and users of evaluations; continuous mentoring and coaching implementers and policy makers; repackaging information into 'bite-size pieces' and translating it; making learning a deliberate and intentional organizational agenda whereby all activities, including evaluations are designed and implemented with learning in mind, incorporating a learning section in report formats and M&E Plans and quarterly data review meetings. Conclusion: Most stakeholders are willing to utilize data but their knowledge is limited, which negatively affects the quality of data, decisions and program outcomes.

Social Return on Investment Analysis for All! Can small non-profits perform SROI?

Student Presentation

Erik Harris-Uldall, Midori Xing, Drew Stewart, Varun Srivatsan

Social Return on Investment (SROI) is a measure of the impact versus the costs a social organization has on the community. It is commonly understood that contact with the foster care system creates extremely heightened chances for future homelessness, poor educational outcomes, increased unemployment and a host of other undesirable socio-economic outcomes. Aunt Leah's Place (ALP) is a registered charity whose mandate is to prevent foster youth from becoming homeless, in addition to helping young mothers in need retain custody of their children, thus avoiding entry into the foster care system. ALP provides four major areas of support, in housing, job training, essential life skills training and social opportunities with the overall goal of fostering independence and increasing each individual's quality of life and future well-being. In our analysis, we developed an understanding of the social return in monetary terms ALP provides to the community, in comparison to each dollar invested into the organization.

Story time: Using whiteboard animation to present evaluation findings with simplicity

Short Presentation

Chantal Goyette, Shawn Beatty

Communicating complex evaluation findings in a simplified manner can be a challenge for evaluators. This presentation will showcase an innovative way of presenting evaluation findings to end-users in a clear, concise, and easily consumable manner. Drawing from a recent Immigration, Refugees and Citizenship Canada (IRCC) evaluation, the presenters will demonstrate how using whiteboard animation (animated pictures drawn with narration) can convey complex information in a simple way. The presentation will outline what whiteboard animation is, how it can be used to present evaluation findings and discuss the advantages and disadvantages of this approach, including implementation (cost, time commitment, languages, etc.).

Strategic Learning and Evaluation in Complex Philanthropic Initiatives

Short Presentation

Paul McArthur, Trilby Smith

Major funders in Canada are increasingly taking a system change approach to tackling society's most complex social challenges. The actions that stem from this approach are accordingly complex; involving emergent strategies that test change levers at multiple levels of the system. Evaluation theory and practice to complement the system-change approach has developed significantly in the past few years, but still requires innovation to effectively meet this approach's emerging needs. As an innovative approach to managing evaluation and strategic learning, the Vancouver and McConnell foundations have embedded evaluators within their respective Fostering Change and WellAhead initiatives. Considering these case studies, presenters will speak to the structure of their roles, and the content of their evaluation strategies to review strengths, challenges, and directions for future learning on how to approach evaluation and strategic learning within complex, system change oriented initiatives.

Strategies to Engage New and Emerging Evaluators

Short Presentation

Carolyn Camman, Michelle Naimi

Two emerging evaluation professionals will describe our efforts to promote the engagement of fellow new and emerging evaluators in our field. Evaluation is an evolving and dynamic field which is becoming increasingly professionalized with more and more education programs aimed specifically at training evaluators. As emerging evaluators ourselves, we feel there is a need for outreach to new evaluators to help us navigate entry to this field and ensure access to skill development opportunities, relevant experience, and a strong professional network. In this presentation, we outline steps we have taken to build this capacity for ourselves and our peers through the organizing of networking and learning events, development of a communication hub, and mapping of the needs among emerging evaluation professionals in our region. We share our experiences with the interest of generating ideas and discussion and to promote similar engagement activities elsewhere.

Stretching Your Role as Evaluator

Thematic Breakfast Roundtable

Kas Aruskevich

Evaluators are employed in the private, public or academic sectors both internal and external with a range of expertise in evaluation and education levels in a variety of disciplines such as justice, education, health, and natural resources. In addition, each evaluator has varying experiences, diverse life skills and worldviews. Adding to the diversity of each evaluator is the unique program, its context, peoples served and the needs of organizations hosting the program. Operating within the complexity of these conditions, how are evaluators stretching their role to do the best work possible for the funder? For the evaluand? How have you stretched your role as an evaluator? How have you expanded and/or set limits to your evaluation? What new approaches and methods have you employed? Share your experience as an evaluator and hear how others are negotiating their evolving role as an evaluator in this Roundtable discussion.

Systems Mapping: A Neophyte's Journey Into the Land of Pointy Arrows

Ignite Presentations

Kylie Hutchinson

Systems mapping is an innovative technique that is slowly making its way into the toolbox of evaluators, but it's not always an easy journey from theory to practice. When we further consider whether or not the map is actually used, well, things can get even more challenging. Learn from the journey of one systems mapping novice how she learned to negotiate the land of pointy arrows.

System Thinking and Indigenous Knowledge: Lessons Learned from the Evaluation of a Community Health Plan

Short Presentation

Harry Cummings, Chakda Yorn, Derek Montour, Émanuèle Lapierre-Fortin, Ariella Orbach, Bridget Hall,

In public health evaluation, there is a growing emphasis on the need for a systems thinking approach in order to better evaluate public health programming and services. Generally, a systems approach recognizes the interdependencies of the various elements of a complex system. For many indigenous peoples, the systems approach is a well-established practice that can easily be incorporated into the management and evaluation of their programs and services.   We will present the evaluation of a Community Health Plan in Kahnawà:ke, a Mohawk community situated outside of Montréal, Québec as a way to discuss the alignment of systems thinking with indigenous ways of thinking. We will also propose methods for integrating indigenous and western approaches to systems thinking into the planning and evaluation of indigenous and non-

indigenous community health programs and services, and highlight lessons learned for evaluations of indigenous programs.

