

ATELIER PRÉ-CONGRÈS / PRE-CONFERENCE WORKSHOPS
Le dimanche 11 mai 2008 / Sunday, May 11, 2008

7:00 – 17:00 Comptoir d’inscription et de renseignements / Registration and Information Desk Open

9:00 – 12:00 Ateliers d’une demi-journée / Half Day Workshops

#1 - Salle Bellevue

La gestion du facteur politique inhérent à toute démarche d’évaluation : Quelques pistes à exploiter

- Marie Gervais, Professeur, Université Laval / CSSS de la Vieille-Capitale

Cet atelier puisera à partir de diverses expériences en évaluation pour illustrer comment le facteur politique peut venir interférer dans le processus d’évaluation jusqu’à en entraîner l’interruption ou l’échec. Quoi retenir de tout cela ? Comment prévenir les dérapages et s’assurer du succès d’une évaluation ? Quelles sont les pratiques gagnantes assurant l’adhésion ou du moins le respect de la démarche évaluative par les différents groupes d’acteurs concernés par l’évaluation compte tenu de leurs intérêts respectifs et parfois même divergents face à une évaluation ?

Cet atelier abordera donc certains thèmes actuellement peu traités dans la documentation en évaluation. Il explorera les jeux de pouvoir et d’influence qui alimentent les dynamiques individuelles et organisationnelles ainsi que les impacts que ceux-ci peuvent générer au niveau du processus évaluatif. Il présentera finalement quelques pistes possibles d’intervention pour l’évaluateur mais surtout il guidera vers le développement d’une compétence stratégique jugée essentielle pour gérer le facteur humain inhérent à toute démarche d’évaluation.

#2 – Salle Rose

La collecte de données en ligne en évaluation

- Simon Roy, Goss Gilroy Inc.
- Benoît Gauthier, Réseau Circum

Les animateurs de cet atelier présenteront les différentes approches en matière de collecte de données en ligne pour l’évaluation de programme. Ils discuteront notamment des usages de ces méthodes en évaluation et des dernières possibilités techniques qui s’offrent dans le domaine. On présentera également les meilleures pratiques en matière de structuration de questionnaires, de formulaires et de questions. On abordera aussi les modes de sollicitations et les méthodes d’échantillonnage. Enfin, on discutera également des principes et techniques liées aux approches multimodes, c’est-à-dire, l’utilisation de collecte de données en ligne combinée avec d’autres méthodes d’évaluation. Les présentateurs donneront des exemples précis et inviteront les participants à partager leurs propres expériences dans le domaine.

#3 – Salle Montcalm

What if? Exploring the use of the counterfactual in program evaluation

- Rick Cummings, Murdoch University, Australia

How do evaluators provide the best evidence of program outcomes to stakeholders? The current focus on impact evaluation and the adjoining debate over the suitability of various designs for rigorously measuring program outcomes begs the question of what are the most suitable alternative outcomes (counterfactuals) with which to compare the stated program outcomes. In essence this is asking what is the counterfactual, how should it be measured and what is an appropriate method of comparing the program outcomes and the counterfactual.

This workshop explores the underlying logic of the counterfactual, presents up-to-date information on the role it plays in critical analysis and different approaches to its measurement, and how it might be used in a range of different types of program evaluation. Participants will be involved in working with counterfactual analysis using data from a recent evaluation study. They will also have an opportunity to explore and discuss potential counterfactual analysis in evaluation studies in which they are involved. Finally, the potential

benefits of measuring the counterfactual are explored, particularly in providing influential information to key stakeholders.

#4 – Salle Québec

Hearing silent voices: Using visual methods to involve children and youth in evaluation

- Linda E. Lee, Proactive Information Services Inc.
- Denise Belanger, Proactive Information Services Inc.

While evaluators understand the importance of multiple stakeholder perspectives, many struggle with how to ensure the participation of those traditionally ‘without a voice,’ vulnerable or disenfranchised populations. Children and youth, persons with disabilities, or those who have low literacy in the majority language(s) hold important views regarding the programs, services, and situations, which affect them, but their perspectives are not always included.

This workshop will be grounded in theory, but will also be highly participatory and interactive. Stemming from a rights-based approach, this workshop will explore the why and how of including children and youth in the evaluation process. Through their work in Canada, Lithuania, and numerous countries in East Central and South Eastern Europe, Linda and Denise will share a variety of visually based techniques and how these can be coupled with more traditional methods. In particular, participants will have an opportunity to explore the use of drawing, photography, and mapping as tools for eliciting the voices of children and youth. Ethical considerations will also be discussed.

#5 – Salle Petit Frontenac

Building evaluation capacity

- Kaireen Chaytor, Chaytor Consulting Services

This workshop will focus on implementing strategies into the workplace that support evaluation activities. Discussion will be on: 1) knowing the requirements for evaluation; 2) understanding what skills are necessary to carry out evaluation; 3) managing evaluation anxiety; 4) means of building capacity and skills for evaluation; and 5) the connection of evaluation capacity building with decision making. Issues such as bring learning to doing and using evaluation results will be included. The workshop will be based on literature from evaluation, public sector management and organizational learning. The workshop will also be based on experience working within and teaching in non-profit agencies, provincial and federal departments of government to build evaluation capacity. Participants will have the opportunity to apply the ideas and discussion in the workshop to their own workplace.

6 – Salle Laval

Using qualitative data analysis in evaluation

- Reed Early, Project Leader, Performance Audit, BC Office of the Auditor General

This workshop is in three parts. Part 1 covers Qualitative Data Analysis methods, an overview, and especially grounded theory. Part 2 is an exercise involving quotes, codes and memos. Part 3 is an exercise in grounded theory and network mapping. Both exercises use real data. The presentation uses interactive talk backed up with powerpoint slides. Summaries of qualitative methods, websites, software, and internet resources will be distributed. Finally, manual methods vs. software options will be discussed. Further details, outlines, and powerpoint shows can be found at <http://bc.evaluationcanada.ca/Linksbody.htm>

#7 – Salle St-Louis

A world tour of evaluation

- Jean Serge Quesnel, United Nations System Staff College, USA

The workshop will project a panoramic view of evaluation at the international level. It will present a historical retrospective and the current situation of evaluation in various parts of the world. The workshop will present the main issues, challenges and on-going initiatives to foster the use and relevance of evaluation as practiced in different environments. Participants will also be briefed on the status of evaluation professionalisation at the global, regional and national levels, and on resulting implications on professional recognition and

evaluation practice. Fundamental architectures of evaluation systems will be discussed. The four architectures are those adopted by governments, international financial institutions, civil society and the United Nations. This will enable participants to better understand the environment in which they evolve and be able to intervene more strategically. For those interested in international work, the workshop will provide a quick understanding of singularities and challenges.

9:00 – 16:00 Atelier d’un jour / Full Day Workshop

#9 – Salle Frontenac

Consulting skills for evaluators: Getting started

- Gail V. Barrington, Barrington Research Group

This interactive full-day workshop is designed for evaluators who are thinking about becoming independent consultants or who have recently begun their consulting practice. The workshop will provide participants with an opportunity to explore some critical consulting topics. They will see if they have the skills and characteristics required to be a successful consultant. Marketing, proposal writing, and building client relationships will be discussed and many practical tips and examples will be shared. Important management topics including managing finances, ethical issues, and legal structures will be discussed. Opportunities will be provided throughout the day for participants to work both independently and with colleagues to problem solve and to develop an agenda for action. At the end of the workshop, a round-up session will address other participant issues as time permits.

12:00 – 13:00 Déjeuner / Lunch

Les délégués sont libres / Delegates on their own

16:15 – 19:15 Atelier d’une demi-journée / Half Day Workshop

#8 – Salle Frontenac

Un tour du monde de l’évaluation

- Jean Serge Quesnel, United Nations System Staff College, USA

Cet atelier offrira un panorama de l’évaluation sur la scène internationale. Elle présentera son évolution historique et son niveau actuel de développement selon les parties du globe. Elle mettra en évidence les principaux enjeux et défis en présence ainsi que les initiatives mises de l’avant pour maximiser la portée et la pertinence de l’évaluation dans ces différents contextes de pratiques. Les participants seront également informés de la situation de la professionnalisation de l’évaluation aux niveaux globaux, régionaux et nationaux ainsi que des effets résultant pour la reconnaissance professionnelle de l’évaluateur et la pratique de l’évaluation. Les architectures fondamentales pour les systèmes d’évaluation seront finalement discutées. Les quatre architectures sont celles des gouvernements, des institutions financières internationales, de la société civile et des Nations Unies. Cela permettra aux participants de mieux comprendre l’environnement dans lequel ils évoluent et d’y intervenir de façon plus stratégique. Pour ceux qui sont intéressés à travailler à l’international, cet atelier permettra de cerner rapidement les particularités et les défis associés.

13:00 – 19:00 Ateliers d’un jour / Full Day Workshops

#10 – Salle Petit Frontenac

Design d’un projet d’évaluation des politiques publiques

- Katia Horber-Papazian, Institut des Hautes Études en Administration Publique, Suisse

Le concept analytique de politiques publiques a été défini dans les années 80 pour permettre aux chercheurs de saisir l'ensemble des activités publiques, dispersé dans l'espace et le temps, régies par des acteurs institutionnels et ayant un objet commun. Depuis, les acteurs privés et publics se sont appropriés ce terme qui leur permet de cadrer leurs activités au sein des politiques publiques sectorielles qu'ils pilotent. L'évaluation doit, dans ce contexte, permettre de s'assurer de l'efficacité et de l'efficience des mesures et proposer s'il y a lieu des ajustements. Mener une évaluation exige une très grande rigueur méthodologique et la construction d'un design qui doit permettre de 1) Cerner le contexte et les finalités de l'évaluation 2) Mettre en évidence les

questions d'évaluation 3) Élaborer un "modèle de causalité" pour identifier les effets de l'action publique 4) Échafauder un dispositif de recherche opérationnel 5) Prévoir des modalités de valorisation des résultats de l'évaluation. A partir d'un exemple concret, l'atelier doit permettre de maîtriser ces différents éléments et de les adapter à des cas propres par les participants.

#11 – Salle Bellevue

Creating surveys: Where do I begin?

- Ching Ching Yap, College of Education, University of South Carolina, USA

Survey is a common tool used to gather information for evaluation purposes. Creating a survey that elicits pertinent knowledge that informs a program, however, may be an intimidating task. In this interactive workshop, participants will learn strategies to create a survey from the beginning. They will also learn about the advantages and disadvantages of each type of survey question. Participants will have opportunities to practice those strategies and create a 15 to 20 items survey.

#12 – Salle Rose

How to moderate focus groups

- Nancy Ellen Kiernan, Penn State University, USA

The literature is rich on aspects of focus groups including design, implementation and analyses. Missing however, for practicing professionals and researchers, are guidelines and educational opportunities on how to moderate a focus group. During this skills-based workshop, participants will learn 15 practical strategies to create and maintain focus group discussions. In an interactive environment with a diversity of training strategies, participants will sharpen skills in a short time using practical exercises and examples. This workshop is ideal for agency and community evaluators, faculty, research staff and students. Not only will participants leave the workshop confident about using many of these strategies to moderate a focus group, they will be confident in stimulating discussion in community forums, committee meetings, and social settings using these strategies.

#13 – Salle Montcalm

Evaluation of complex initiatives

- Martha McGuire, Cathexis Consulting Inc.
- Rochelle Zorzi, Cathexis Consulting Inc.
- Maximillien Tereraho, Human Resources and Social Development Canada

In a complex world, programs are becoming increasingly complicated and require different evaluation approaches. Evaluations of complex initiatives need to take into account the horizontal connections which are the relationships and linkages to other initiatives within the same level of government. It also must take into account the vertical linkages with other levels of government and non-government partners. The dynamics of those relationships is also an important consideration. Methods for evaluating complex initiatives are included. This workshop will explore the various types of complexity that can occur (horizontal and vertical), some of the issues related to conducting complex evaluations (e.g., getting informed consent, compatibility of monitoring systems, power and authority) and some mechanisms for addressing those issues (e.g., inclusion of key parties in the evaluation planning process, common fields across multiple databases, multiple complementary logic models, and common performance measures).

#14 – Salle Québec

Evaluation planning: A participatory approach to the logic model and evaluation matrix

- Harry Cummings, University of Guelph

With the importance given by federal and provincial governments to evaluation, it is important that we plan our evaluations systematically and thoroughly. The success of the evaluation depends to a large extent on the planning.

This workshop aims to revisit the fundamentals of developing an evaluation plan and will look at the key ingredients to make an evaluation a success.. The first half of the workshop will look at developing the evaluation framework, which will include tips on developing or fine tuning the log frame / logic model and developing an evaluation matrix. During this session, evaluation issues and the common evaluation questions will be discussed. The second half of the workshop will give an overview of possible evaluation designs and approaches and what methods are appropriate within the given time, context and budget to conduct an evaluation.

Case studies, simulations and discussions will be used as part of the methodology to deliver the workshop. Practical experiences from Canada and overseas will be shared for discussion. Participants will have a hands-on opportunity to develop an evaluation framework. Templates will be provided as part of the workshop material for future reference. The workshop is very relevant in today's context and is applicable in diverse practice contexts across sectors. A participatory approach is emphasized.

#15 – Salle Laval

Using implementation evaluation performance results output evidence to improve program design and delivery

- Sandiran Premakanthan, Symbiotic International Consulting Services

The workshop will demonstrate the application of the elements of the Results based Management Accountability Framework (RMAF) used in planning, conducting and reporting of findings of the Implementation Evaluation. The evaluation knowledge base is strengthened by the standardized logic model approach to describing program performance results using a generic high level program theory of action based on key-results activities, a set of generic outcomes and performance measures. The process of gathering program performance outputs and the analysis of the output evidence (the number and type of outputs produced) while validating the program theory of action could provide vital clues to improving program design and delivery. The outputs could tell you whether your program is heading in the right direction and creating, more importantly the short term impacts and effects. It also tells you whether the desired performance results are measurable using the performance measures in your strategy (an evaluability assessment). The findings of the study could be generalized for use in implementation evaluation studies and in improving program design and delivery.

#16 – Salle A Confirmer

Understanding cost-effectiveness in health economic evaluations

- Pedro Paulo Magalhães Chrispim, National Public Health School, Brazil

Cost-effectiveness analysis is a problematic method that many health professionals do not understand sufficiently. On the one hand, we have health professionals' ethical concerns that a price not be placed on a life or that a low-cost treatment be chosen when the outcome may be inferior. On the other hand, health resources are limited and we need to deal with the fact that we cannot always afford the option that provides the best outcome. To make efficient use of available resources we perform health economic evaluations like cost-effectiveness, cost-benefit or cost-utility. The proposal of this workshop is to deconstruct, simulate and report a cost-effectiveness analysis from the beginning, in order to understand its components, advantages and limitations for public health professionals. The first task is to deconstruct a cost-effectiveness analysis, analyzing its component parts. The second task is to re-design the study, trying to point out where and how the components (or the data) could be different and how the results would be affected by the re-design. The third task is to design a cost-effectiveness analysis from the beginning, identifying the users, objectives, data needs and sources, and limitations. The fourth and last task is to construct the report of the study, highlighting the methodology, applicability, limitations and most importantly results for the final users.

#17 – Salle St-Louis

Empowerment evaluation: Theory and practice

- Paul Favaro, Peel District School Board
- Sumbal Malik, Peel District School Board

This interactive workshop is an advanced course designed to enhance participants' awareness and understanding of the key theoretical and advanced practical techniques of empowerment evaluation. The specific objectives of the workshop are: 1) to increase the knowledge of empowerment evaluation concepts, procedures, and standards of professional practice; 2) to apply this knowledge in practical hands-on empowerment evaluation activities; and 3) to reflect on the role of empowerment evaluation in fostering improvement, self-determination, and community-based modes of action. The historical, current, and future directions of empowerment evaluation will be presented. Participants will have an opportunity to work in small groups on case-based scenarios and apply a variety of empowerment evaluation tools and procedures. The workshop will end with a group discussion and question period.