Taking a Systems Approach to Evaluating a Complex, Multi-Levelled Policy Framework

Short Presentation

Susan Kasprzak

IntroductionThe purpose of this proposal is to outline a brief presentation on the "innovative" topic of system-based evaluation for the Canadian Evaluation Society's Annual Conference in May 2017. Though the concept of system-based evaluation is not entirely new, the uptake of it within the field has been slow, particularly within a government context where evaluation is typically program-focused. This presentation outlines why the ministry chose to implement this approach; why it has become increasingly prudent to do so given the complex and interrelated nature of programs; and some of the advantages and challenges experienced in using a systems approach. The proposed presentation will also focus on the unique considerations and planning processes that are inherent in taking a system-based approach. The evaluation of MAESD's Aboriginal Post-secondary Education and Training (APSET) Policy Framework that was conducted in 2014 will be used throughout the presentation as a case example.

Taking Evaluation from an extractive enterprise to purposeful participation

Thematic Breakfast Roundtable

Paula Richardson

Evaluations often make claims of being community centered and participatory. Focus group discussions, interviews and other "participatory" techniques strive to give communities a voice. Yet often these extensive and extractive data collection processes can lead to data collection fatigue and leave local stakeholders with limited involvement and ownership over the data analysis and lessons learning processes. Sadly, once the data is "taken" from these communities, it rarely ever makes its way back. This collaborative breakfast roundtable will explore options for better community engagement, within the practical realities of evaluations' budget and time constraints and local capacity issues. It will focus on sharing lessons learned and practical "real life" experiences from participants on ways to make evaluation more engaging for local communities.

Telling It Like It Is: The Evaluator's Voice in Speaking Truth to Power

Consultation and Collaboration

Betty Onyura, Tanya Darisi , Geetha Van den Daele

Evaluators inevitably encounter mixed or negative findings; including anything from minor inefficacies, counter-productive or ethically compromising activities, or an absence of meaningful outcomes. Consequently, evaluators are faced with situations in which they must make decisions about how and when to convey undesirable findings about programs, partnerships and collaborations to those who hold power over both programs and funding. While the Canadian Evaluation Society identifies the ability to convey evaluation findings 'independently and impartially' and 'speak truth to power' as a key competency, there is scant open reflection or research on the challenging realities of realizing this ideal in practice. This panel will draw on their research and experience as active consultants to explore the complexities of "speaking truth to power" including inherent risks, conflicts, and consequences. We will share stories, insights and strategies for speaking truth to power, raising key questions about this core competency within evaluation practice.

Telling the Story of Impact: No Easy Task for Local Governments

Consultation and Collaboration

Mandeep Bains, Bill Reid

Local government programs and services are widely seen to be of value, however gauging progress and impacts is challenging. The breadth and wide spectrum of activities, range of those involved in delivery combined with difficulties in stating connections between the work carried out and less tangible changes observed as well as the perceived burden of data collection on managers and staff, are just a few of the issues. Being successful in this environment requires that evaluators take on varying roles as expert resource, trainer along with coach, communicator, and advocate. The City of Richmond

seeks to build an in-house evaluation approach which provides a holistic look at the municipality's strategies, considering actions taken relative to the achievements desired, and a broadening of the focus from "what is being done?" to "how have we made a difference?". Initial thoughts on a potential approach will be shared with participants, who will then engage in group dialogue all with the intention of helping to shape the City's evaluation approach.

Testing A Model for Group Reflexive Practice in a Multicultural Evaluation
Poster Presentation

Jenna van Draanen, Nick Petten, Kimia Ghomeshi, Valerie Assoi

There is a lack of guidance and tools in the field of evaluation regarding the practice of reflection and reflexivity—yet reflective practice is a core competency and using a reflexive model can enhance evaluation practice. The very few examples that are available (e.g. van Draanen, 2016 in AJE) are designed for individuals. How to do reflective practice as a group of colleagues is unclear. This presentation focuses on the methods and results of a reflexive inquiry conducted with a group of evaluators working on an evaluation of a public education campaign and service training project about sexual violence against immigrant women. The reflexive inquiry tests the applicability of a model designed for individual evaluators in a group setting. Preliminary results suggest modifications need to be made to the individual model for use with groups. Still, the group reflective practice enhanced cultural competence and added discussions of bias, power, and privilege to the evaluation.

That sounds interesting, but what is it?
Ignite Presentations

Sarah Boorman
Program Evaluation is a growing field but at times it can seem like very few people know or fully understand the profession. Often when I am asked what I do for work, I am met with blank faces or odd interpretations of what "program evaluation" really means. For such an important profession, why it is so mysterious and misunderstood? This presentation will explore common misconceptions about the evaluation field from professionals, students, and the general population as well as how marketing can be used to clear up this confusion. Participants attending this presentation can expect time to reflect on the perception of their field from an outsider's perspective and will be encouraged to share their experiences of bizarre evaluation understanding and innovative ways they have marketed their position.

The attribution problem: Techniques for evaluating grant programs
Consultation and Collaboration

Murielle Vergnhes, Emmanuelle Godbout-Gauthier, Kelly-Lyn Christie
Assessing causal attribution: as evaluators we know that this is a complex issue with no one complete solution; in other words, an ongoing challenge in each evaluator's career. So what are we supposed to do when our job is to document the impact (or lack of impact) of a grant? In this session, presenters will reflect on their experiences addressing attribution – what we've tried, what worked, and what didn't. Attendees will then be asked to share their experiences and strategies. Together, we will pull together a compendium of practical techniques that can be used in evaluating grant programs. A clean version of this compendium will be e-mailed to attendees following the conference.