Salle Salon Levis

18:00 – 19:00 Session d'accueil et d'orientation au Congrès / Conference Welcome and Orientation Session

Cette session vise à informer les congressistes du déroulement du Congrès et de son programme. L'animateur partagera aussi des trucs et suggestions pour permettre à chacun de profiter pleinement des plénières, des communications orales et des tables rondes, ainsi que des activités sociales.

This session aims to inform conference participants about the conference program and activities. The facilitator will also share advice and suggestions to help each participant to take full advantage of the plenary sessions, paper presentations and panels, as well as the social activities.

Salle de Bal

19:00 – 21:00 Réception d'ouverture et encaissement silencieux / Opening Reception and Silent Auction

La réception sera animée par l'Ensemble Terra Nova, un groupe de musiciens qui nous fera connaître la musique des paysans et des aristocrates de la Nouvelle-France de même que celle des Amérindiens, et ce, en jouant sur des instruments de l'époque. Partenaire officiel de la Société des fêtes du 400^e anniversaire de Québec, cet ensemble musical fait rayonner ses activités aux quatre coins du Québec, en Ontario, dans les Maritimes, dans l'Ouest canadien et en France. C'est également au cours de cette soirée d'ouverture que se tiendra un encaissement silencieux au profit du Fonds de la Société canadienne d'évaluation pour l'éducation; cette fondation offre des bourses d'études et des occasions d'apprentissage aux Canadiens qui souhaitent approfondir leurs connaissances dans le domaine de l'évaluation. Notez que le coût de la soirée d'ouverture est inclus dans le prix de l'inscription au congrès.

CONGRÈS / CONFERENCE

Le lundi 12 mai 2008 / Monday, May 12, 2008

7:00 5 km De la marche et du jogging (5 km) / Walk or Run (5 km)

Commencez la journée du bon pied...

Les participants qui voudront de joindre à un groupe de marche ou de jogging (5 km) n'auront qu'à se présenter dans le hall à l'entrée principale du Château Frontenac, à 7 heures les lundi et mardi matins.

Des étudiants en tourisme et en éducation physique accompagneront les marcheurs et les joggeurs en leur faisant découvrir les beaux coins de la ville de Québec. Ces activités d'une durée approximative de 45 minutes sont gratuites.

7:15 – 17:00 Comptoir d'inscription et de renseignements / Registration and Information Desk Open

7:45 – 8:45 Petit déjeuner continental dans l'aire de la foire commerciale / Continental Breakfast in the Trade Show Area

Salle de Bal

8:45 – 9:00 Mot de bienvenue par le président du congrès / Welcome Remarks by Conference Chair

Salle de Bal

9:00 – 10:00 Discours d'ouverture / Opening Keynote Address

Sharing old, new and forgotten heritages: International perspectives

- Ross Conner, University of California, Irvine, USA and Senior Advisor and Past President, International Organisation for Cooperation in Evaluation

In his opening keynote address, Dr. Conner will share lessons and insights about the functions of evaluation from his work with diverse evaluation organizations and groups around the world. He will draw mainly from experiences during his years as president of the International Organisation for Cooperation in Evaluation (IOCE) in 2006 and 2007. As he discovered, others working in evaluation around the world have heritages to share with us – some new, some old, and some forgotten but still powerful. Be ready to travel to distant places with him, including Russia, Niger, Sri Lanka and Israel, in order to see and think differently about evaluation.

Salle Jacques Cartier

10:00 – 10:30 Pause-santé dans l'aire de la foire commerciale / Health Break in the Trade Show Area

10:30 – 12:00 Séances simultanées / Concurrent Sessions

#100 – Salle Frontenac

Table ronde / Panel

Quel futur désirons-nous pour l'évaluation ? (This panel session is also given in English on Tuesday, May 13 – session #125)

- **Présidente** : Marie Gervais (SQEP)
- **Panelistes** :
 - André Caron (SQEP)
 - Guy Cauquill (SFE)
 - Denis Jobin (IDEAS)
 - Katia Horber-Papazian (SEVAL)
 - Jean Quesnel (UNEG/UNSSC)

A l'heure où l'on se pose la question du futur de l'évaluation, il est intéressant de s'informer sur les perceptions de l'avenir de la communauté de l'évaluation au Canada et dans le monde (« vers où allons-nous ? ») et, mieux, sur ses aspirations (« vers où *voulons-nous* aller ? »).

Cette table ronde panel s'appuiera sur les résultats émanant d'une consultation conduite auprès des principales sociétés et associations en évaluation œuvrant sur divers continents. Elle se déroulera en deux temps, débutant d'abord par une divulgation des résultats, laquelle sera complétée par une analyse par les participants et des échanges avec la salle.

Cette table ronde devrait permettre de dégager à partir des tendances observées, celles qui sont davantage porteuses d'avenir et de définir un ou plusieurs scénarios d'évolution de l'évaluation sur base de ces tendances. Elle devrait également permettre d'identifier les actions structurantes à mettre de l'avant afin de porter plus loin cette vision du futur de l'évaluation.

#101 – Salle Petit Frontenac

Communications orales / Paper

Towards strategic policy-oriented evaluation synthesis studies: Mapping Human Resources and Social Development Canada (HRSDC) program mix and cross-cutting issues

- Maximilien Tereraho, Ph.D., Adm.A., Human Resources and Social Development Canada
- Stéphanie Roberge, Human Resources and Social Development Canada

The new suite of evaluation approaches of the proposed renewed Treasury Board Evaluation Policy as well as the increased pressure for strengthening linkages between evaluation and policy calls for new strategically

focused evaluation products, such as strategic policy-oriented thematic studies focused on program mix and cross-cutting issues. This presentation will discuss the approach and methodology used for mapping program mix and cross-cutting issues within the HRSDC program portfolio, as the identification of potential themes and relevant evaluations for the syntheses requires a strong knowledge of the linkages existing among programs in terms of strategic design (targeted beneficiaries, goals/outcomes, instruments, etc.). The study findings were expected to inform strategic planning of thematic studies sufficiently focused to lead to the identification of targeted policy implications and actionable recommendations, including for expenditure management decision-making and introduction of new evaluation products such as cluster evaluations with a view to fulfilling the 100% coverage requirement.

Cost-effectiveness analysis as a tool for program/policy development and evaluation in human services

- Maximilien Tereraho, Ph.D., Adm.A., Human Resources and Social Development Canada

This paper presents findings of an international literature and practices review that aimed at identifying the rationale, scope, and factors associated with successful uses of cost-effectiveness analysis (CEA) in the areas of human services, with particular emphasis on active labour market and social development programs. Results from a review of good practices, using literature review, interviews, and a panel of experts and practitioners indicate that: CEAs are concentrated in Anglo-Saxon countries; CEA findings and processes could have unintended effects in favour of the provision of short-run, 'quick-fix'-type activities/programs. rather than cost data and attribution of costs and effects, the most important challenges associated with successful use of CEA include distributional effects of potential use of CEA findings. Implications for development of a framework for CEA use which addresses identified issues above in the public sector environments will be discussed.

Les données administratives : une mine d'or ou un casse-tête à éviter? (Présentation Bilingue)

- Brigitte Bouchard-Morris, PRA Inc.

L'apport potentiel des données administratives dans le cadre de l'évaluation est souvent sous-estimé, principalement parce que celles-ci sont colligées au départ afin d'appuyer la gestion. L'on peut se heurter à plusieurs obstacles lorsqu'on se propose d'analyser ces données comme ligne d'enquête. Par exemple, la documentation disponible, le format sous lequel les données sont colligées, l'extraction des enregistrements ou des variables pertinentes, et les rapports d'activités préparés à partir des données sont souvent peu conviviaux. Pourtant, ces données peuvent s'avérer très utiles, par exemple, afin de cerner une population ou des sous-groupes servant de base à d'autres lignes d'enquête. Elles peuvent être analysées par elles-mêmes, reflétant les activités, le type d'intervenants impliqués ou de clients desservis. Elles peuvent s'avérer utiles également lorsqu'elles sont directement reliées aux réponses d'une enquête par questionnaire ou une étude de cas. Je discuterai des divers obstacles et usages possibles et en illustrerai quelques-uns à l'aide d'exemples tirés d'évaluations récentes.

#102 – Salle Laval

Communications orales / Paper

The mother of evaluation efforts: Making sense of multi-level, pan-Canadian health program evaluations to advance interprofessional education and collaborative practice

- E. Pauzé, University of Toronto
- R. Grymonpre, University of Manitoba
- L. MacDonald, University of Manitoba
- B. Sawatzky-Girling, Canadian Interprofessional Health Collaborative

The Canadian Interprofessional Health Collaborative (CIHC) unites 20 multi-level, community, institution and/or provincial-led projects from across Canada. As part of the Health Human Resources Strategy, the \$20M dollar investment by Health Canada aims to improve the delivery of patient care, so Canadians receive the health care services they need, when they need them. The mandate of the CIHC Evaluation Sub-Committee is to provide leadership in the development and implementation of an overall strategy to support and promote collaboration and knowledge exchange concerning evaluation across the projects. Key activities: 1) conducted a comprehensive review of the evaluation frameworks, methodologies and tools

used by the 20 projects; and 2) mapped the review findings to a specific conceptual framework using interactive, information technologies. The presentation will describe the unique two year process and key evaluation findings. Participants will benefit from a discussion of the methodological issues, practical lessons learned, and recommendations for making sense of a complex, multi-level evaluation strategy.

Cost-effectiveness methodology in the CSC context

- Mark Nafekh, Director, Evaluation Branch, Correctional Services Canada
- Angela Fabisiak, Senior Evaluator, Evaluation Branch, Correctional Services Canada

This presentation will discuss how we developed and implemented cost-effectiveness methodology in Correctional Services Canada (CSC). The presentation will focus on the approach taken with respect to two current evaluations (Evaluation of the Employment Continuum and Evaluation of Correctional Programs), and will discuss the issues and challenges faced, as well as how we addressed and resolved the issues. This presentation will build on the presentation we delivered at the Ottawa Chapter learning event in November. It will be theoretical/methodological in nature, examining how applied cost-effectiveness theory in the CSC.

An information management system for evaluation projects: Because that worn-out pleather daytimer just doesn't cut it anymore

- Sandra DeVries, Transport Canada

“When did you say you wanted the draft report done? And who’s responsible for getting the presentation together? I know I have it here somewhere, but... what exactly did we decide at the last meeting?” With various evaluation projects on the go at once, each with different requirements, clients, team members and deadlines, it’s hard to keep everything organized. In Transport Canada’s evaluation group, where we follow a matrix model, the threat of projects falling through the cracks became too great. The solution? A Project Information Management System (PIMS) through ccmMercury that allows us to organize all contacts, comments, emails, meeting notes, and attachments in one place. More importantly, the system facilitates the preparation of our five-year evaluation plans, prompts us to follow-up with clients to assess our own success as a group, and allows us to quickly and accurately respond to Treasury Board’s capacity assessment survey. Two years after the implementation of PIMS, we are experiencing firsthand the benefits of such a system and believe it would only be fair to share the secret of our success with others.

#103 – Salle Bellevue

Communications orales / Paper

Working towards community impact measurement and management in United Way: A tale of five cities

- Shannon Leppky, United Way of Winnipeg
- Kristen Roderick, United Way of Greater Toronto

This paper presents the background, organization and methodology of an innovative and groundbreaking pilot project focused on building outcome evaluation capacity within five United Ways across Canada. Since Spring 2007, United Way organizations in Ottawa, Toronto, Winnipeg, Calgary and Lower Mainland have been involved in a collaborative evaluation initiative. Through this initiative, participating United Ways are working together to: 1) develop a national framework for evaluation; 2) further develop the culture of evaluation within each United Way local; and 3) build evaluation capacity within the children and youth serving agencies involved in the pilot. This paper documents project start-up, strengths, limitations and considerations for its ongoing implementation. It will also illustrate how participating United Ways are beginning to conceptualize, plan for and measure community impact.

L'évaluation au Mexique : État des lieux et présentation du système de suivi-évaluation basé sur les résultats développé et implanté pour la SEDESOL (English Presentation)

- Juan Abreu, Spécialiste Senior en Gestion de Programmes Publics, Canada
- Marie-Hélène Boily, Économiste Senior, Institut IDEA International, Canada
- Gilles Clotteau, Spécialiste Senior en Gestion de Programmes Publics, Canada
- Shakirah Carmen Cossens Gonzalez, CONEVAL (Conseil National d'Évaluation), Mexique

- Gonzalo Hernández Licona, Secrétaire Exécutif, CONEVAL (Conseil National d'Évaluation), Mexique
- Jacques Lefèvre, Spécialiste Senior en Gestion de Base de Données, Canada
- Frédéric Martin, Économiste Senior, Institut IDEA International, Canada
- Gloria Martha Rubio Soto, Directrice Générale, Direction de l'évaluation et du suivi des programmes sociaux, SEDESOL, Mexique

Afin de promouvoir une meilleure efficacité dans l'utilisation des ressources publiques et d'encourager la transparence et la reddition de comptes, le Gouvernement du Mexique a lancé une série d'initiatives pour améliorer la performance des programmes publics, entre autres, par l'implantation d'outils de suivi-évaluation. Dans ce contexte, la SEDESOL (Ministère du développement social) effectuait déjà des évaluations annuelles externes et des évaluations d'impact pluriannuelles de ses programmes. Au niveau du suivi, la SEDESOL possédait déjà certains systèmes. Bien que ces derniers représentaient un bonne avancée, la SEDESOL désirait compléter la composante d'évaluation avec un système de suivi basé sur les résultats (SMBR) qui permette de suivre l'exécution de ses programmes et l'atteinte des résultats attendus, et de rétro-alimenter la prise de décisions. L'Institut IDEA International et la SEDESOL ont donc travaillé de concert pour développer et implanter un système de suivi-évaluation axé sur les résultats dans quatre programmes pilotes.

Best practices and lessons learned in planning and implementing horizontal evaluations

- Martine Perrault, Evaluation Manager, Environment Canada
- Karen Gittens, Evaluation Manager, Health Canada
- V. Neimanis, Evaluation Manager, Environment Canada

This presentation will highlight best practices and lessons learned from the presenters' experience managing horizontal evaluation initiatives. We will draw examples from planning or implementing interdepartmental and intradepartmental evaluations of the Clean Air Agenda, the Canadian Shellfish Sanitation Program, the Federal Species at Risk Program and the strategic evaluations of the Health Products and Food Branch at Health Canada. The discussion will highlight challenges encountered and solutions found for broadening the definition of 'programs', for developing an effective governance structure, for ensuring adequate and timely input from all concerned departments, for transcending differences in evaluation and performance measurement approaches across departments and agencies, and for reconciling the need to measure horizontal results while collecting sufficient information to demonstrate the effectiveness of individual programs.

Evaluation from a population health approach: Challenges and opportunities

- Michelle Anderson-Draper, Capital Health

In the particular context of the Capital Regional Health Authority, this paper takes stock of Population Health's evaluation practices. Population Health, a specialized team within Capital Health, aims to create structural change that optimizes health outcomes at the population level. The overall role of the Population Health team is to work in collaboration across and beyond the health sector by using evidence-based information and strategic action to influence the creation of social and built environments that reduce chronic disease and prevent injury. The particular way of working, with emphasis on affecting change at a structural level through policy intervention (rather than working at a program level), presents unique evaluation challenges worthy of consideration. To frame the discussion, this paper summarizes health related policy, advocacy, and campaign evaluation literature, identifies gaps and discusses implications for practice.