The Canadian Academy of Health Sciences (CAHS) impact framework reframed: an inclusive approach
Short Presentation

Josée Aubin, Ambrosio Catalla Jr
Understanding and measuring the societal impact of publicly funded research necessitates investigating the outcomes and impacts of research, commonly using indicator-driven frameworks. Research Manitoba (RM) and the Fonds de recherche du Québec (FRQ) -Santé, -Nature et technologies, and -Société et culture used different approaches to adapt the health-focused CAHS impact framework. This led to a similar categorization of outcomes and impacts into five categories that can be applied to all research sectors: Advancing knowledge, Building capacity, Influences and effects, Applications and changes (RM)/ Improvements and benefits (FRQ), and Broad benefits. For researchers, frameworks are invaluable tools to help define the strategic value of their research and document and report its impact. Our organizations apply the framework to inform data collection and information systems to better use impact data that will serve to communicate the value and benefits of research to the public and government.

The coaching approach to evaluation in a provincial physical activity strategy

Ignite Presentations

Kerry MacKelvie

Just as an athlete needs a coach, program managers need an evaluation coach to plan and deliver a great evaluation of the funded work within a larger strategy. Both types of coaches need to help all the players move in a functional and relational way to contribute to a larger goal. The presentation explores the innovative development and application of a coaching approach within evaluation of a complex provincial strategy. Partnerships between evaluator and program managers are key to this process. I will show how coaching brings consistency through maximizing opportunities and minimizing barriers, builds capacity, and ultimately, promotes data flow towards the strategy evaluation. In this approach, the investment in working together brings about a return on data. Benefits of this presentation include increased understanding of the value of the coach-evaluator, one who maximizes the potential of all strategy partners to contribute to a higher level evaluation.

The Creation of a Theory of Philanthropy

Short Presentation

Trilby Smith, Chris Corrigan

Inspired by the seminal article in The Foundation Review (Foote, Quinn Patton, and Radner) published in early 2016, as well as the need for a theoretical framework to anchor its learning and impact work, Vancouver Foundation is in the process of developing a theory of philanthropy for the organization. A theory of philanthropy articulates how and why a foundation uses its resources to achieve its mission and vision. Using complexity-based approaches (collective sensemaking, Anecdote Circles) and involving all staff in the organization, we examined the practice of philanthropy in place currently to determine patterns that describe our enacted theory of philanthropy. In this presentation, the staff member and consultant who led this work will share the process they used, the resulting products, as well as reflecting on the experience and discussing how the theory will be used in the foundation's work moving forward.

The Developmental Evaluation of the Local Foods to School Learning Circle Initiative on Haida Gwaii

Short Presentation
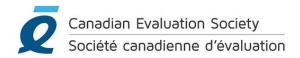
Scott Graham, Iris Lee

The Local Foods to School Learning Circle initiative in Haida Gwaii, British Columbia, is part of Farm to Cafeteria Canada's Nourishing School Communities project, which is designed to take advantage of and build upon the current momentum within school and after-school nutrition in Canada to achieve improvements that are comprehensive, inclusive, and sustainable. The Haida Gwaii Learning Circle aims to ensure children have access to local food while at school by bringing together teachers, school boards, food service professionals, local farmers and community organizations to facilitate local food purchasing and procurement by local schools. Led by the Social Planning and Research Council of BC, this developmental evaluation of the Local Food to School Learning Circle seeks to understand the process behind the Learning Circle by employing various data collection methods including student surveys, procurement data, and digital storytelling to measure how successful the initiative has been in achieving its intended outcomes.

The Dilapidated House of Evaluation: Moving Towards Stronger Knowledge Accumulation in Evaluation

Short Presentation

Sebastian Lemire, Steffen Bohni Nielsen

Policy discussions today routinely demand that policies and programs be evidence-based—what counts is what works. One central premise for evidence-based practice is the existence of an evidence base—an accumulated, generalizable body of knowledge. The paper examines the role of evaluation in building an evidence base. Informed by a recent systematic review of Housing First, the paper argues that we must: (1) move towards the use of program archetypes, (2) generalize mechanisms instead of outcomes (mechanism-based explanation), and (3) integrate social scientific theory in our local evaluations (theory knitting).

The Fostering Change Approach to Learning

Short Presentation

Trilby Smith, Brian Gross, Youth Presenter (TBD)

Evaluation for non-profits is most frequently driven by the requirements of their funders. The work presented in this session will challenge the traditional transactional relationship between funders and grantees (non-profits). In Fostering Change (an initiative of Vancouver Foundation), we have embedded evaluation, learning and research directly into our strategy. Our work is grounded in developmental evaluation and the belief that expertise lies with those doing the work. This presentation will focus on a description of the shared learning and evaluation work —our approach, our activities, what we have accomplished, and what some of the challenges have been. The lead evaluator from Vancouver Foundation will reflect on what has been learned to date through this approach, and a representative from a grantee agency and a youth advisor will reflect on the opportunities (and challenges) that this approach has provided for them.

The Future of Evaluation: Micro-Databases

Short Presentation

Michel Laurendeau

I have been discussing how the integration of Logic Models and ToCs can be used to articulate program assumptions about causal linkages along results chains ranging from inputs to end results while also taking into account the particular conditions or circumstances under which the program operates. However, there is no point of looking at context and exogenous factors if these are not taken into account in the analysis of program results. Some people have been advocating the use of a logical approach to the interpretation of results information (e.g. contributory analysis), as if evaluators can realistically assess and account for the exogenous factors influencing program performance. Many other have advocated the use of RCTs. However, RCTs do not measure exogenous factors, and the assumption that they do not influence program results is usually not verified. I will be discussing how multivariate analysis can effectively control for exogenous factors and assess the real influence of programs. I will also be discussing the need for micro-databases for it to happen.

The good, the bad and the ugly: Lessons learned from previous attempts to implement performance measurement mechanisms at the federal government

Leading Edge Panel

Simon Roy, Harry Cummings, Steve Montague, Michel Laurendeau

The new Policy on Results of the federal government sets new requirements for departments in the area of performance measurement, including the designation of Heads of performance measurement who are responsible for establishing, implementing and maintaining the program's Performance Information Profile, including ensuring data collection for it. This emphasis on performance measurement is not new. In 1998, the federal government put in place various policy instruments to implement performance measurement systems at multiple levels. During the following decade, various attempts were made to meet these requirements, some successful, others not. In an effort to learn lessons from these experiences, the four panel members will reflect on some of the leading factors explaining these successes and failures during that decade. The four panelists will also provide insights on what could improve performance measurement in today's context.