#104 – Salle de Bal

Communications orales / Paper

#105 – Salle Rose

Communications orales / Paper

Les enjeux de l'évaluateur à l'interne dans un établissement de santé et services sociaux : le Centre jeunesse de la Montérégie

- Lucie Charbonneau, Ph.D., Centre jeunesse de la Montérégie
- Chloé Gaumont, M.A. (Candidate), Centre jeunesse de la Montérégie

Le Centre jeunesse de la Montérégie (CJM) offre aux jeunes de 0 à 18 ans et à leur famille, des services de nature psychosociale et de réadaptation, avec ou sans hébergement. Entre avril 2006 et mars 2007, le CJM a reçu 9262 signalements dont 4108 ont été retenus. Afin de répondre adéquatement à des besoins persistants et complexes, le CJM s'est doté de programmes cliniques et d'une équipe interne chargée de les évaluer. La présente communication portera sur les enjeux auxquels l'évaluateur interne doit faire face : 1) le fossé paradigmatique séparant intervenants et chercheurs; 2) le devoir d'indépendance du chercheur en lien d'emploi avec l'objet de ses évaluations; 3) la présentation de résultats parfois négatifs; 4) le double rôle de conseiller au développement et à l'implantation des programmes et d'évaluateur des dits programmes et 5) le contexte organisationnel. Des pistes de solutions seront présentées et discutées.

Le F3E (Fonds pour la promotion des Etudes préalables, des Etudes transversales et des Evaluations), un dispositif de promotion de l'évaluation des pratiques des ONG et collectivités territoriales françaises engagées en solidarité internationale et coopération décentralisée.

- Emmanuel Cuffini, président du F3E
- Laurent Denis, directeur du F3E

Le F3E fait la promotion de la culture de l'évaluation dans le champs de la solidarité internationale et de la coopération décentralisée. Sa mission est l'amélioration de la qualité des pratiques de ses membres (ONG et Collectivités Territoriales françaises) à partir d'une démarche d'évaluation apprenante. Il cofinance, si nécessaire et de manière incitative, le coût de l'évaluation. Il se positionne en 'tiers exigeant' entre le commanditaire (membre) et le prestataire (évaluateur externe). Il fournit à ses membres un accompagnement méthodologique pour définir, suivre, valider et utiliser les résultats de l'évaluation. Il entend ainsi agir sur les conditions de qualité et d'utilité d'une évaluation : qualité de la commande et appropriation des résultats ; qualité de la prestation et crédibilité du processus. Il est fondé sur une gestion associative (regard critique entre pairs) et paritaire (dialogue constructif avec les pouvoirs publics). Il diffuse et met en débat les résultats des évaluations en vue de tirer collectivement des enseignements. Il offre des formations relatives aux démarches de projet et aux méthodologies d'études. Il cherche à diversifier et renforcer la qualité de l'expertise en évaluation et, dans ce cadre, à promouvoir l'expertise locale dans les pays d'intervention de ses membres.

**#106 – Salle Montcalm
Communications orales / Paper**

Participation, production of knowledge, and evaluative research: The insertion of different actors in a research on mental health (French Presentation)

- Juarez Pereira Furtado, Universidade Federal de São Paulo, Unifesp, Brasil
- Rosana Onocko Campos, Universidade Estadual de Campinas, Unicamp, Brasil

In matters of participation of community segments or interest groups in generating knowledge on programs and services, the devising of recommendations on what to do has been much more frequent than the detailed and rigorous discussion on how the field process actually occurred. In this article, we reflect on the interrelations between participation, knowledge production, and the evaluation of public policies in the light of issues drawn from our own experience in carrying out an evaluative research of a Psychosocial Care Center network (Caps). The coordination of the process, the approximation and articulation of the actors, as well as both the potentials and the limits of forming partnerships to carry out evaluative qualitative research work in mental health will be discussed here.

Politiques Sociales dans le quotidien : évaluation participative des programmes “Santé de la Famille” et “Faim Zéro” avec des habitants de cortiços dans la région centrale de Santos, SP, Brésil.

- Juarez Pereira Furtado, Universidade Federal de São Paulo, Unifesp, Brasil

Une recherche d'évaluation participative en cours portant sur des politiques sociales brésiliennes est menée spécifiquement sur la population vivant dans des cortiços [taudis] de la région centrale de la ville de Santos,

Brésil. Le but de cette recherche est d'identifier comment les habitants d'une région absolument dépourvue sont capables de concevoir, d'utiliser et d'évaluer les programmes qui leur sont destinés, tels le Faim Zéro et le Programme de Santé de la Famille. Afin d'assurer une plus grande importance à la perspective de la clientèle, nous ferons appel à une désignation particulière, ceci dit, la participation dans la création des connaissances. L'objectif est de comprendre comment ces politiques sont signifiées et incorporées par ses utilisateurs finaux. C'est pourquoi les membres de l'Association des Habitants des Cortiços du Centre de la ville de Santos (ACC) se constituent en tant que d'importants protagonistes de cette recherche. Cette étude a été précédée d'un travail d'extension universitaire, mené auprès des habitants des cortiços, ce qui a rendu possible une meilleure interaction entre l'université et la communauté pour la mise en œuvre de ce projet.

L'évaluabilité de l'évaluation d'un programme en partenariat entre des groupes communautaires et les agences de l'État. L'analyse du rapport interorganisationnel comme préalable

- Hélène Laperrière, Faculté des sciences de la santé, Université d'Ottawa

Objet de l'étude. Comment les facteurs sociaux et politiques influencent-ils la faisabilité de l'évaluation d'un programme national de santé publique en partenariat avec des groupes communautaires? Méthode. Un échantillonnage intentionnel est formé de groupes diversifiés reliés à une coalition d'organismes communautaires de lutte contre le sida au Québec. La stratégie méthodologique de recherche communautaire et participative s'échelonne sur deux années avec des entretiens collectifs et un engagement bénévole soutenu auprès des personnes vivant avec le VIH. Résultats. Analysés qualitativement et collectivement, des facteurs émergents comme l'autonomie relative des paliers de décision, la participation à une négociation des objectifs et des critères de réussite, l'impact des inégalités dans les stratégies d'évaluation et la diversité culturelle des milieux interorganisationnels de partenariat. Conclusions. L'évaluabilité doit inclure l'analyse des actions non-programmatiques rejetées partiellement par un programme national, ainsi que des structures informelles et profondes où les acteurs communautaires ont une marge de liberté d'action.

#107 – Salle Québec

Communications orales / Paper

Programmes mondiaux et évaluation: nouveaux défis et méthodologies? Les leçons tirées par Universalialia

- Elisabetta Micaro, Universalialia Management Group Canada
- Mariane Arseneault, Universalialia Management Group Canada

Dans un contexte où les ressources financières pour la coopération internationale sont limitées, les programmes mondiaux sont une réponse politique et technique à des problématiques d'ordre mondial, telles que l'environnement et la santé. Alors que les programmes mondiaux sont perçus comme une piste d'avenir pour la coopération internationale, leur caractère multilinguistique, multisectoriel, multinational et leur financement par de multiples sources, pose aux évaluateurs des nouveaux défis sur le plan méthodologique, logistique, politique et culturel. Par exemple, mesurer l'impact de ces programmes peut s'avérer complexe, car la méthodologie doit être adaptée à chaque contexte dans lequel le programme est mis en œuvre. Qui plus est, étant donné la complexité de leur gouvernance, il est nécessaire d'inclure toutes les parties-prenantes dans le processus d'évaluation même lorsque leurs intérêts diffèrent.

Sous l'impulsion de l'OCDE, un ensemble d'évaluateurs du Groupe Indépendant d'Évaluation (GIE) de la Banque mondiale s'est penché sur l'élaboration de méthodologies appropriées pour l'évaluation de ces programmes mondiaux, appuyé dans son travail par un comité consultatif constitué d'experts du milieu académique et d'évaluateurs professionnels. À travers la présentation des défis rencontrés par Universalialia dans les trois évaluations de programmes mondiaux, les présentateurs visent à susciter la réflexion chez les participants sur les implications de ces nouvelles approches pour les évaluateurs canadiens. Ils veulent, dans un second temps, recueillir leurs suggestions quant aux possibles façons d'aborder cette nouvelle tendance de la coopération internationale.

Évaluation de programmes de prévention de la violence envers les filles : avancées réalisées et pistes pour l'avenir

- Anne Chamberland, coordonnatrice scientifique, Centre de recherche interdisciplinaire sur la violence familiale et la violence faite aux femmes.
- Maude Cantin Drouin, étudiante à la maîtrise

Bien que l'évaluation de programmes de prévention de la violence envers les filles soit un champ d'étude relativement récent, des avancées théoriques et méthodologiques ont été réalisées au cours des 15 dernières années en regard des schèmes et outils de mesure utilisés, des variables évaluées, etc. Cette communication en fera état dans un premier temps. Par la suite, les conférencières exposeront des avenues possibles pour améliorer l'évaluation de tels programmes de prévention, entre autres, en ce qui concerne la méthodologie. Elles traiteront alors de l'utilité d'un devis mixte, du choix des variables dépendantes et de l'importance d'explorer différentes catégories de variables pouvant influencer l'impact de l'intervention. Elles questionneront également les outils de mesure généralement utilisés pour évaluer les attitudes des participants envers la violence et discuteront de quelques pistes possibles pour la conception d'outils de mesure permettant de mieux évaluer cette variable.

Évaluer les politiques publiques sous l'angle de l'équité : Cas du rapport de l'OMS 2006

- Pernelle Smits, Candidate au Ph.D. de Santé publique, option Organisation des services de santé
- Yordanov Yassen, Étudiant au Ph.D. de Santé publique, option Organisation des services de santé

L'équité est un terme largement employé dans les discours politique. Sa mesure repose souvent sur l'équité d'accès aux ressources alors que les politiques publiques interviennent sur l'ensemble du processus. Ainsi, apprécier l'équité requiert un outil adapté à ce processus. Nous proposons d'étendre cette compréhension en proposant un cadre d'évaluation des politiques publiques sous l'angle de l'équité. La théorie socio-économique de Amartya Sen sous tend notre réflexion. Le cadre proposé inclut l'analyse de l'équité d'accès : aux ressources, aux facteurs de conversion, et dans l'espace de fonctionnement. Nous illustrerons notre cadre d'évaluation par une étude de cas : le rapport de l'OMS 2006 Travailler ensemble pour la santé. Ce rapport propose des stratégies afin de renforcer la performance des travailleurs de la santé. Nous verrons, à l'aide du cadre d'évaluation de l'équité, que ces stratégies permettent de pallier à certaines iniquités.

#108 – Salle St-Louis

Communications orales / Paper

Capital social et microfinance: des paradigmes concurrents pour l'évaluation des impacts et des performances.

- Steve Jacob, Département de science politique, Université Laval
- Marie Langevin, Département de science politique, Université Laval

Dans le champ de l'évaluation des politiques, et plus précisément dans le domaine de la microfinance, le capital social est au cœur des hypothèses sur les impacts sociaux des programmes et sur les facteurs explicatifs de leur succès (Woolcock, 2001). Bien qu'il y ait une prolifération de travaux sur le sujet, la nature du concept souffre d'imprécisions et des enjeux théoriques et méthodologiques y sont associés (Mosley et al., 2004). En effet, l'évaluation des pratiques des institutions de microfinance (IMF) fait appel à des paradigmes concurrents qui s'harmonisent aux différentes approches soutenant l'implantation des programmes. On retrouve, d'une part, l'approche « minimaliste » du microcrédit à laquelle correspondent des recherches quantitatives traitant le capital social comme variable explicative du fonctionnement du microcrédit, ou comme « proxy » du collatéral alternatif. Trois variantes du capital interviennent dans ce paradigme : un capital social horizontal, un capital social vertical et un amalgame des deux conçu comme l'ensemble des techniques de régulation utilisées par les IMF (Ito, 2003; Seibel, 2000). D'autres travaux se situent à l'intérieur d'un paradigme différent et sont associés à une approche plus large de la microfinance comme un outil de lutte contre la pauvreté. Le capital social y est analysé en tant que produit ou résultat des IMF et l'attention est portée sur la nature du capital généré. On y retrace également différentes variantes de capital. Pour certains, le capital produit serait bénéfique (Larance, 2001; Mosley et al., 2004; Dowla, 2006). Pour d'autres, certaines formes favoriseraient l'exclusion et le renforcement des inégalités et des hiérarchies sociales (Majoux, 2001; Cleaver, 2005; Thorp et al., 2005; Turner, 2007). En regard de ces différents paradigmes au sein d'un même champ d'études, nous proposons d'élaborer un cadre d'analyse favorisant la compréhension des enjeux qu'implique l'utilisation des différentes conceptualisations du capital social dans

le domaine de la microfinance en vue d'offrir une grille d'analyse cohérentes aux évaluateurs qui œuvrent dans ce domaine. Pour cela, nous nous concentrerons sur les questions suivantes : s'agit-il seulement de clarifier la relation causale entre capital social et pratiques de microfinance ou doit-on s'attarder à la forme et aux effets du capital produit en termes d'accès aux ressources, d'empowerment et de capacités? En répondant à ces questions, cette communication ouvrira de nouvelles pistes de réflexion pour l'évaluation de la microfinance qui est une pratique en développement perpétuel.

Comment évaluer l'influence des cultures nationales sur la modernisation des États?

- Marc Vallée, M.Sc., Groupe de Gestion Universalialia

Le discours sur les résultats est à l'agenda de tous les pays et organisations internationales. Avec la Déclaration de Paris (2005), il devient nécessaire de faire rapport de l'avancement des résultats atteints. Pour les pays partenaires, cela implique entre autres d'avoir des systèmes de planification et de suivi-évaluation adéquats et transparents. Comme le précise Coté (2005), la gestion axée sur les résultats est devenue pour certains la « carte maîtresse » des réformes administratives. Cette dynamique dominante met les administrations devant des processus qui ont un « caractère quasi universel » (Proulx, 2003). Polidano (2001) avance que la majorité des réformes échouent et ne dépassent pas le cap de la mise en œuvre, parce qu'elles ne sont pas assez adaptées aux pays où elles sont déployées, dont ceux en développement. Si la culture nationale peut influencer positivement ou négativement le résultat des réformes administratives, comment les gouvernements devront-ils tenir compte de leur propre culture pour assurer le succès de leurs réformes ? Ce questionnement est d'autant plus intéressant que de nombreux auteurs ont démontré l'existence et l'influence de la culture nationale sur les pratiques de gestion (Laurent, 1980; Gauthey et Xardel, 1990; Hofstede, 1991; Proulx, 2005). Il est donc aussi légitime de se demander aussi comment pourrions-nous évaluer l'effet de la culture nationale sur les actions de développement entreprises dans ces administrations. Dans cette présentation, nous aborderons ces questionnements culturels et tâcherons de les alimenter avec l'apport de deux exemples de réformes administratives qui révolutionnent à leur façon leur administration. D'abord, celles du Royaume du Maroc qui souhaite rendre sa fonction publique plus performante dans un contexte culturel administratif promouvant la hiérarchie et l'application et le respect des règles (Proulx, 2002). Et puis, celles du Cameroun qui lient dans la dynamique de la décentralisation du secteur forestier la bonne gouvernance locale et un environnement privilégiant la concentration des pouvoirs (Kamdem, 2002).

Évaluation des réseaux d'entreprise (clusters) : Approfondir la connaissance d'une politique innovante

- Cécilia De Decker, Perspective Consulting
- Jean-Louis Dethier, Perspective Consulting

Les auteurs s'appuient sur leur expérience de l'évaluation de neuf clusters (réseaux d'entreprises) en Région wallonne pour montrer la nécessité de développer une approche évaluative spécifique permettant de contribuer à une meilleure compréhension de la théorie d'action d'une politique innovante et complexe (diversité des acteurs, caractère global de l'action par rapport à la sectorisation des politiques, enjeux technologiques). Une composante importante de la théorie d'action est l'identification des facteurs qui sont à l'origine de l'évolution des comportements des entreprises d'une logique de pure concurrence vers le développement de logiques coopératives. L'évaluation individuelle de chaque réseau permet d'identifier où se situe le niveau de maturité du réseau et apporte des pistes d'orientation pour son positionnement et sa consolidation. Un regard transversal sur la théorie d'action qui sous-tend les neuf cas étudiés permet de s'interroger sur les facteurs qui conditionnent l'efficacité d'une politique de mise en réseau.

12:00 – 13:00 Déjeuner / Lunch

Les congressistes sont libres / Delegates on their own

13:00 – 14:45 Séances simultanées / Concurrent Sessions

#109 – Salle Frontenac

Table ronde / Panel

L'évaluation comme outil d'aide à la décision : Une utopie ou un acquis pour la pratique ?

• **Président :**

- Pierre Joubert (INSPQ)
- Marie Gervais (Université Laval/CSSS de la Vieille Capitale)

• **Panélistes :**

- Jean-Louis Denis (Université de Montréal)
- Marc-André Maranda (ministère de la Santé et des Services sociaux)
- Harvey Mead (Bureau du vérificateur général du Québec)
- Jean Rochon (INSPQ)

Trop souvent, on dit de l'évaluation qu'elle est incapable d'optimiser les résultats qu'elle génère et qu'elle n'actualise pas son plein potentiel d'influence. Perception inacceptable compte tenu du degré d'avancement du champ de l'évaluation et de l'expertise présente au sein de sa communauté d'évaluateurs. Pourtant dans les faits, jusqu'où réussissons-nous véritablement à influencer la décision et à orienter l'action ? Les stratégies que nous privilégions pour faire cheminer nos résultats ont-elles l'impact escompté ? Jusqu'où doit aller notre rôle d'évaluateur ?

Puisant à partir d'expériences passées, qu'elles aient été un succès ou non, cette table ronde permettra de procéder à un examen de nos façons de faire afin de dégager les conditions qui permettent au transfert de connaissances de jouer véritablement son rôle d'aide à la décision. Une invitation que nous lançent les participants à la table ronde à penser stratégie et à innover afin de rehausser la portée de nos évaluations.

#110 – Salle Petit Frontenac
Communications orales / Paper

Évaluation d'un programme d'intervention pour les jeunes en difficultés de comportement au primaire (2005-2007): Bilan et pistes de réflexion vers l'optimisation de ses composantes

- Anne-Marie Tougas, candidate Ph.D., Université du Québec à Montréal
- François Chagnon, Ph. D., Université du Québec à Montréal

Le programme Répît-Transit vise le maintien en classe régulière des jeunes du primaire en difficultés de comportement. Une recherche évaluative avait pour objectifs de vérifier la conformité et les effets du programme et de mieux comprendre l'interaction de ses composantes essentielles. Les résultats démontrent que l'intervention de Répît-Transit s'effectue selon une logique cohérente qui entraîne de nombreux bénéfices pour les acteurs familiaux et scolaires impliqués. Les comportements et le cheminement scolaire des jeunes participants s'en trouvent influencés jusqu'à douze mois après leur passage. Plus précisément, une diminution des comportements d'opposition, de réactions émotionnelles, d'hyperactivité et de problèmes sociaux sont notés par leurs parents ou enseignants. Des pistes de réflexion pour l'optimisation du programme sont tirées d'études de cas et d'analyses approfondies des relations entre les processus et leurs effets. Les variables suivantes sont mises en lumière : sexe, âge, gravité des comportements, santé mentale, durée d'intervention, mobilisation des acteurs familiaux.

Évaluation d'un outil de reddition de compte gouvernemental en éducation : quelle note pour les plans de réussite des écoles ?

- Ghislain Arbour, École nationale d'administration publique (ÉNAP), Centre de recherche et d'expertise en évaluation (CREXE)

Un plan de réussite est un document destiné au public, produit par une école publique, qui porte sur la performance de celle-ci et sur les correctifs envisagés pour améliorer sa performance. Il s'agit d'une initiative du ministère de l'Éducation qui s'apparente au phénomène des bulletins de performance en éducation, surtout présent aux États-Unis et connu au Québec avec le « Bulletin des écoles » de l'Institut économique de Montréal. L'état de la mise en œuvre des plans de réussite est relativement peu connu, que ce soit dans les officines du ministère de l'Éducation ou de la plupart des commissions scolaires. On ne sait pas combien d'écoles ont répondu à la commande ministérielle, la forme prise par ces plans de réussite ou le niveau de diffusion dont ils bénéficient. Cette communication présente les résultats d'une analyse qualitative et quantitative des plans de réussite. On y dénombre d'abord les plans de réussite, pour ensuite les caractériser selon différentes variables comme leur facilité d'accès, leur volume, la nature de l'information

qui y est présentée, ainsi que leur niveau d'uniformité (dans leur forme et leur contenu) sur l'ensemble du territoire ou au niveau des commissions scolaires.

Évaluer pour apprendre dans l'action et faire advenir une organisation apprenante : l'expérience du programme dédié aux adultes ayant subi un traumatisme craniocérébral de l'Institut de réadaptation en déficience physique de Québec

- Lise Binet, Institut de réadaptation en déficience physique de Québec

La communication s'attardera aux impacts pragmatiques d'un processus d'évaluation actuellement en cours dans un établissement spécialisé de réadaptation de la région de Québec et aux moyens utilisés pour produire ces impacts. Menée à proximité du milieu d'intervention, cette évaluation permet aux intervenants d'apprendre en cours de processus. Elle s'inscrit dans une perspective organisationnelle selon laquelle les changements proviennent de la base et prennent appui sur la compréhension que les acteurs ont de ce qu'ils font. De façon plus générale, la présentation de cette expérience permettra de réfléchir à l'utilisation des évaluations dans des organisations complexes devant relever le défi de se transformer pour s'améliorer de façon continue.

#111 – Salle Laval

Communications orales / Paper

Tackling the challenges of developing a logic model for a multi-initiative approach to healthy living and chronic disease prevention

- Karen Strange, PhD., Population Health and Wellness, British Columbia Ministry of Health
- Wayne Mitic, PhD., Population Health and Wellness, British Columbia Ministry of Health

Chronic diseases, such as heart disease, diabetes and cancer are the leading causes of death and disability in Canada and worldwide, they account for almost 60 per cent of deaths globally and have huge adverse economic impacts on families, communities and societies. The major antecedents to chronic diseases include tobacco use, unhealthy eating, and physical inactivity. To address the escalating rates of chronic diseases in BC the Healthy Living and Chronic Disease Prevention (HL/CDP) Branch in the BC Ministry of Health is comprised of several core areas (with separate teams) including: Tobacco Control, Healthy Eating, Physical Activity, Healthy Schools, Healthy Workplace and Healthy Communities. This presentation describes the challenges and unique aspects of developing a comprehensive planning logic model for HL/CDP and will focus on: defining and evaluating a stewardship role; integrating multiple initiatives within a core area; and, representing an integrated branch in a concise logic model that validates each individual core area and establishes common goals.

Development of the Pacific Evaluation Conceptual Framework to evaluate the Healthy Eating Healthy Action (HEHA) Strategy

- Dr Ausaga Faasalele Tanuvasa, Otago University, Wellington and Health Services Research Centre, Victoria University of Wellington, New Zealand

The high level goals of the HEHA Strategy are to improve population health; to improve Māori health; and to reduce inequalities between key populations groups. The HEHA Strategy also recognises the importance of reaching Pacific peoples, who are disproportionately affected by obesity-related health problems. Interventions affecting Pacific peoples need to recognise their holistic view of health, which is located within a wider family network. Furthermore, these interventions need to recognise and be sensitive to the important cultural significance that food has among Pacific peoples. This paper discusses my recent experience in the development of a conceptual framework which draws on Pacific models to guide the evaluation of the Strategy, and to ensure that the Pacific Health and Disability Action Plan and the Ottawa Charter Principles are incorporated to the Pacific Pathways to reflect Pacific values and beliefs which many Pacific people can relate to.

#112 – Salle Bellevue

Communications orales / Paper

Evaluating the performance indicator monitoring system

- Gala Arh, Ontario Tobacco Research Unit, Department of Public Health Sciences, University of Toronto
- Robert Schwartz, Ontario Tobacco Research Unit, Department of Public Health Sciences, University of Toronto
- John Garcia, Ontario Tobacco Research Unit, Department of Public Health Sciences, University of Toronto

The Smoke-free Ontario Strategy (SFOS) is a complex multifaceted and comprehensive strategy for tobacco control. Due to the need for ongoing performance monitoring to support accountability and management of funded programs, the Performance Indicators Monitoring System (PIMS) was developed by the Ontario Tobacco Research Unit (OUT) in collaboration with transfer payment agencies and the Ontario Government. While there is a substantial literature on performance measurement, few empirical studies provide information useful to inform system implementation and utilization. There have been questions in the literature about the value for money of performance measurement systems. OTRU has developed a formative evaluation that includes a web-based survey, semi-structured interviews, content analysis of PIMS reporting and ongoing user feedback through a web interface. The presentation describes our approach and how it is being used to improve the performance of PIMS. The system will be described and formative evaluation findings presented. Benefits and limitations of a performance monitoring system to support program management and accountability requirements will be discussed, as well as its complementary role relative to other evaluation and outcome monitoring strategies.

Evaluating health services integration: The Capital Health Emergency Services and System Capacity project

- Judith Evans, PhD on behalf of the Emergency Services and System Capacity Evaluation Working Group

How can we address emergency department pressures and ensure that patients receive timely and appropriate care? The Capital Health (Edmonton area) Emergency Services and System Capacity project (ESSC) consists of 15 strategies aimed at improving patient flow across the acute care system through better integration of emergency, inpatient and community care services. The ESSC project is being implemented at four major hospitals and in Community Care Services over an 18 month time period. The project evaluation, which tracks performance indicators on an ongoing basis, assesses the impact on quality of care at periodic intervals and examines the implementation of component strategies, is being jointly undertaken by Capital Health, University of Alberta Faculty of Medicine and the Integrated Centre for Care Advancement through Research (iCARE). This presentation will provide an overview of the ESSC project and evaluation, describe the challenges associated with implementing and evaluating a health system service integration project of this magnitude and present some of the early evaluation findings.

#113 – Salle Rose

Communications orales / Paper

The role of the internal-external evaluator in a large health region. Experiences of the decision support research Team

- Clare Hildebrandt, Senior Evaluation Specialist, Decision Support Research Team, Alberta Children's Hospital, Calgary Health Region

Evidence-based decision support is a fundamental component for informed planning of health service delivery to optimize the health and well being of children and families. The Decision Support Research Team (DSRT) came together in December 2001 to assist the Child and Women's Health Portfolio in program evaluation and research development. The DSRT has evolved over time to demonstrate leadership across the health region in innovative approaches to program evaluation and research and in enhancing research and evaluation capacity. Maintaining the crucial link between clinical practice, service delivery and research is a priority and evident in the research and evaluation projects that team members contribute to or complete independently. Although members of the Calgary Health Region staff, the members of the Decision Support Research Team act as an "internal-external" evaluation team. The benefits and challenges

of operating as “internal-externals” will be explored, using examples from recent evaluation projects. Key areas to be addressed include: relationships, access to information, competence, integrity and accountability.

#114 – Salle Montcalm Communications orales / Paper

Projet de dictionnaire terminologique de l'évaluation de programme

- Richard Marceau, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP
- Francine Sylvain, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP

La présentation porte sur un projet en cours de dictionnaire terminologique de l'évaluation de programme. L'usage d'une terminologie spécialisée, exempte de confusion et dont les éléments entretiennent des relations logiques et univoques constitue, selon nous, un levier d'action significatif pour le développement de l'évaluation. Notre projet de dictionnaire vise à construire une terminologie d'évaluation de programme qui couvre les concepts les plus importants du domaine et qui demeure cohérente avec les termes d'usage général. Les évaluateurs, les étudiants, les professeurs et les chercheurs, mais également les clients de l'évaluation - mandataires et parties prenantes des programmes d'évaluation - constituent la clientèle cible de ce dictionnaire. Nous présenterons d'abord le cadre théorique duquel découlent les définitions des termes. Nous expliquerons ensuite la méthodologie que nous avons élaborée ainsi que la macrostructure et la microstructure du dictionnaire. Nous illustrerons enfin le projet par quelques articles portant sur des termes clés de l'évaluation de programme.

Toute évaluation est fondée sur une théorie : Le débat positivisme vs structurationnisme en évaluation est-il simplement académique ?

- Maximilien Tereraho, Ph.D., Adm.A., Director, Feedback and Knowledge Management Evaluation Directorate, Human Resources and Social Development Canada and Part-time Professor of Strategy and Project Management, Université du Québec en Outaouais

Cette présentation fait une revue des approches courantes à l'étude des mécanismes de régulation (contrôle et coordination) de l'action organisée afin d'examiner l'apport potentiel des théories existantes du changement à la pratique et l'usage de l'évaluation. L'article montre que les évaluations sommatives conventionnelles qui omettent de vérifier l'implantation du programme évalué ne peuvent pas expliquer des résultats qui s'écartent des effets attendus. En conséquence, ils peuvent difficilement orienter les décideurs faute d'avoir identifié les facteurs qui font la différence entre des approches plus efficaces et celles qui le sont moins. La présentation propose une discussion des raisons qui peuvent expliquer la prédominance des évaluations sommatives au détriment des évaluations de mise en œuvre dans le contexte canadien ainsi que des voies et moyens d'opérationnaliser un cadre théorique d'évaluation plus intégré réconciliant l'approche rationnelle de l'économique et les approches interprétative et institutionnaliste de la sociologie des organisations.

Qu'y a-t-il à l'intersection des paradigmes post-positiviste et constructiviste ? Les fondements partagés de l'évaluation

- Constance Herrera, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP

Malgré le clivage entre les évaluateurs post-positivistes et les évaluateurs constructivistes, tous disent pratiquer l'évaluation... Pourrait-il exister une intersection entre les deux paradigmes concurrents où tous les évaluateurs se retrouvent ? Que contiendrait-elle ? Imaginons que c'est le lieu des fondements de l'évaluation. Au-delà des conflits épistémologiques, la présente analyse tente de contribuer à la définition de l'évaluation à titre de discipline en énonçant simplement les fondements partagés par tout type d'évaluateur de programme. Une grille d'analyse constituée à partir du modèle de représentation d'une discipline de Lakatos, ainsi que des questions-types d'observation, est appliquée à un échantillon d'écrits sur les théories et méthodes en évaluation des principaux auteurs post-positivistes et constructivistes. L'analyse permet d'extraire les éléments communs de définition de l'évaluation, de formuler une série d'axiomes qui forment la base de la discipline de l'évaluation et d'identifier des caractéristiques propres aux théories et à la pratique de l'évaluation, qu'elle soit de type post-positiviste ou constructiviste.