The Most Joyful and Nerdy Romp Through the Fascinating History of Evaluation and Accounting You Will Ever Experience!

Short Presentation

John Gargani, Kate Ruff

Join John Gargani, evaluator, and Kate Ruff, accountant, as they revel in the intertwined histories of their disciplines. Travel back to the ancient world where the regulation of brothels required the Roman authorities to develop new forms of tax accounting and evaluation standards. Discover how in the Middle Ages religious orders connected accounting to evaluation in the first wave of micro-lending, universities developed social accounting frameworks to evaluate their success achieving their missions, and gaze upon what may be the first theory-based evaluative rubric. The presenters argue that these two disciplines were closely linked until about 1930 when evaluation squashed accounting. Or was it that accounting squashed evaluation? Join us and find out!

Thematic Breakfast Roundtable

Brian Hoessler, Craig Moore

Conferences like CES demonstrate the importance of community for evaluation practice: however, consultants based in smaller cities and regions often do not have the same opportunities to regularly connect with other practitioners. Other challenges, such as accessing professional development opportunities, finding collaborators, and "making the case" for evaluation to potential clients, can likewise be exacerbated for those consulting outside of large urban centres. This thematic breakfast roundtable, led by evaluators with experience working in small Prairie and Atlantic Canadian cities and their surroundings, invites evaluation consultants from small and mid-sized cities to connect and reflect on our unique contexts, common challenges, and innovative approaches to promoting evaluation in smaller centres, with the aim of informing these pan-Canadian questions and topic areas.

The partnering function within organizations

Lightning Round Table

Lisa Burley

Facing forward and whether promoting change or not, organizations are key actors within societies. Organizational performance, a sister to evaluation, provides clarity to the blurred lines separating organizational identity from the degree of acumen of leaders and staff, and the often invisible processes that support the whole lot to get stuff done. Getting stuff done often means collaborating with other organizations. After all, we live in a time of great complexity where few organizations can achieve impact on their own. The field of collaboration offers literature from scholarly and practitioner perspectives. However, the collaboration and organizational performance fields are only beginning to respond to their nexus found in the emergence of the partnering function within organizations. This presentation discusses the partnering function as an evaluand within the context of organizational learning, and the role of the internal evaluator as planner and business developer.

The Reflective Practitioner: The Path to Innovation

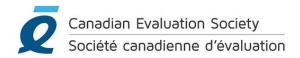*Short Presentation*

Gail Vallance Barrington

While the topic of innovation resonates for evaluators, we often don't know how to find the path forward. Gail has been exploring reflective practice for a number of year and will consider the importance of innovation for our country, for organizations and systems (including those of our clients), for work teams, and for ourselves. What barriers and issues stand in the way of innovation? What questions should we be asking? What reflective strategies can we use and if we use them, what might the implications be? Using examples, tools and suggestions from her more than 30 years of practice, she will help us think more clearly about the links between reflection, innovation and action and how both individually and collectively we can imagine ourselves into a dynamic and responsive future.

The Relationship between Evaluation Policy and Organizational Capacity to Do and Use Evaluation

Student Presentation

Hind Al Hudib, Brad Cousins

Although considerable progress has been made in understanding effective ECB and in identifying its role, there remain significant theoretical and empirical questions about the impact of evaluation policy on evaluation practice (Mark et al., 2009) and on organizational capacity to do and use evaluations. The overarching objective of this paper is to address this gap by drawing attention to evaluation policy and its influence on organizational capacity for evaluation. In this paper, we present the findings of a qualitative study based on a set of 18 interviews with leading evaluation scholars and practitioners from Canada, the United States, and Europe who have done substantial work about ECB and evaluation policy. The findings of this study are critical for developing the basis for a more focused and in-depth understanding of evaluation policy and its role in building organizational capacity, and for expanding our knowledge about the facilitators and barriers that influence the role of evaluation policy in enhancing the integration of evaluation into organizational culture.

The Skinny Evaluation: Evaluation during Times of Fiscal Constraint.

Short Presentation

Eleanor Hamaluk, Douglas Elliott
As government budgets shrink, fiscal constraints are an increasing reality for evaluations. High quality evaluations, however, are still needed by programs to assist with evidence-based decision making. Meeting evaluation requirements with reduced resources requires re-thinking the purpose and goals of an evaluation, as well the incorporation of innovative research techniques. Programs need a clear understanding of the purpose of the evaluation to guide data collection and maximize its impact on program improvements. Acting on the Treasury Board Evaluation Policy, evaluations should target areas of the program's greatest needs. Additionally, evaluators need to incorporate innovative research approaches where appropriate, e.g., Rapid Impact Evaluation. Collaborative, or hybrid, evaluations allow internal and external evaluators to bring their expertise, knowledge and resources to the research. This presentation will discuss strategies for programs and evaluators to maximize evaluation resources, as well a review the implications of these strategies on the results.

The Story of Primary Health Care Evaluation in Alberta: Reflections on the Past and Questions about the Future of our "Neighborhood" Development

Storytelling

Judith Krajnak, Ph.D, Shelby Corley, MA, Margo Schmitt-Boshnick, B.A., M.Ed.
This is a story of building primary health care "houses" that provide care to Albertans. The first houses were built in 2005, with teams of physicians and other health care providers living inside in order to increase patient access and address chronic and complex conditions. Sometimes neighbours from the local health authority would come over to visit, offering help and some asking for a cup of services. The houses were expected to have an evaluation room, some of which were furnished and occupied, some were flimsy add-ons, and others were not yet constructed. Then one day, a big Chinook wind (in the form of government reviews) blew across the PCN houses. The houses would now be Medical Homes, with measurement and evaluation as a cornerstone of the new structure. A chorus of "Hooray" was heard from all the evaluation rooms across the province, but then the questions started. "How will we know that these new homes are sound?" Join us as we reflect, reminisce and tell the rest of the story!