#115 – Salle Québec

Communications orales / Paper

Evaluation of the Essential Skills Series (ESS) training program: Assessing the impact on professional practice and application in the workplace

- Paul Favaro, Ph.D., Peel District School Board/Department of Administrative Studies, York University
- Michelle Sullivan, Ph.D., R.S.W., School of Social Work, Memorial University of Newfoundland
- Elana Gray, M.Sc., Consultant, Gray & Associates

The Essential Skills Series (ESS) consists of four, one-day foundational training workshops relating to program evaluation. The workshops have been offered by the Canadian Evaluation Society since 1998 and are designed to enhance program evaluation skills and promote the professional practice of evaluation across Canada. An Essential Skills Series follow-up survey was randomly distributed to participants who attended ESS workshops offered by the Ontario, Newfoundland, and New Brunswick Chapters of the Canadian Evaluation Society between 1998 – 2004. Information was collected regarding the extent to which participants learned various evaluation skills, the extent to which the ESS objectives were met, and the extent to which participants made changes to their professional practice and applied the information learned in the ESS workshops (using a retrospective pre/post design). This evaluation extends the literature on training by going beyond assessing only participants' satisfaction, perceptions, attitudes or beliefs. The individual and organizational constraints that impact evaluation training programs are also discussed.

The state of evaluation in Zambia

- Ralph Renger PhD., University of Arizona
- Kafula Silumbe, MPH Candidate, University of Arizona

Zambia, a country located in South Central Africa, has numerous bilateral organizations, multilateral organizations, NGO's (Non-governmental Organizations), and FBO's (Faith Based Organizations) making substantial investments in delivering commodities and services to communities within the country. Evaluation is essential to gauging processes involved in the delivery, as well as the impact, of commodities and services. The challenge that many programs currently face is the inadequate number of qualified evaluators that could plan and conduct evaluations. This has led to: a) a reliance on expatriate or part-time evaluators that are in high demand; and b) a lack of continuity and stability in evaluation of programs and projects. This is because expatriates and part-time evaluators are not always available when their services are required. The purpose of this paper is to share our efforts at remedying this problem by establishing an evaluation center in Zambia. Such infrastructure will ensure increased capacity of the local people to conduct effective evaluations.

#116 – Salle St-Louis

Communications orales / Paper

Qualitative research and performance audit: The twain shall meet

- Reed Early, Project Leader, Performance Audit, BC Office of the Auditor General

Qualitative research and performance audit have several characteristics in common. Both use empirical and qualitative methods to gather evidence. Both intend to present truthful and verifiable findings and conclusions. They assume meaning may be contextual and socially constructed. This presentation focuses on their complementary methods; for instance performance audits use criteria which are pre-determined, based on reasonable (situation specific) expectations. These criteria are then used, like a priori categories in qualitative research, to code the data (usually interviews and documents). They are then used to benchmark findings and from that to make a judgment.

The reality of politics in evaluation

- Gerald Halpern, Fair Findings Inc.

Evaluation politics is a critical but rarely understood aspect of evaluation. Program evaluators must be sensitive to and able to deal with the political factors inherent in the environment of the evaluand. Both

formative and summative evaluations operate within political situations. Impact/outcome, summative, evaluation is more likely to have to cope with the political relationships found relatively high in the hierarchy of an organization. The paper will include a brief review of a recent book by Ernest House (Regression to the Mean – A Novel of Evaluation Politics). It gives a good picture of the political contexts and conflicts that bedevil a working evaluator; it is a case study of how evaluation plays out in reality. This will be followed by an overview of the limited research on this topic. The paper will conclude with an argument that CES-awarded professional designations would greatly assist evaluators who must cope with the realities of political pressure.

Salle de Bal

13:15 – 16:15 Concours de simulation d'évaluation pour les étudiant(e)s, édition 2008 / Student Case Competition 2008

Etes-vous préoccupé par la relève des évaluateurs ?

La Société canadienne d'évaluation organise la ronde finale du concours d'analyse de cas destiné aux étudiants et nous vous invitons à venir encourager les trois équipes finalistes. Chacune d'elles a consacré les cinq dernières heures à l'analyse d'une étude de cas et elles vont présenter le fruit de leur travail à un jury. La remise du trophée qui consacrera l'équipe gagnante de l'édition 2008 du concours se déroulera à la salle de Bal de 17:00 à 18:00.

Qui sait, vous découvrirez peut-être de futurs collaborateurs !

Curious about the next generation of evaluators? Let us help you!

CES is excited to host the Final Round of the 2008 CES Student Case Competition. Come on out and support these three teams who have beaten out all the others. Each of these teams has been working on a case for the past five hours and will be making their presentations to a panel of judges. Following this, the annual trophy will be presented at a reception in the Salle de Bal from 17:00 – 18:00.

Who knows, maybe you'll find the next great minds of evaluation.

Salle Jacques Cartier

14:45 – 15:15 Pause-santé dans l'aire de la foire commerciale / Health Break in the Trade Show Area

15:15 – 16:45 Séances simultanées / Concurrent Sessions

#117 – Salle Frontenac

Table ronde / Panel

Evaluating international initiatives: Challenging successes

• Chair :

- Dorota Geissel, Senior Evaluation Manager, Department of Foreign Affairs and International Trade

• Panelists :

- Stephen Kester, A/Director, Evaluation Division, Department of Foreign Affairs and International Trade

- Stuart Bloomfield, Senior Evaluation Manager, Department of Foreign Affairs and International Trade

- Galina Gurova, Senior Evaluation Manager, Department of Foreign Affairs and International Trade

- Dr. Charles Lusthaus, Principal, Universal Management Group

Our panel proposes a free-flowing debate and dialogue approach to share their evaluation experiences and approaches in conducting evaluations of international initiatives including, but not limited to such issues as Canadian efforts in stabilizing fragile states, human rights, destruction of weapons of mass destruction in the former Soviet Union, evaluating the effectiveness of trade relations in China and Germany and, peace-building and promoting democracy abroad. Of particular interest are issues of how evaluations are conducted, assessing the cultural differences, similarities and their impact on judging effectiveness on a local, regional level in other countries in comparison to Western standards. For example, the sensitivity of

conducting interviews in developing countries as opposed to developed countries in terms of receiving reliable, valid information. How do cultural aspects such as local traditions, customs at a social as well as institutional level factor into the interview process? How do we provide assurances of accuracy? How do we treat the information we receive as credible, independent evidence to support current evaluation standards. How are and, how should results be presented for senior decision makers.

The panel will also raise questions on how best to customize evaluation approaches to conduct evaluations in other countries on Canadian-led interventions, initiatives – would we benefit from a shared global agenda, or should we customize according to country-specific strategies or offer other approaches? Questions which the panel will address include: 1) What have we learned so far through evaluations of international initiatives? What have been our main challenges in providing objective assessments? How do we effectively understand and deal with diverse cultural attitudes and what has been their impact on evaluations? How have we dealt with our own institutional and individual biases in evaluations? 2) How best to encourage and stimulate relevant evaluations for international initiatives? Should we focus on either a shared global agenda or country specific agenda or a combination of both?

**#118 – Salle Petit Frontenac
Communications orales / Paper**

Does a realist evaluation approach add value for practitioners and decision makers?

- Leanne Boyd, Monash University Department of Community Emergency Health and Paramedic Practice CIRCLE (Collaboration for Interdisciplinary Research, Consulting and Learning in Evaluation)
- Patricia Rogers, Royal Melbourne Institute of Technology, Australia

Realist evaluation seeks to answer the question “What works for whom, in what situations?” rather than the question “What works?” which is the focus of the classic inputs-process-outcome-impact evaluation approach. While in theory realist evaluation provides better guidance for future implementation, how feasible and useful is it in practice? This paper provides a comparison of these two approaches which were each used to evaluate a web-based education program designed to prompt people with asthma living in rural locations to seek early paramedic intervention during an acute asthma event. The paper draws on feedback from senior managers on the comparative utility of the two approaches, and reflections from a practitioner on their comparative feasibility.

Assessing program relevance and program performance using value for money approach

- Sandiran (Sandi) G. Premakanthan, MBA, FMS, AIIE, CQA, CPSA., Symbiotic International Consulting Services (SICS), Ottawa and Public Health Agency of Canada (PHAC)

The paper will provide participants, the results of the application of the Value For Money (VFM) rapid assessment tool to the federal initiative to address HIV/AIDS in Canada. It will provide an introduction to the tool, the steps in conducting the assessment, the findings and how the evidence was used in identifying continuous program design and delivery improvements. The tool is a recent addition to the suite of evaluation approaches by the Treasury Board Secretariat of Canada. The paper discusses usefulness of the tool to senior evaluators in measuring key aspects of VFM (relevance and performance achieved) and to managers, how the VFM concepts could assist them in program delivery and provide evidence to demonstrate that their programs respect the priorities and needs of citizens. The tool can communicate to program managers the necessary information to be collected in order to demonstrate VFM and facilitates performance results measurement. The paper discusses some of the limitations. The author based on his experience in using the VFM tool and other similar Total Quality Management (TQM) assessment tools such as the Malcolm Baldrige, ISO 9000 and ISO 14000, provides a comparative analysis of the similarities and differences in approaches. The paper shows how VFM evaluation assessment could benefit from the sister discipline of quality systems auditing.

**#119 – Salle Laval
Communications orales / Paper**

Les défis associés à l'évaluation d'une politique publique multisectorielle : l'exemple de la politique « À part entière pour accroître la participation sociale des personnes handicapées. »

- Lucie Dugas, Office des personnes handicapées du Québec
- Isabelle Émond, Office des personnes handicapées du Québec
- Simon David Yana, Office des personnes handicapées du Québec
- Émilie Larochelle, Office des personnes handicapées du Québec
- Lucie Sarrazin, Office des personnes handicapées du Québec

L'Office des personnes handicapées du Québec a déposé en décembre 2007 la proposition de politique « À part entière pour accroître la participation sociale des personnes handicapées. » Conformément à son devoir d'évaluation prévu dans la Loi assurant l'exercice des droits des personnes handicapées en vue de leur intégration scolaire, professionnelle et sociale, il fut proposé que le mandat d'évaluation de cette politique lui soit confié.

Cette communication a pour but de présenter le cadre d'évaluation de la politique « À part entière... » et les défis associés à la planification de l'évaluation d'une telle politique multisectorielle.

Deux grandes questions relatives à l'évaluation de la politique sont posées, à savoir : 1 - La politique « À part entière » est-elle mise en œuvre ? et 2 - Les résultats attendus de la politique « À part entière » sont-ils atteints ? La communication fera état des méthodes privilégiées pour répondre à ces questions et des défis qui y sont associés.

L'évaluation du Projet de formation et de développement des ressources humaines : l'application d'une démarche séquentielle d'évaluation

- Nathalie Dubois, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP
- Richard Marceau, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP
- Jean Turgeon, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP

La Faculté des arts de l'Université McGill a confié au Centre de recherche et d'expertise en évaluation (CREXE) le mandat d'évaluer le Projet de formation et de développement des ressources humaines (PFDRH). Ce Projet s'adresse au réseau sociosanitaire québécois en vue de pallier aux difficultés, pour les personnes d'expression anglaise, à recourir à des services dans leur langue. De mars 2006 à septembre 2007, une démarche d'évaluation en trois phases a produit : une étude préparatoire présentant la problématique du Projet, ses composantes et la méthodologie d'évaluation de la mise en œuvre et des effets; un rapport intérimaire abordant la première partie de l'étude de la mise en œuvre; un rapport final complétant cette étude et présentant une estimation des effets à court terme. La communication relèvera les difficultés méthodologiques rencontrées de même que des pistes de solution afin d'accroître la validité, la fiabilité et la rigueur d'une telle démarche.

L'évaluation du transfert des apprentissages associés à un programme de perfectionnement

- Johann Jacob, M.A.P., Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP
- Richard Marceau, Ph.D., Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP

Nous présentons les principaux éléments théoriques et méthodologiques de l'évaluation des effets d'un programme de perfectionnement destiné à du personnel d'encadrement. Nous avons élaboré un modèle de la problématique du transfert des apprentissages dans l'organisation qui comprend des éléments classiques en évaluation de la formation en entreprise, complété par des éléments provenant de théories sur les changements de comportements des apprenants et sur l'utilisation des connaissances et ses déterminants. L'application du modèle est illustrée par la présentation du processus d'évaluation d'un programme de formation à la gestion publique (PFGP) et des devis de mesure des effets qui en découlent. Ce programme s'adresse aux cadres nouvellement nommés de la fonction publique québécoise et vise le développement de comportements découlant d'un profil générique de compétences pour le personnel d'encadrement. La situation du PFGP rend possible pour l'évaluation de l'apprentissage l'utilisation d'un devis classique ex ante/ ex post avec groupe contrôle.

L'évaluation des pratiques de l'allaitement maternel sur l'émancipation des femmes : rôles de l'UNICEF et de WHO dans les quatre circonscriptions scolaires à Cotonou (République du Bénin)

• Léocadie Kossou, Ph.D

Dans le cadre de la lutte des femmes pour sortir de leur subordination, et atteindre l'égalité, cette recherche évalue des pratiques culturelles qui participent à leur « empowerment », l'allaitement maternel sur l'émancipation des femmes. Notre recherche a été menée dans quatre circonscriptions scolaires de Cotonou, avec des questionnaires remplis par les mères des enfants. Mentionnons le rôle primordial que jouent l'UNICEF et l'OMS dans la formation des femmes dans les « hôpitaux amis de bébés ». Nous développerons les théories de l'intégration des femmes, du genre et le développement, et celles de Moser et de Harvard. Notre question fondamentale, est que les problèmes de la sexualisation du corps de la femme, particulièrement de leurs seins, dans notre recherche, n'ont pas la même connotation au Nord et au Sud. En évaluant les pratiques de l'allaitement sur l'émancipation des femmes que notre recherche examine, dans une perspective africaine, les théories sur l'émancipation des femmes.

#120 – Salle Bellevue

Communications orales / Paper

Lessons learned in the conduct of evaluability assessments

- Glenn Crone, Evaluation Manager, Industry Canada
- Jeff Jorgensen, Senior Evaluation Officer, Industry Canada
- Olivia Zhu, Senior Evaluation Officer, Industry Canada

In 2007-08 Industry Canada embarked on conducting three evaluability assessments. There were several objectives for this endeavor: to start to examine some areas of Industry Canada where evaluation work had not been traditionally conducted (to meet FedAA requirements); to develop a basis for undertaking subsequent evaluations in the three areas; and finally to develop some lessons learned to apply to future evaluability assessments. Come and join us to learn of our experiences and share in our lessons learned.

Meeting the evaluative challenges of multiple intervention programs with a web-based toolkit

- Alma Estable MSW, University of Ottawa
- Jo-Anne MacDonald RN PhD, University of Ottawa
- Mechthild Meyer, Med, University of Ottawa
- Lynne MacLean, PhD, University of Ottawa
- Nancy Edwards, RN, PhD, University of Ottawa

Multiple Intervention Programs (MIPs) in public health use integrated theoretical frameworks to deliberately select interconnected intervention strategies. These target multiple socio-ecological system levels to capitalize on the synergies among system levels in addressing complex health issues. Such programs present challenges for evaluation, including: How do we plan for the evaluation of synergistic effects? Effectively wade through and use the large volumes of data that often accompany multi-level, multi-partner interventions? Select appropriate multi-level indicators? Manage diverse and conflicting evaluation priorities of partners at different system levels? The Community Health Research Unit is developing an on-line toolkit to assist public health program planners and managers to design, implement, and evaluate MIPs. We describe some challenges we have experienced with the evaluation of two MIPs: a participatory research-based cancer screening program for minority women; and a community-based project to prevent falls among seniors. These learnings contributed to the design of the MIP Toolkit Evaluation Module.