Theory-based evaluations: Rise of a 5th generation?

Short Presentation

Astrid Brousselle, Jean-Marie Buregeya
Background: Theory-based evaluations, of significant interest to evaluators since the mid-1980s, have been developed mainly in response to the need to evaluate complex interventions. Objective: The aim is to conduct a structured analysis of a few key theory-based evaluation approaches to identify their differences and commonalities. Methods: First, we selected different approaches focusing on intervention theory: logic analysis, contribution analysis, realistic analysis. Second, we analyzed and compared these approaches based on fundamental theory components listed by Shadish and colleagues (1991): knowledge construction, valuing, and use. Results: While all approaches were grounded in critical realism, each addressed a different evaluative issue. The reasons for the emergence of theory-based evaluations, the way they are conducted, their relative positions with respect to Shadish and colleagues' dimensions, and their complementarity in terms of evaluation issues covered lead us to think that we are observing the emergence and consolidation of a 5th generation in evaluation.

There's hope for us yet: How evaluation can influence lab-based research

Student Presentation

Kirstian Gibson, Micheal Heimlick
The goal of academic research is to generate, replicate, and apply knowledge. However, it may be argued that some social scientists have lost sight of the ultimate goal: to foster societal improvement. The pervasive culture of publish or perish in academia has socialized many graduate students to focus on publishing. Despite ongoing discussions of how to address transferability of knowledge to the community in academia and graduate school (e.g., blogging, open access journals), the problem persists. The current presentation will include reflections on how evaluation can facilitate a focus towards social needs and making a real difference —areas in which researchers should strive to accomplish. We will share perspectives and experiences in the field verses in the "lab" along with our outlooks on how evaluation could change scholastic research.

It is our hope that the experiences discussed will provide an understanding as to how applied evaluation may inspire new and future graduate students to view research as a method of improving society.

Thinking Evaluatively: Towards a Conceptual Framework for Evaluative Thinking

Consultation and Collaboration

Leslie Fierro, Anne Vo, Heather Codd
Despite its popular use by the field, the concept of evaluative thinking still remains somewhat illusive and challenging to recognize in practice. Further refinement is needed to develop an enhanced understanding of evaluative thinking and its contributions to our current and future practice. In particular, participants will explore evaluative thinking in relation to evaluation capacity and Competencies for Canadian Evaluators. In addition to this, participants will investigate the role of evaluative thinking in supporting the professionalization of the field. These issues will be explored in an interactive working session of Canadian evaluators —the leaders in the professionalization of evaluation. Participants will develop an enhanced understanding of evaluative thinking and its implications for practice as well as lay the groundwork for a conceptual framework for evaluative thinking.

To know is not enough: reflections on searching strategies for vision and values-driven evaluations

Student Presentation

Angela Contreras-Chavez
This paper is about the search for strategies for empowering non-for-profit organizations and the communities they serve. In the paper I will share some of the critical reflections I am undertaking in my study on the purposes and usability of some of the evaluation work I have done for small organizations providers of legal services for people with precarious migration and employment status. Using the concepts of conscientization (Freire 1970/2010, 1973, 1974) and subjectivity (Foucault 1991, 2010; Thobani, 2007) as analytical tools, I will explore elements of the interests and purposes of interventions and their respective evaluations from the perspectives of the funders, the service providers (i.e., my clients), and the service recipients (i.e. my clients' clients). The paper will include a discussion of connectivity, engagement, and the dialogic method as part of an interpretive framework for engaging in process oriented and vision-and-values driven evaluations (Cousins & Whitmore, 1998; Patton and Patrizi, 2005; Rowe 2014).

Towards Strategic Accountability: From Programs to Systems
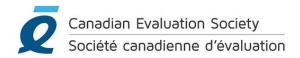
Short Presentation

Kathy Robrigado
Since presenting at the 2015 CES Conference, the Planning, Research and Evaluation Division at the Department of Education, Culture and Employment (ECE) in the Northwest Territories has learned what does and does not work about fostering a change in organizational culture towards evaluation and accountability. Starting with a reflection on the approach presented in 2015, this presentation will highlight ECE's experience as a learning organization under fiscal restraint, going from a focus on program accountability to system accountability. How internal evaluators have enacted their multiple roles, such as "critical friend" and "strategic accountability enforcer" will be discussed, as well as how evaluators can remain adaptable and creative in response to a change in focus and governmental mandates. As ECE strives to become a more data-minded organization and promote an accountable education system, the need for accountability leaders is clear. Tools developed for a JK-12 education system accountability framework will be shared.

Two Worlds Meet: Co-Creating Data Collection Instruments for Arts Education Porgrams Evaluations

Short Presentation

Martha Brown
Teaching artists involved with arts education program evaluations are often asked to provide evidence of effective teaching and student learning, as well as evidence that the program is meeting its goals and objectives. This is not something many teaching artists have historically had to do, as data collection and assessment is not the focus of teaching and creating art. Teaching artists are largely unfamiliar with the technical world of evaluation, and many evaluators are unfamiliar with the creative world of the arts. This presentation describes how these two worlds met when teaching artists and an evaluator co-created a data collection instrument for a program that included 5 artistic mediums. This innovative and collaborative process pushed artists and the evaluator out of their comfort zones, built trust, and developed authentic partnerships and relationships. Evaluators at this session can learn innovative ways to make evaluation and data collection less scary for

teaching artists, and artists can learn how their creativity can benefit and influence evaluators.

Understanding and Measuring Context: What? Why? and How?