#121 – Salle Rose

Communications orales / Paper

Will they join the team and stay? A study of potential and new program evaluators

- Simon Roy, Goss Gilroy, inc.
- Benoît Gauthier, Circum Network inc.
- Shelley Borys, Environment Canada
- Natalie Kishchuk

Like many other professional and occupational groups, the Canadian program evaluation community is in transition. As the baby-boomer group of evaluators is gradually moving towards retirement, a new generation of evaluators is called upon to renew the ranks. This raises a number of issues. For example, what are their perceptions and expectations of the profession? What attracts them to evaluation? Are they likely to stay? What tends to drive them away from the profession? What other professional options are they considering outside of evaluation? What career development resources are available to them? What challenges do they face when getting involved in evaluation projects? What are their roles and are they actively involved? This paper will report on a study addressing these questions through an online survey of: 1) individuals who are “new” to the profession; and 2) individuals who could potentially pursue a career in program evaluation.

Multiple perspectives and lessons learned on collective staffing of federal government evaluators: Was it worth it?

- Kirk Dorland, Evaluation Officer, Departmental Evaluation Services, Transport Canada

In 2006, Transport Canada and Treasury Board Secretariat launched a national collective staffing process to recruit around 90 intermediate and senior-level evaluators. Now that the process is almost complete, it's time to see what worked well and what could have been better. In doing so, the process will be examined from the perspective of key participants such as successful candidates, Heads of Evaluation, and organizers. What did they think of the process and its outcomes? In their views, should this be done again, and ultimately, was it worth it? The presentation will also include practical examples of what you might want to know if you are planning a collective staffing process or if you are planning on applying in one.

Ethics in evaluation: The ARECCI approach to enhancing how ethical risk is managed in your evaluation practice

- Linda Barrett-Smith, Alberta Heritage Foundation for Medical Research
- Birgitta Larsson, BIM Larsson and Associates
- Laura N. L'Heureux, Southern Alberta Child and Youth Health Network, Alberta Children's Hospital

Sound evaluation practice requires the integration of ethics considerations to ensure people are protected while supporting worthwhile projects that benefit society. A topic of increasing debate in the literature, currently ethical risk is identified and managed inconsistently across evaluation settings and practices. The Alberta Research Ethics Community Consensus Initiative (ARECCI) has developed recommendations and a process with tools to support ethics screening and review for non-research knowledge generating activities, including evaluation projects involving people or their private information. An ethics screening tool is available online to assist in the assessment of risk in projects. An ethics review protocol is designed to assist local management of those evaluations screened to have more than minimal ethical risk for participants. This presentation will discuss the importance of ethics in evaluation practice and introduce the ARECCI concepts and tools for assessing and managing ethical risk in projects. Feedback on the usefulness of this approach will be encouraged.

**#122 – Salle Montcalm
Communications orales / Paper**

Measuring and using project fidelity for monitoring implementation and analyzing outcomes assessment: A middle school case study

- Gary Skolits, Institute for Assessment and Evaluation, University of Tennessee, Knoxville
- Jennifer Richards, Department of Food Science and Technology, University of Tennessee, Knoxville

Evaluators have focused insufficient attention on the measurement of intervention fidelity and use of fidelity scores for interpreting project outcomes. This is especially critical when project designers rely on third party implementers. This evaluation study examines the development and implementation of an observation-based fidelity protocol used for measuring and interpreting intervention fidelity scores to better understand student

outcomes resulting from a middle school curricula pilot project. This intervention trained middle school teachers to implement a research-based food safety curriculum. Conclusions of the study shed light on several critical evaluation lessons relating to fidelity of implementations: a) developing and implementing a fidelity analysis; b) using fidelity scores to interpret project outcomes; and c) determining the conditions when implementers are likely to change a project design in response to unpredicted contextual situations. The results indicate that fidelity assessment can provide evaluators with meaningful insight into project implementation and project outcomes.

Confronting challenges in evaluating complex public policy

- Dr. Rick Cummings, Teaching and Learning Centre, Murdoch University

There has been a marked increase in the use of whole-of-government or joined-up government policies and strategies in many developed countries. This is often the result of frustration with the lack of success of programs at addressing complex social issues, and a recognition that complex social problems require sophisticated, whole-of-government approaches at the policy or strategy level. Aligned with this has been increased demands for evaluation studies which are capable of investigating broad-based policy and/or strategy. Given the complexity of whole-of-government policies and the long-term nature of policy outcomes and impact, evaluation of government activity at the level of policy or strategy requires different approaches than program or project evaluation. However, there has been little research on evaluation at the level of complex policy. This presentation will examine the nature of complex public policy, and examine a strategic change approach to evaluating this type of evaluation using recent examples from Australia.

#123 – Salle Québec

Communications orales / Paper

Towards a Canadian evaluation agenda in the American hemisphere

- Gunter Rochow, President, Capra International Inc.
- Jean Serge Quesnel, Adjunct Research Professor, Carleton University

Canada has a unique relationship with Latin America and the Caribbean due to its shared geographic space, which the Department of Foreign Affairs and International Trade (DFAIT)¹ recognizes. A regionalized world evaluation heritage agenda should be defined, since Canada's publicly funded initiatives must be evaluated (Treasury Board mandate), but from a regionally sensitive RBM perspective. Lessons from four of Capra's regional evaluation experiences will be referenced: 1) The development of a Monitoring and Evaluation Framework for the Nicaraguan Citizen Security Program; 2) a formative evaluation of Canada's International Trade and Labour Program; 3) a workshop on horizontal evaluations at the ReLAC 2007 Conference in Bogotá; and 4) an RBM workshop for the ILO's Latin American/Caribbean Decent Work Program planning conference. Does Canada's regional relationship merit a CES commitment through membership in the Latin American and Caribbean Network of Monitoring and Evaluation Societies (ReLAC), including the creation of virtual Masters in Evaluation with the collaboration of 14 universities?

¹ http://geo.international.gc.ca/cip-pic/geo/world_regions-en.aspx.

Évaluation de programmes destinés aux Premières Nations et aux Inuits : Approche par groupes de programmes (Présentation bilingue)

- France Dauphin, directrice, direction de la planification et de la gestion des affaires, direction générale de la santé des Premières nations et des Inuits (DGSPNI), Santé Canada

La Direction générale de la santé des Premières nations et des Inuits (DGSPNI) est responsable de fournir, en collaboration avec des organismes et communautés des PNI, une vaste gamme de programmes et de services de santé aux Premières nations vivant sur les réserves et des Inuits vivant dans les communautés inuites. S'appuyant sur les cadres de gestion et de responsabilisation axée sur les résultats (CGRR), l'approche par groupes de programmes vise d'une part à éliminer la surveillance et les rapports de programmes cloisonnés en créant des groupes de programmes qui partagent des résultats et des effets communs prévus sur la santé et qui peuvent être évalués de manière semblable. D'autre part, elle vise la mise en oeuvre de stratégies d'évaluation pluriannuelles autour des groupes de programmes, afin de faciliter l'harmonisation des processus d'évaluation avec une planification communautaire globale et de réduire le

nombre d'évaluations requises pour une année donnée. La présentation proposée permettra de se familiariser avec cette approche par un exemple concret d'application, d'en apprécier les avantages ainsi que les défis.

#124 – Salle St-Louis

Communications orales / Paper

RMAF's for better evaluation planning; ACOA's experience with a new PAA

- Natalie Doiron, Evaluation Unit, Atlantic Canada Opportunities Agency
- Monique Goguen Campbell, Evaluation Unit, Atlantic Canada Opportunities Agency

Through the Management Resources and Results Structure (MRRS), Treasury Board Secretariat has asked all federal departments to develop their Program Activity Architectures (PAA), through which they can report on their strategic outcomes and better manage for results. For the Atlantic Canada Opportunities Agency (ACOA) and many others, this implicated a shift from previous management and reporting structures per G&C program, to that of higher level strategic outcomes. A more streamlined approach to evaluation and reporting would assist the agency in meeting the requirements of the Expenditure Management System (EMS) and the Federal Accountability Act, emphasizing evaluation coverage and efficiency in reporting back. This would require substantial commitment from program managers from the outset. In order to achieve this commitment, Results Management and Accountability Frameworks (RMAFs) were developed for the main three strategic outcomes identified in the PAA; Enterprise Development, Community Development and Policy Advocacy and Coordination to strengthen the Atlantic economy. This presentation will outline the exercise and its early implications for the Agency, while highlighting best practices and lessons learned.

Are you being served? Structural factors and their impacts on program evaluations in First Nations settings

- Timm Rochon, Principal, DPRA Canada
- Marcia Barron, PhD, Senior Associate, DPRA Canada

Drawing on their experiences of conducting and designing evaluations for programs funded by federal departments and implemented by local First Nations, the authors examine some of the ways the structural factors of this unique relationship can impact the processes and outcomes of evaluations, from the evaluability stage right through to final reporting. The paper then addresses the challenges posed by attempting to address these impacts through participatory evaluation practice and the development of contextually appropriate evaluation tools.

15:15 – 16:45 Présentation par affiches / Poster Session

Salle Vercheres

Evaluating health services integration: Capital Health Ambulatory Care Gold Standard Project

- Ishrat Bhatti, MPH, Ambulatory Care Gold Standard Evaluation Working Group

Le roulement de personnel au sein d'une équipe qui applique un programme pour adolescents présentant des troubles de comportement sérieux en Centre jeunesse

- Chantale Tremblay, étudiante à la maîtrise recherche en psychoéducation, Université de Sherbrooke
- Jacques Joly, Professeur Département de psychoéducation, Université de Sherbrooke

A longitudinal evaluation of augmented education: An innovative program designed to promote employment of persons with a mental illness

- Joan Nandlal, Centre for Addiction and Mental Health
- Monica Bettazoni, PhD, Centre for Addiction and Mental Health
- Nina Flora, BSc, Centre for Addiction and Mental Health

Evaluating in organizational transition

- Kelly McDonald, Children and Youth Division, Community Programs Directorate, First Nation Inuit Health Branch (FNIHB) - Health Canada

A logic model framework for evaluating a multisite, multilevel, multiprogram national workforce development enterprise

- Pamela Bishop, Oak Ridge Institute for Science and Education
- Sam Held, Oak Ridge Institute for Science and Education

Les facteurs qui facilitent ou nuisent à l'implantation des programmes.

- Jacques Joly, Département de psychoéducation, Faculté d'éducation, Université de Sherbrooke
- Marielle Thibaudeau, Département de psychoéducation, Faculté d'éducation, Université de Sherbrooke

Telling the story of indigenous evaluation and mapping the practice: A study in progress

- Kas Aruskevich

Evaluation of implementation of tuberculosis control program in Niteroi, state of Rio de Janeiro, Brazil

- Luisa Gonçalves Dutra de Oliveira
- Sonia Natal

Partnering for improvement: The process of building an integrated evaluation framework for children's mental health services

- Sherrilyn M. Sklar, M.A., Peel Children's Centre
- Katherine Sdao-Jarvie, Ph.D., Peel Children's Centre

Étude sur le rendement de l'investissement relié à la participation aux mesures actives offertes aux individus par Emploi-Québec

- Françoise Tarte, Conseillère en évaluation de programmes. Direction de l'évaluation. Direction générale adjointe de la recherche de l'évaluation et de la statistique. Ministère de l'Emploi et de la solidarité sociale. Gouvernement du Québec

Evaluating the Functioning of Community Coalitions

- Jessica Surdam, MPH, University of Arizona, Mel and Enid Zuckerman College of Public Health

**17:00 – 18:00 Réception pour décerner les prix du concours d'analyse de cas /
Case Competition Awards Reception
Salle de Bal**

Les participants de la conférence sont cordialement invités à assister à la réception au cours de laquelle nous présenterons les trois équipes finalistes au concours et nous consacrerons l'équipe gagnante de 2008.

Conference delegates are cordially invited to attend this reception at which the three finalist teams will be recognized and the 2008 winners will be announced.

**18:30 – 22:30 Souper croisière, buffet et soirée animée sur le M/V Louis Joliet / Dinner Cruise Buffet on the M/V Louis Joliet with Entertainment
Tenue décontractée / Casual Dress**

Rendez-vous dans le hall de l'hôtel pour des départs vers l'embarcadère à pied accompagnés d'étudiants en tourisme. Si vous avez besoin de transport, merci de vous adresser au kiosque des activités sociales.

**CONGRÈS / CONFERENCE
Le mardi 13 mai 2008 / Tuesday, May 13, 2008**

7:00 5 km De la marche et du jogging (5 km) / Walk or Run (5 km)
Commencez la journée du bon pied...

Les participants qui voudront de joindre à un groupe de marche ou de jogging (5 km) n'auront qu'à se présenter dans le hall à l'entrée principale du Château Frontenac, à 7 heures les lundi et mardi matins.

Des étudiants en tourisme et en éducation physique accompagneront les marcheurs et les joggeurs en leur faisant découvrir les beaux coins de la ville de Québec. Ces activités d'une durée approximative de 45 minutes sont gratuites.

7:15 – 17:00 Comptoir d'inscription et de renseignements / Registration and Information Desk Open

7:30 – 8:30 Petits déjeuners thématiques / Thematic Breakfast
Salle Frontenac

Salle de Bal

8:30 – 10:00 Séance plénière / Plenary Session

- Heather Buchanan, Brigitte Maicher, Keiko Kuji-Shikatani, Don Yarbrough

Salle Jacques Cartier

10:00 – 10:30 Pause-santé dans l'aire de la foire commerciale / Health Break in the Trade Show Area

10:30 – 12:00 Séances simultanées / Concurrent Sessions

#125 – Salle Frontenac (Cette table ronde est également présentée en français, le lundi 12 mai – session #100)

Table ronde / Panel

What future do we want for evaluation?

• Co-chairs:

- Jean-Louis Dethier (SWEP)
- Marie Gervais (SQEP)

• Panelists :

- Rick Cummings, President, Australasian Evaluation Society (AES)
- Frankie Jordan, President, Canadian Evaluation Society (CES)
- William Trochim, President, American Evaluation Association (AEA)
- Ross Conner, Past President, International Organisation for Cooperation in Evaluation (IOCE)

As we consider the future of evaluation, it is interesting to learn about the perceptions that the evaluation community holds about the future for evaluation in Canada and throughout the world (“where are we going”); it is even more interesting to discover the aspirations of the evaluation community (“where *do we want* to go”).

This panel discussion will be based on the results of a consultation of the principal evaluation societies and associations from various continents. There will be two phases, the results will first be presented and then they will be analysed by the panelists and discussed with participants.

This panel presentation should permit the identification from among the tendencies observed, those that are most promising for the future of evaluation. It should also help identify the most auspicious steps to follow in order to move forward towards this vision for the future of evaluation.

#126 – Salle Petit Frontenac
Communications orales / Paper

Inheriting a national evaluation system: Lessons learned, advice given

- Pamela Bishop, Oak Ridge Institute for Science and Education
- Sam Held, Oak Ridge Institute for Science and Education

Pressure in the American government is increasing the need for accountability in all of its funded programs, causing some offices to conduct rigorous evaluations in order to secure funding. We at the Oak Ridge Institute for Science and Education (ORISE) have been directed to develop an evaluation plan for a suite of existing programs in the Department of Energy's (DOE) National Laboratory system, which provide students and faculty research experiences to build the DOE workforce, and to contribute to the betterment of science, technology, engineering, and mathematics education. ORISE is creating an evaluation system that provides rigor and consistency year-to-year to show longitudinal trends. The evaluation system will be implemented across multiple sites, incorporate multiple programs with distinctly different populations, and meet the requirements of the federal government. The presenter will outline the most important steps in the process, discussing her experience with inheriting and restructuring this evaluation system.