Short Presentation

Damien Contandriopoulos

The concept of "context" shares with a few others (such as "power" or "culture") the fact it is simultaneously obvious and unavoidable and a conceptual and methodologically challenge. In the context of two, CIHR funded, evaluative projects related to primary care delivery we had to deal with some of those challenges. The presentation focus on three lessons from those projects. First, the streetlight effect produced by the relative complexity of different elements of context. Macro systemic factors tend to be easier to conceptualize and to measure and are thus more commonly studied. However, our results suggest that local idiosyncratic factors may have as much influence on interventions but are often the object of less attention. Second, while everybody agrees that intervention scaleability is highly context-dependent, macro and micro contextual elements need to be dealt with differently. Finally, we propose a framework to analyze how and when contextual elements should be measured.

Usability testing: An evaluator's experience and lessons learned

Short Presentation

Shabnam Ziabakhsh

With more organizations relying on websites and online resource tools for service efficiency and knowledge translation evaluators may find themselves conducting usability evaluation. Usability refers to the quality of a user's experience when interacting with products or systems, including websites. In short, usability is about effectiveness, efficiency and the overall satisfaction of the user with the platform at hand. Traditionally usability testing has been conducted by usability specialist and designers, but evaluators with the right tools can similarly perform usability tests and provide recommendations to enhance user-experience in light of the broader goals and anticipated outcomes. In this presentation, the concept of usability (what is it?), its benefits (why do it?), the processes and common methods (how to do it?) and lessons learned will be discussed. Particular examples will be provided from usability testing of a cultural-humility online resource tool, an online health appointment booking website, and an online health information directory.

Use of Geographic Information Systems Mapping in Formative Evaluations to Inform Action and Decision Making

Short Presentation

Leslie Malloy-Weir, Debra Morgan, Julie Kosteniuk, Jim McDavid, Xiaojing Lu, Jingting Lei, Weiping Weiping

Geographic information systems (GIS) mapping is a tool that can assist program administrators and managers to: (1) visualize, analyze, and interpret spatial data, and (2) make decisions about the delivery of program activities in 13 health regions of the Canadian province of Saskatchewan. We used GIS in a formative evaluation of the outreach component of the Alzheimer of Saskatchewan's First Link Program to map and compare the location of, and degree of overlap between, program activities (i.e., outreach provided by the Society to health professionals) and program outcomes (i.e., referrals made by health professionals to the Society). The location of these program activities and outcomes were then examined at the regional level relative to: (1) existing epidemiological data (i.e., prevalence rates of dementia), and (2) the proportion of adults aged 65 years of age and older. The ways in which findings from our spatial analysis may inform action and decision making are discussed.

Use of the Tailored Design Method in Formative Evaluations: Lessons learned

Short Presentation

Leslie Malloy-Weir, Debra Morgan, Julie Kosteniuk, Jim McDavid

Response rates to physician surveys have, historically, been low. We used the Tailored Design Method to guide the development and administration of a mixed-mode survey in a formative evaluation of the outreach component of the Alzheimer Society of Saskatchewan's First Link Program. We achieved a 79% (n=118/150) response rate to our survey of physicians (n=106) and nurse practitioners (n=8). The majority (95%) of our surveys were returned by mail. Only 5% of respondents completed the online version. Completed surveys were returned between 13 and 86 days from deployment (mean=26 days, median=21 days, mode=20 days). The number of written words provided by respondents to open-ended questions ranged from 18 to 130. The highest number of written words were provided in the online version of the survey. While the Tailored Design Method helped us to achieve a high response rate to our survey, there are limitations to its use.

We identify these limitations and share lessons learned.

Using evaluation competencies to move a program beyond an evaluability assessment

Poster Presentation

Marcella Campbell

Evaluability assessments assist in identifying programs that are not well articulated or implemented. However, when that happens, what next? How can evaluators draw upon their skills to help articulate a program or make recommendations to improve implementation? It is proposed that one cause of poor articulation and implementation of programming is poor scope identification. Program evaluators can improve and make recommendations on program scope through an evaluability assessment by drawing upon project management skills that they use to identify program evaluation scope. Articulating the scope of an evaluation is similar to articulating the scope of a program, thus an evaluator can move beyond an evaluability assessment and provide insight into recommendations to improve articulation and implementation of a program. A framework to assist in articulating and making recommendations for program implementation, after an evaluability assessment, is proposed.

Using evaluation to understand reflective practice in healthcare providers

Poster Presentation

Alyssa Kelly, Erica McDiarmid, Latika Nirula

In June 2016, the Centre for Addiction and Mental Health hosted psychiatrist-trainers from Maudsley Simulation in the U.K. to pilot their Simulated Workshops at the Mental-Physical Interface (SWAMPI) courses within the Toronto context. An evaluation was conducted to examine how U.K. based courses could function within a Toronto hospital context, and to explore whether participating in SWAMPI resulted in interdisciplinary healthcare provider's increased sense of knowledge of and confidence in caring for patients at the mental-physical interface. Follow-up interviews will be conducted with a sample of participants to further explore how these learnings were integrated into practice. While implementing evaluation and simulation methodologies, a critical social inquiry lens will be used to analyze the findings in order to better understand reflective practice in healthcare providers.

Using Found Objects as Metaphor in Evaluation: The Story of the CPNP Quilt

Storytelling

Gail Vallance Barrington

In a health promotion project, the fear that project workers had of an "academic" evaluation pointed out the need to de-intellectualize evaluation concepts so they would be meaningful in a universal, non-technical way. A concrete item became a visual metaphor that was taken by the evaluators to meetings across Canada to explain the construction of a single whole out of many elements, each with its own meaning and history. This antique baby quilt, very appropriate for a prenatal nutrition program, had both emotive as well as intuitive connotations, yet it also provided a visual representation of the project structure. The story of the quilt and its impact on evaluation design will be recounted and a broader discussion of the use of found objects in evaluation will be introduced.