Public safety and counterterrorism initiatives: Lessons learned from five national evaluations

- Dr. Simon Roy
- Colleen Hamilton

A number of public safety initiatives were put in place following 9/11 to ensure the safety of Canadians in Canada and abroad. Five years after implementation, many of these initiatives were evaluated to assess their relevance, design and effectiveness. Based on five evaluations of training, R&D and general readiness initiatives at the federal government level, the presenters will discuss some of the lessons learned from these evaluations. Experience suggests that these types of initiatives require tailored approaches that differ significantly from those used for typical evaluations. The presentation will include a discussion about key evaluation issues, methodological considerations, challenges in conducting these evaluations, and recommendations for future evaluations in this area.

The challenge of measuring the measurement

- R. Grymonpre, University of Manitoba
- L. MacDonald, University of Manitoba
- Enette Pauzé, University of Toronto
- R. Law, Memorial University of Newfoundland
- L. Bainbridge, University of British Columbia
- L. Weaver, Élisabeth Bruyère Research Institute
- B. Sawatzky-Girling, Canadian Interprofessional Health Collaborative

Health Canada sponsored 20 multi-level health professional education and/or practice projects on interprofessional patient-centered practice with the aim of improving recruitment and retention, access to quality care, patient health outcomes and satisfaction of health care providers and patients. Evaluation was a mandatory component of all project proposals. The Canadian Interprofessional Health Collaborative (CIHC) is a national hub for interprofessional education, collaboration in healthcare practice and patient-centred care. The CIHC evaluation sub-committee's mandate is to provide leadership in the development and implementation of an overall strategy to promote collaboration and knowledge exchange concerning evaluation across the 20 projects. We surveyed projects to: 1) catalogue evaluation instruments used, whether instruments were validated, and Kirkpatrick's educational outcomes measured, and 2) map findings to the D'Amour and Oandasan conceptual framework using interactive web-based technology. This presentation focuses on a synthesis of the 144 evaluation methods reported and a comparison across projects and existing literature.

#127 – Salle Laval

Communications orales / Paper

La planification d'une évaluation quasi-expérimentale à contrôles statistiques : le cas de l'évaluation du programme québécois du dépistage du cancer du sein.

- Nathalie Dubois, École nationale d'administration publique (ENAP)

La communication orale propose une démarche de travail dans le cadre de la planification d'une évaluation quasi-expérimentale avec contrôles statistiques. Appuyée sur un cas précis, l'évaluation du programme québécois du dépistage du cancer du sein, l'exposé abordera l'élaboration de la phase conceptuelle et méthodologique de l'évaluation. Le cas à l'étude est la recherche doctorale de la présentatrice. L'étude vise à estimer les effets du Programme québécois de dépistage du cancer du sein (PQDCS) sur l'adoption de comportements préventifs en dépistage par mammographie. L'objectif principal de la recherche est de mesurer les effets de l'envoi des lettres d'invitation sur l'adoption d'un comportement préventif de dépistage par mammographie du cancer du sein chez les femmes asymptomatiques âgées entre 50 et 69 ans, en isolant les effets des événements interférant sur cette dernière variable.

La Nouvelle gestion publique permet-elle l'introduction de l'évaluation dans les processus de décisions ?

- Christian Sermier, collaborateur scientifique à l'Institut des hautes études en administration publique de Lausanne (IDHEAP)
- Katia Horber-Papazian, professeur d'évaluation des politiques publiques à l'Institut des hautes études en administration publique de Lausanne (IDHEAP)

L'introduction de la Nouvelle Gestion Publique (NGP) en Suisse a été accueillie avec beaucoup d'espoir par les évaluateurs. Leurs hypothèses étaient que les systèmes d'indicateurs mis en place devaient permettre de fournir des données utiles, utilisables et utilisées par les décideurs pour le pilotage des politiques publiques et par la, si nécessaire, leur ajustement. Ils voyaient également dans ces démarches une opportunité pour le renforcement, voire la création d'une culture d'évaluation, auprès des décideurs grâce à la systématisation du suivi de la mise en œuvre et des effets des politiques publiques en référence avec des objectifs fixés. Qu'en est-il dans la réalité ? Pour le déterminer, cette présentation vise à répondre aux questions suivantes : Qui définit les indicateurs du pilotage des politiques publiques ? Quelles sont les informations mises à disposition des élus par les systèmes d'information mis en place ? Quelles sont les caractéristiques de ces informations ? Quelle utilisation en est faite dans le cadre des processus de décisions par les législatifs et les exécutifs ? Le recours plus systématique à des systèmes d'information basés sur des indicateurs permet-il de diffuser la culture de l'évaluation auprès des élus ? Modifie-t-il les relations entre législatif et exécutif ? L'analyse sera menée dans le cadre du pilotage de la politique de la santé dans le canton du Valais.

#128 – Salle Bellevue Communications orales / Paper

Network development for FASD services and supports in the East Kootenay

- Neale Smith, Faculty of Health and Social Development, UBC Power Coordinator, East Kootenay FASD Action Network

This presentation will report on an evaluation in progress. "Creating Links, Building Action for FASD" is a two-year network development project in British Columbia's East Kootenay region. It aims to expand services for prevention of Fetal Alcohol Spectrum Disorder- FASD and support to those living with FASD. This goal will be achieved through community engagement, expanding local capacities and assets, and increased collaboration among health and social service providers. The primary means of evaluation is a survey of network members. Baseline data was collected in the fall of 2007; the survey will be re-administered in June 2008 and in the spring of 2009 at the project's end. The initial survey revealed that the current system is perceived to perform poorly. We will describe how the findings provide possible direction for the further development of network and intersectoral relationships. The audience will benefit from seeing a concrete example of how formal evaluation can be implemented in the not-for-profit sector.

Evaluating the effectiveness of media campaigns

- Jessica Surdam, MPH, University of Arizona, Mel and Enid Zuckerman College of Public Health

In recent years, media campaigns have been used with increasing frequency to influence individual behavior change, yet the field of evaluation has not kept pace. Our evaluation team has been contracted by the Arizona Department of Health Services to evaluate three distinct behavior change media campaigns. A review of the literature revealed very little information on how to evaluate the effectiveness of media campaigns targeting individual behavior change. The purpose of this paper is twofold. First, to share our efforts at evaluating the effectiveness of behavior change media campaigns. Second, to engage in a discussion with other evaluators to learn from them about the methods they have employed. We invite any CES attendee who has evaluated or is currently evaluating a media campaign aimed at individual behavior change to join us in the discussion. The discussion will provide the framework for a possible publication in an appropriate professional journal.

Evaluation framework of a centre of excellence for Ontario's child and youth mental health services: The first three years

- Evangeline Danseco, PhD, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO
- Ian Manion, PhD, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO
- Amy Boudreau, MHSA, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO
- Susan Kasprzak, MA, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO
- Kristen Keilty, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO

An evaluation framework for the Provincial Centre of Excellence for Child and Youth Mental Health at the Children's Hospital of Eastern Ontario (CHEO) was developed to assess the progress of the Centre in achieving its strategic goals and to determine its impact for the first three years of operation. Theoretical models and empirical work in the fields of evaluation research, knowledge transfer and utilization, quality improvement, organizational learning and systems change informed the conceptual approach. Development of the framework was an iterative process that involved document reviews and consultations with key stakeholders, and employed utilization-focused, developmental and appreciative inquiry approaches. Twenty-five indicators for eight outcomes based on three over-arching strategic goals were identified in the areas of using evidence, building evaluation and research capacity and building partnerships. The Centre is employing an innovative, customized tracking application to collect and analyze indicator data. The framework and initial findings using both qualitative and quantitative data will be presented.

#129 – Salle Rose

Communications orales / Paper

Defining a shared framework for assessing the performance and impact of social enterprise

- Bryn Sadownik, Project Lead, Demonstrating Value Project

Many communities in Canada are witnessing a growth in social enterprises – enterprises that combine the pursuit of social/environmental objectives with revenue generation. These enterprises have unique evaluation needs that do not fit into standard business or non-profit models. The 'Demonstrating Value project' was initiated by a number of social enterprises and investors in late 2006 to develop an evaluation framework that addresses the financial performance, mission impact, and organizational sustainability of the social enterprise. This framework is being developed through the active engagement of both investors and social enterprise operators. This paper will report on the dynamics of this collaborative development and the degree to which the framework is successful in meeting both investor and operator interests. In particular, it will look at the power relationships in the development and piloting of the framework, and to what degree the evaluation interests of social enterprises and investors are complimentary.

Evaluating key performance indicators of public universities in Malaysia

- Chan Yuen Fook, Ph.D., Faculty of Education, MARA University of Technology, Malaysia

In the present climate of accountability, transparency and quality assurance, universities are often under scrutiny by the government and the public. Universities are required and expected to deliver what they purport to deliver as expressed in their vision, missions, objectives, strategies and performance indicators. Key performance indicators especially have become the magic word to turn around universities. However, it is not easy to compare one university to another whilst there are far too many different indicators to measure. Therefore, in order to identify key performance indicators for the governance of public universities as empowered by the Ministry of Higher Education, Malaysia in 2006, the researcher and his team had employed a variety of techniques, including focus group techniques, interviews, questionnaires and document analysis to ensure valid and reliable responses from the respondents. This paper outlines the processes and experiences of how the evaluators gauged the participants' understanding of what constitutes the best key performance indicators in the public universities. The sharing of the research methods in this paper will shed light on the relevant technical aspects of evaluating the practical key performance indicators in higher institutions. The paper concludes with lessons learned from the focus group technique that impact the follow-up strategies adopted by the team of evaluators.

Expanding capacity for evaluation within children/youth mental health agencies across Ontario

- Susan Kasprzak, MA, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO
- Evangeline Danseco, PhD, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO
- Ian Manion, PhD, The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO

Many nonprofit agencies providing mental health services have low capacity to conduct and use evaluation. Rather than building evaluation internally, agencies tend to rely on outside consultants. Other barriers to building evaluation capacity include lack of evaluation culture, lack of support and buy-in from staff/stakeholders, lack of time and resources allotted to evaluation, and lack of technical skills. To enhance agencies' capacity for evaluation, the Provincial Centre of Excellence for Child and Youth Mental Health at the Children's Hospital of Eastern Ontario (CHEO) has taken a strengths-based, participatory approach to funding evaluation grants that includes staged training and technical assistance. The Centre works closely with funded agencies to strengthen assets and improve evaluation skills. Agencies in turn, are expected to share acquired knowledge/skills with internal/external stakeholders to build an evaluation culture, enhance learning, and ensure utilization of findings. The success of this approach will be explored within a context of capacity building and reshaping practices.

#130 – Salle Montcalm Communications orales / Paper

More than method: Evaluation considerations that mean more

- Christopher Cameron, Calgary Health Region, Mental Health and Addictions Services
- Brian Marriott, Calgary Health Region, Mental Health and Addictions Services

Methodological considerations often dominate professional discussion of evaluation practice. This is logical because these considerations often have a significant impact on the relative success of evaluation projects. However, numerous other considerations are also worthy of professional attention. Specifically, considerations that relate to how evaluators plan projects, develop objectives, manage information, develop and implement recommendations, and collaborate with stakeholders throughout the evaluation process are of tremendous importance. The authors of this paper will endeavour to explore the intricacies of these frequently overlooked considerations and provide the professionals in attendance with an enhanced degree of philosophical awareness and will increase the intentionality and inclusiveness of their evaluation practice.

Identifying conditions under which evaluation of health interventions can make a difference:

Towards a “social physics” of reducing health inequalities

- Sanjeev Sridharan, University of Edinburgh
- Patricia O'Campo, St. Michael's Hospital and University of Toronto

A number of social and health interventions have been implemented to reduce a range of health inequalities. Evaluations of such interventions typically address if such interventions have been effective and if reductions in health inequalities were achieved. We argue that evaluations of such interventions need to have a broader purpose – specifically evaluations need to help identify the contexts, dynamics and boundary conditions associated with reducing health inequalities. Four questions are addressed in the presentation: What are the conditions under which interventions can impact inequalities? What are the pathways by which evaluations can help impact inequalities? Should interventions and evaluations be discontinued if these conditions are not met? How should evaluations be commissioned in light of answers to the above questions? The above questions are discussed within a theory of influence of evaluations. The above questions are addressed within a context of ongoing evaluations of anticipatory care policy initiatives that have recently been implemented in Scotland.

#131 – Salle Québec
Communications orales / Paper

Evaluation in a cultural context

- David Langlois, MBA, CMC, Evaluator, Chief Review Services, National Defence Headquarters

This presentation will compare and contrast the author's experiences in performing evaluations in Canada, developing economies, and developing nations. It is posited that an evaluation will have a greater opportunity for success when done in context; that is, a successful evaluation accounts for the cultural aspects of both the client and the evaluation subject. Failure to account for cultural differences will make it difficult to satisfy the objectives of the evaluation. Moreover, cultural aspects apply not only to performing evaluations in foreign countries, but to performing evaluations across Canada as well. The presentation will address the following issues: agenda setting; expectations; defining success; team building; humility and hubris; aide memoires; and, closure.

The national community inclusion initiative: Building the capacity of organizations to evaluate systems change

- Jason Newberry, Ph.D., Centre for Community Based Research, Psychology Department, University of Guelph
- Jaime Lee Brown, Ph.D. Candidate, Centre for Community Based Research, Psychology Department, University of Guelph

This community inclusion initiative is composed of a range of local projects across Canada developed by Associations for Community Living and People First of Canada. These projects focus on building and supporting inclusive communities for people with intellectual disabilities and their families. Recently, the partners have focused attention on promoting systems-level change in a number of priority sectors. This has led to a number of challenges and opportunities in evaluation theory and practice since the focus of change is on complex systems rather than individuals. This presentation will describe how CCBR and the national partners developed an overarching theory of change for the initiative accompanied by regional logic models that captured the complexity of systems-focused interventions. We will discuss shared learnings in developing partnerships, affecting public policy, building community capacity, and conducting social research as mechanisms for systems change, with commentary on implications for evaluation theory, practice, and knowledge exchange.

#132 – Salle St-Louis
Communications orales / Paper

A review and synthesis of the current literature on cross-cultural evaluation

- Jill Anne Chouinard, University of Ottawa
- Brad Cousins, University of Ottawa

As a fairly new and still emergent construct, there remain many significant gaps in our knowledge about how to integrate notions of cultural context into evaluation theory and practice, as well as gaps in our knowledge about how to conduct and implement evaluations in immigrant and indigenous communities.

This presentation provides a comprehensive and critical review of the empirical literature on culturally competent evaluation, with particular attention given to the question of why and how culture matters, as well as to the role culture plays in mediating the relationships between outside evaluators, funders and community stakeholders, the mediation of power differentials between evaluators and community members, and the need to better understand the relationship between power, knowledge, evaluation use and questions of validity. We need to understand which methods help advance notions of culture in evaluation, how they are effective, and how we can continue to advance such approaches for further research and evaluation.

Evaluation of BC Ministry performance reporting: The tiger by the tail

- Reed Early, Project Leader, Performance Audit, BC Office of the Auditor General

Reporting on performance in BC has been legally required of government entities since the Budget Transparency and Accountability Act of 2000. But due to inertia, culture and a variety of other influences is still not fully in place. Annual progress has been reported by the Auditor General by comparing to the eight widely circulated reporting principles. Ministries have been found to be slower to improve than Crown Corporations. Progress among both has slowed or come to a halt in places. Some reporting principles are relatively easy while others seem to be difficult if not impossible to attain. The challenge is what to do with it now that the beast has more or less been tamed.