Using rubrics for program evaluation: National Research Council Canada pilots

Short Presentation

Ghislaine Tremblay, Frederic Bertrand, Melissa Fraser, Kathy Gerber

Rubrics are commonly used in the education sector to aggregate performance data for reporting and learning purposes. Rubrics are gaining importance in organizational performance and program evaluation practice. According to a number of evaluation practitioners, rubrics can make transparent how excellence and value are defined and applied to evaluation questions or indicators in a given context. When rubrics are well developed and implemented, they can substantially increase the use and credibility of evaluations. Experience using rubrics, however, has shown that this approach is challenging to apply in practice. This presentation summarizes two pilot projects of the National Research Council Canada using rubrics for portfolio evaluations. In particular, presenters will share their views on the value added of rubrics for both the evaluation team and clients, as well as its challenges within an organizational context. The presenters look forward to an exchange with the audience to enhance this tool to support better evaluations and uptake of results by organizations.

Using System Mapping as an Evaluation Tool for Sustainability

Short Presentation

Kas Aruskevich

Systems thinking is discipline for seeing wholes. It is a framework to see how various elements are interrelated and looks for patterns within the system. As the complexity and scope of multi-site evaluations continues to grow, mapping program delivery provides a graphic interpretation that clearly depicts the flow of services to beneficiaries. Systems thinking expands beyond program delivery to include links with program-related or effected external organizations, provides opportunities for organizational learning and can lead to a road map for program sustainability. Sustainability factors considered here are related to meeting local needs, showing links with external agencies, documenting context - political and social climate are two additional factors that could be considered (Harvey & Hurworth, 2006). How mapping for evaluation became a tool for sustainability is shown in a systems map of four Allied Health programs in geographically remote rural Alaska hub communities. The map is presented in an iBook format accessible on skillscommons.org.

Using Web Analytics for Program Evaluation – New Tools for Evaluating Government Services in the Digital Age at Economic and Social Development Canada

Short Presentation

Christine Minas, Lisa Comeau, Allysa Olding, Alejandro Pachon

Digital innovation is fundamentally changing how the public sector provides services and information. In turn, evaluators are developing innovative methods of measuring the delivery components of government programs. Web Analytics refers to the measurement of visitor behaviour when interacting with web content, and is used by E-Commerce and online content producers to gauge a company's impact on visitors and potential clients. As the provider of some of the largest statutory programs provided by the federal government, ESDC benefits from employing web analytics as an additional line of evidence through which program evaluators can determine the relevance and effectiveness of online service delivery initiatives. Building on best practices and lessons learned from firsthand experience, this session will present examples of how the Evaluation Directorate at ESDC uses web analytics as an evaluation tool, and how the integration of web metrics in service delivery performance measurement strategies can support the organization's efforts to monitor and report on program performance.

Utiliser les téléphones mobiles pour évaluer l'impact des projets agricoles en Côte d'Ivoire

Short Presentation

Kadjo Samuel-Alain KOUAKOU

Comme la plupart des pays africains, la Côte d'Ivoire fait face à une forte augmentation de l'utilisation des téléphones mobiles dans les zones rurales, en particulier par les agriculteurs.Cette évaluation pilote a été lancée, en testant les possibilités de mettre en ½uvre un système de suivi par SMS, pour évaluer l'impact socio-économique de l'ancien projet de riziculture financé par l'Union européenne dans la région Centre-Nord.FrontlineSMS est un logiciel libre qui établit un double sens messagerie-texte en utilisant seulement un ordinateur et des téléphones GSM.Mais, existe-t-il suffisamment de connaissances au sein du personnel évaluateur pour utiliser efficacement cette technologie? Y-a-t-il des mesures d'incitations mises en place pour utiliser l'information afin d'améliorer l'évaluation des projets? De l'étude, cette technologie innovante offre une occasion, sans précédent, de réduire la distance, le temps et le coût du suivi et de l'évaluation des projets.

Vicarious Trauma in Evaluation: Learning from Evaluators on How to Prevent or Minimize Effects

Consultation and Collaboration

Natasha Van Borek

In the process of conducting evaluations many evaluators may experience vicarious trauma in varying degrees. Largely, the impact of exposure to vicarious trauma on evaluators has not been evaluated.The purpose for this collaboration and consultation activity is to learn from other evaluators' experiences: (1) Circumstances vicarious trauma in evaluation has been experienced; (2) How evaluators manage effects of vicarious trauma; (3) Strategies used by evaluators to minimize effects of vicarious trauma; (4) Successful strategies utilized by evaluators to prevent vicarious trauma. Examples of vicarious trauma, management and minimization of effects as well as preventative strategies utilized by evaluators will be shared by participants in an interactive open dialogue session. The dialogue will be recorded and lessons learned utilized to

create a manual for CES membership to use in their practice.

What do you mean they don't understand? Evaluation Capacity Building as Informational and Transformational Learning

Short Presentation

Carolyn Hoessler, Giselle Patrick

As evaluators building capacity, we enter into discussions and planning processes that challenge us to explain and educate, learn and reflect. Facing forward as we seek to build evaluation capacity requires looking closely and reflectively at what transformations we are trying to achieve and how to pursue those goals. As a distinct discipline, evaluation requires a way of seeing the world that goes beyond learning informational tools of terminology like outcomes, and skills in writing quotes. As evaluators working with organizations, groups, and individuals to build evaluation capacity for planning, interpreting and valuing evaluation, the role is not only about evaluation but also about education. We need to consider the learning that is needed to take place. Drawing on the work of Kegan (1982, 1994, 2000) in adult development, this presentation discusses the qualities and approaches of both transformation and informational learning, and its application to evaluation capacity building.

What happens after the program ends? A case study of followup evaluation

Student Presentation

Jerry Hinbest, Brennan Grocholski, Charlotte Stark, Victoria McIndoe, Nichole Francisca, Katy Hildebrand, Shawna Morland

A group of senior undergraduate students at Vancouver Island University are using a course in program evaluation to conduct innovative evaluation work with a Vancouver non-profit organization. The study involves following up with organizations and schools after a long-standing community program has changed to reflect new priorities, and either stopped, reduced, or changed programming with these organizations. The evaluation will inform agency planning, as well as help the agency plan next steps for the affected schools and organizations as they figure out what to do next, and how.

What makes patient handling successful for staff? A realist evaluation

Short Presentation

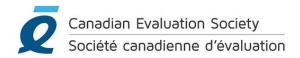Meaghan Brierley, Mahnoush Rostami, Siegrid Deutschlander

Realist Evaluation is an evaluation methodology with the objective to refine program theories. We used this approach to evaluate a large-scale initiative on improving patient handling among healthcare staff at a large health organization. While the implementation followed program theory for a multi-component intervention (providing training and equipment), the initiative was not successful at all facilities. We conducted staff interviews and a survey to understand the reasoning among staff (mechanisms) to achieve the different outcomes (uptake of patient handling body mechanics and technology) across different contexts (rural/urban, different types of acute care units). We will present specific example(s) to illustrate how the context mechanism outcome configurations (CMOC) of realistic evaluations could support new program theory.

What to do when N < n: Evaluation with Tiny Data

Short Presentation

Paul Kishchuk

What to do when N < n: Evaluation with Tiny Data. In both demographic and economic terms, Yukon is tiny. Less than one half of 1% describes both Yukon's share of Canada's population (0.10%) and its contribution to national Gross Domestic Product (0.13%) in 2015. The scope of programs delivered by the federal and territorial governments in the Yukon, however, reflects the fact that Yukon's total land mass approximates that of Spain. So, while the scope of programs delivered in Yukon is broad, many programs are very small in scale. The mismatch between scope and scale often gives rise to a circumstance of N < n, where the total participant population is less than a valid population sample. Drawing on his evaluation experiences in Yukon, Paul will introduce two innovative techniques, one qualitative and one quantitative, developed to conduct rigorous evaluations in an N < n context.

What Would Happen If...? A Reflection on Methodological Choices for a Gendered Program

Short Presentation

Jane Whynot, Amanda McIntyre, Janice Remai

Despite its definition as a small agency, Status of Women Canada (SWC) is not unfamiliar with evaluation; they have innovatively explored various methodologies to support program learning. However, when it comes to meeting related obligations identified by the FAA, evaluations are predominantly undertaken for accountability. In the recent (2016) evaluation of the Women's Program (WP), they moved beyond typical approaches and methods, beginning to incorporate intersectionality as a means of looking at a gendered program. At the conclusion, the WP began to reflect upon differences between a gendered, and feminist evaluation approach in preparation for futures evaluative efforts. This presentation addresses similarities, and differences in these two approaches across various evaluation phases from a government, academic and contractor perspective. This presentation will highlight implications for evaluators both from the federal government, and community sectors in light of the framework in which federal government evaluations are undertaken.

What's it take to make a network work? Pushing boundaries of evaluating collaboration

Consultation and Collaboration

Joanna Kocsis, Tricia Wind, John Burrett

As our world becomes more interconnected, cooperation and collaboration are now critical for effective program implementation. There are many ways of working together, in teams, consortium, communities, partnerships, groups, alliances, joint ventures, forums, and networks to name a few, all with an expectation that working together will yield greater results. How can evaluators support timely and effective learning in collaborative initiatives and contribute to the development of healthy and sustainable networks? This panel will reflect on the evaluation of collaboration and network-based projects from the perspective of both grant makers and evaluators. We will present a broad typology of these projects and look across approaches that have been used to evaluate them. An in-depth case study on the evaluation of a current network-based initiative will present ideas and challenges from the frontlines. Session attendees will be engaged in a facilitated discussion to brainstorm innovative tools that could help evaluators address the emerging needs of collaborative initiatives.

When Boundaries between Implementers, Donors & Evaluators Crumble: Implications for Use & Influence

Storytelling

Dale Hill

Am I mad, or not mad enough? (from a popular country song). Using humor & storytelling techniques learned in >20 storytelling class sessions, I will review consequences experienced when boundaries crumble—: boundaries that normally protect both independence of the evaluation & the evaluator's ability to manage expectations. I will draw on my experience with leading, design, & conduct of 4 evaluations that started out with varying levels of commissioner, implementer, donor, & evaluator influence, and cover what happened when the influence changed over time. I will review consequences for the time, anxiety level & satisfaction of the evaluators (myself & associates); the independence of the evaluation; the use & influence of the evaluations; and their learning value. I will also review some external influences over which we had little control that made a difference as well. I will end with lessons learned & recommendations to help other evaluators avoid these circumstances. I will be able to practice my story live in storytelling sessions in the spring.

Working with Limitations: A Meta-Evaluation of Mitigation Strategies Used in Canada's Federal Government Evaluations

Short Presentation

Jeffrey Meyer

The purpose of my presentation is to spark an interactive and engaging discussion on how we, as evaluators, can all benefit from systematically reflecting on the key limitations that we are called upon to professionally mitigate in our work and face forward with innovation and action. In less than twenty (20) minutes my presentation will feature descriptive statistics on all the types of limitations being identified in Canada's federal evaluation reports, and arouse evaluators to consider a conceptual schema that I have been informally developing over time to categorize limitation types, and their impacts to be managed. To help accomplish this objective, I will present my informal findings from a meta-evaluation that I am voluntarily performing on two hundred and nineteen (219) evaluation reports published by the federal government between the years 2013 and 2015. My research will also highlight the mitigation strategies that federal evaluators have been

identifying to address limitations, and ultimately face forward to advance the evaluation function.

Short Presentation

Tin Vo

The world café method has been used to facilitate collaborative dialogue and identify solutions around questions that matter to organizations. The presentation reflects on what works and what does not work when using the world café method within a small organization, while also looking at barriers and facilitators to successful application of that method. A "write and discuss" approach with an appreciative inquiry perspective was used to facilitate group discussions among employees. While the world café was not implemented as intended, the discussions yielded rich information about core organizational values and potential ways to maintain or enhance support for them in order to improve the organizational culture. The actions that have arisen from the findings demonstrate the evaluation capacity and the desire for continued learning and growth within the organization.