Government and voluntary sector differences in organizational capacity to do and use evaluation: Results from a pan-Canadian survey of internal evaluators

- J. Bradley Cousins, University of Ottawa
- Swee Goh, University of Ottawa
- Catherine Elliott, University of Ottawa
- Tim Aubry, University of Ottawa

Research on evaluation capacity is limited although a recent survey article on integrating evaluation into the organizational culture (Cousins, Goh, Clark & Lee, 2004¹) revealed that interest in the topic is increasing. While knowledge about building the capacity to do evaluation has developed considerably, less is understood about building the organizational capacity to use evaluation. This presentation will report on the results of a pan-Canadian survey of evaluators working in organizations (internal evaluators or organization members with evaluation responsibility) conducted in Spring 2007. The main focus for this paper will be on government (n=170) versus voluntary sector differences (n=80) in the capacity to do and use evaluation. Results are discussed in terms of their implications for evaluation practice and ongoing research.²

¹ Cousins, J. B., Goh, S., Clark, S., & Lee, L. (2004). Integrating evaluative inquiry into the organizational culture: A review and synthesis of the knowledge base. *Canadian Journal of Program Evaluation*, 19(2), 99-141.

² This research is funded by the Social Sciences and Humanities Council of Canada.

Salle de Bal

12:00 – 13:30 Déjeuner de remise des prix de la SCÉ / CES Fellow and Awards Luncheon

13:30 – 15:00 Séances simultanées / Concurrent Sessions

#133 – Salle Frontenac

Table ronde / Panel

The challenge to evaluation today: Three perspectives

• Chair :

- Gerald Halpern, Fair Findings Inc.

• Panelists :

- Marthe Hurteau, Département d'éducation et pédagogie, Université du Québec à Montréal

- Robert Lalonde, Director, Evaluation Services, Canadian Heritage

- John Cox, Manager, Policy, Planning and Evaluation, Public Health Agency of Canada

Program evaluation practitioners are expected to be capable of developing trustworthy evidence and to

prepare relevant recommendations for an evaluand; they are asked to provide evidence-based judgements on key aspects of the program being studied. Evaluation practitioners must have the needed professional skills to be able to accomplish this. This panel will present the views of two evaluators: one who is in a private consulting practice and another in an academic institution who has studied the competencies of the practitioners of evaluation. These two perspectives will be followed by comments from two evaluation managers who, in their working day, must balance the need for trustworthy information and the necessity that the information be relevant to the program manager. Audience participation will be encouraged in order to draw out the range of experiences including whether the evaluation challenges differs with setting – including the provincial situations and the federal situation.

#134 – Salle Petit Frontenac
Communications orales / Paper

Using the principles of participatory research to evaluate LGBTIQ smoking behaviours

- N. Minian, Ontario Tobacco Research Unit
- G. Arh
- R. Schwartz, Ontario Tobacco Research Unit
- D. Fiissel, Ontario Tobacco Research Unit
- D. Nyman
- E. Notman
- Paul Gorczynski
- Jessica Schnoll, Ontario Tobacco Research Unit

Participatory Research (PR) involves including on the research team members of the community of interest in the development, documentation and creation of knowledge. The power of the partnership derives from its inherent diversity of relationships, resources, and perspectives. Using PR principles in evaluation involves redefining the role of an evaluator; rather than starting by measuring outcomes, evaluators facilitate processes aimed at understanding what needs to be evaluated. In this sense, there is a deep commitment to community learning from evaluation and of taking control by participants. This approach involves building a community capacity to direct of the evaluation process. The session will present: 1) how a PR model was implemented to understand what the LGBTIQ evaluation needs with regards to their high smoking prevalence; and (2) the similarities and differences of a PR model and empowerment evaluation.

Participatory approach in evaluation planning: A case from Sri Lanka – CIDA funded project

- Hubert Paulmer, University of Guelph
- Harry Cummings, Harry Cummings and Associates Inc. (HCA)

How can we use a participatory approach in evaluation planning? How does it facilitate evaluation? Does it develop capacity of the stakeholders involved? This presentation shares a recent experience of developing an evaluation plan for a CIDA funded project in Sri Lanka, using a participatory approach. The presentation will detail how internal stakeholders were involved in developing the evaluation framework, and how they discussed and decided on the evaluation design and evaluation methods. It will also present how the log frame was fine tuned to give better logic and clarity with input from the participants and how sharing the log frame with external stakeholders to get input encouraged “buy in”. The presentation will share the experience and comments of how the participatory process helped the project team prepare for the evaluation.

Participatory and partnership approaches in evaluation

- Nichole Fraser MacDonald, University of Guelph
- Harry Cummings, Harry Cummings and Associates Inc. (HCA)

In today’s world, partnerships and participatory approach are buzz words in every field. How are they relevant and applicable in evaluation? How can they be used in evaluations successfully? This presentation will briefly explain what participatory and partnership approaches are and present experiences from recent evaluation case studies where these approaches were used. It will explain how evaluations were structured

and conducted using these approaches. It will also present the benefits and some of the challenges of the approaches.

#135 – Salle Laval

Communications orales / Paper

Evaluating rural community health centres (Completed 2007)

- Dr. Erica Bell-Lowther, Evaluation Specialist, Interior Health Authority, BC

Context: Community based health centres throughout interior of BC provide a range of health services to rural residents.

Purpose of evaluation: Determine whether residents served by health centres which employ physicians and primary care nurses have better health outcomes than residents served by traditional health centres which co-locate fee-for-service GPs with IH emergency and community health services.

Methods: Evaluator compared two models of rural health centres in relation to six principles of primary health care centres. Working closely with staff at both health centres, evaluation questions and indicators of success were identified to provide evidence of principles at each centre.

Results: Evaluation results provided evidence there were no significant differences in health outcomes but access to health services was significantly greater at the traditional health centre using fee-for-service GPs.

Conclusions: The evaluator met with staff at both health centres to review the findings and staff are currently working on areas for improvement.

Evaluating the Kimberley/Cranbrook electronic home monitor pilot project: Jointly sponsored by BC NurseLine and Interior Health, East Kootenay Chronic Disease Management Program (Completed 2007)

- Dr. Erica Bell-Lowther, Evaluation Specialist, Interior Health Authority, BC

Context: Telehomecare monitoring System for individuals with congestive heart failure who are medically unstable.

Purpose of evaluation: Determine whether project was implemented as planned; objectives achieved; lessons learned; and viability of future Telehealth initiatives.

Methods: Evaluator worked closely with project partners to develop logic model based evaluation plan, identify evaluation questions, review data collection tools, assist with collection of data and interpret evaluation findings. Qualitative and quantitative research methods were used to gather data from multiple sources to strengthen validity.

Results: Evaluation results provided evidence that using electronic home monitor as a case management tool was cost effective but weekend monitoring through BC NurseLine was not; and that using home monitors, as part of a chronic disease management program, contributed significantly to improving the confidence and skills of clients and their families in managing their illness.

Conclusions: Interior Health is developing a business case for expanding the use of electronic home monitors to other communities.

Relationships of gender and risk behaviours to students' use of school-based health centres in Cape Breton, Nova Scotia

- Donald B. Langille, Department of Community Health and Epidemiology
- Mark Asbridge, Department of Community Health and Epidemiology
- Michael Allen, Continuing Medical Education, Faculty of Medicine, Dalhousie University, Halifax, N.S.

Background: School-based health centres (SBHCs) have become a common response to meeting adolescent health needs, and Nova Scotia is considered a leader in SBHCs.

Objective: This research inquired about frequency of SBHC use in Cape Breton, and whether gender and risk-taking behaviours are associated with use.

Methods: A self-completion survey of 1629 students in grades 10-12 was carried out in May 2006.

Results: Females were more likely to have visited SBHC nurses than males (49% vs. 10%, $p < 0.01$). Sexual health was a major issue for females; 81% of females who saw the nurse had discussed this concern \geq once, compared with 32% of males. SBHC users had more risk-taking behaviours than non-users, but many students at risk did not visit SBHCs.

Conclusions: Males infrequently use SBHC services, and many students at risk do not consult with SBHC nursing staff. The need for strong sexual health services at SBHCs is clear.

#136 – Salle Bellevue Table ronde / Panel

The politics and pragmatics of evaluation in the public sector

- Robert Lahey, REL Solutions
- Reed Early, Project Leader, Performance Audit, BC Office of the Auditor General
- Francis Remedios, Ph.D., Director Strategic Information and Evaluation, Court Services, Alberta Justice

This panel will serve to foster a dialogue on the pragmatics and politics of evaluation as practiced in government today through presentations from a panel comprising senior leaders and practitioners on the state and challenges for evaluation in Alberta, BC and the federal government.

#137 – Salle Rose Communications orales / Paper

Kids on the move: How evaluation informed a hospital move

- Clare Hildebrandt, Senior Evaluation Specialist, Decision Support Research Team, Alberta Children's Hospital, Calgary Health Region

On September 27, 2006, the new Alberta Children's Hospital opened its doors as the first free-standing children's hospital built in Canada in 20 years. The move project consisted of four phases: 1) planning the way we work; 2) planning the move; 3) move activation; and finally, 4) post occupancy support. In-house evaluation support was provided for each of these phases, from helping to determine the best chairs to use at patients' bedsides, to informing the logistics of how to move up to 144 patients in one day using 10 ambulances, to assessing building deficiencies, and finally, to determining stakeholder satisfaction with the new site. Lessons learned from the evaluator's experience will be shared with a view to inform both future hospital moves along with other large scale evaluation projects operating on a shoe-string budget.

Are you being served? Evaluating student support services for accreditation

- Georgina Grant, Senior Assessment Analyst, Mount Royal College

Accreditors require evidence not only that university academic programs are of the highest quality, but that services delivered to students contribute to the calibre of their whole learning experience. While there are widely accepted practices and procedures in place for the assessment and review of academic programs, the review of services to students is less clearly spelled out. What model of quality assurance for the assessment of campus services is good enough to meet the expectations of accreditors? This presentation will address the efforts made at Calgary's Mount Royal College to develop a service review model with a focus on the review of its student counselling service.

Is there life after evaluation; What happens when the grant ends – an American perspective

- David J Fischer, MA student, University of Minnesota
- Christopher Desjardins, PhD student, University of Minnesota
- Randi K Nelson, PhD candidate, University of Minnesota
- Dr. Lesa Covington-Clarkson, University of Minnesota
- Dr. Frances Lawrenz, University of Minnesota

The Collaborative Evaluation Communities project is a joint effort involving urban school teachers and administrators, in a large Midwestern American school district, STEM (science, technology, engineering and mathematics) graduate students and STEM faculty at an American university. The project was designed to create school-based communities which would work together to identify, develop and evaluate potential solutions for school challenges through cycles of evaluation. The three schools selected represent disparate socioeconomic statuses within the same school district. Collaboration and independence were developed in the teachers so that the cycles of evaluation could be continued after the project ended. Mixed methods examined the effectiveness of the project from initiation into phase-out. Data includes annual teacher surveys, interviews with the teachers and observations of school-based activities. The project's initial findings suggest we have created a collaborative, evaluation-oriented environment that has some potential of sustainability.

#138 – Salle Montcalm Communications orales / Paper

Les compétences au service du développement de l'évaluation en Afrique. Progrès et/ou risque de dérapage de la fonction évaluation : le cas du Bénin

- Alphonse Gaglozoun

Cette communication rend compte de la situation des formations en évaluation au Bénin. Elle s'interroge sur les trajectoires des formations de ceux qui se déclarent évaluateurs ou se considèrent comme tels. L'avènement de l'évaluation comme fonction de gestion sur le continent n'est vieux que d'une décade environ. En effet, si l'Afrique a eu des précurseurs en la matière, ce n'est qu'en 1999 que l'Association Africaine d'Évaluation (AfrEA) a été créée, s'inscrivant dans une dynamique de renforcement de la gestion politique et administrative, en réponse à un manque de synergie au niveau des praticiens en évaluation. Depuis lors, force est de constater que beaucoup de programmes de formations en évaluation sont offerts sur l'étendue du continent, et il est à craindre que ce transfert de connaissance et de compétence tous azimuts ne soit déjà porteur d'un risque d'amalgame des professionnels dans le domaine et la source d'une fragile crédibilité.

Le Manuel du responsable et le Prix d'excellence en évaluation de programme, des leviers structurants de la fonction d'évaluation

- Alice Dignard, GRAEP
- Serge Hamel, GRAEP
- André Viel, GRAEP

Le Groupe des responsables en analyse et évaluation de programme (GRAEP), fondé en 1989, a pour mission de favoriser le développement et la promotion de la fonction d'évaluation de programme dans les ministères et organismes du gouvernement du Québec. Pour ce faire, le GRAEP regroupe les gestionnaires et coordonnateurs qui assument les responsabilités liées à l'implanter et à la réalisation de cette fonction.

Récemment le GRAEP a mis en place deux leviers qui appuient l'essor de la fonction d'évaluation de programme. Il s'agit du Manuel du responsable de l'évaluation de programme et du Prix d'excellence en évaluation de programme. Dans un contexte de changement organisationnel, le manuel vise à outiller et à soutenir les personnes qui se voient confier la responsabilité de gérer la fonction d'évaluation dans leur ministère ou organisme. Quant au prix d'excellence, attribué pour la première fois en 2006, il vise à reconnaître la contribution exceptionnelle d'un évaluateur, auteur d'un rapport d'évaluation et à récompenser une organisation de la fonction publique québécoise qui aura réalisé l'évaluation d'un de ses

programmes et ce, dans un contexte où la diffusion des résultats des évaluations n'est pas encore une pratique très répandue. Cette communication vous présentera ces deux leviers qui pourraient inspirer d'autres initiatives du même genre.

Managing evaluation knowledge to support policy development and implementation: Implications for configuration of the evaluation function (Présentation bilingue)

- Maximilien Tereraho, Ph.D., Adm.A., Director, Feedback and Knowledge Management Evaluation Directorate, Human Resources and Social Development Canada and Part-time Professor of Strategy and Project Management, Université du Québec en Outaouais

There is an emerging consensus (academics and practitioners) that evaluation should provide not only oversight but also insight and foresight for policy and program work. Unfortunately, there is a generally observed significant gap between potential and actual use of evaluation for it to have effects on policy development, program practice and the gap between policy formulation and policy implementation. This presentation will provide an update on the role of evaluation knowledge management (EKM) in change-oriented evaluation and on the current HRSDC's EKM practice. It will then use lessons from HRSDC and international good practices to discuss: 1) how knowledge management techniques may be better adapted to assist in evaluation utilization to support policy/program in different organizational contexts including Government of Canada; and 2) challenges and implications associated with policy-oriented evaluation practice, including configuration of the evaluation function (products and services, location and structure, culture, skills of evaluators and evaluation managers).

#139 – Salle Québec

Communications orales / Paper

Cascading logic models: Determining fit

- Heather Perkins, Consultant

There is often criticism of logic models as not well representing the dynamic environment in which programs operate. Logic models are seen by some as being too restrictive to appropriately describe the complex interactions in most programs. Logic models, however, have the ability to help program stakeholders better understand what they are trying to accomplish. Often, the creation of a logic model will be the first time program staff have the opportunity to discuss their agreement or disagreement about the purpose of the program, what it is doing and what it is trying to accomplish. It is important for programs to understand how they are contributing to the larger goals of their funders. Cascading logic models for the various levels of operation can help demonstrate this fit. This paper will discuss how these cascading logic models helped economic development agencies understand their fit with one another and with their funders.

Evaluation capacity building (ECB): Utilizing social networks to facilitate process use

- Stephanie Sutherland, Learning Research and Development Center, University of Pittsburgh

Although evaluations are generally successful in identifying program features and pointing to lessons learned, only a minority of evaluations are effective at introducing sustained changes and programmatic improvements. This paper will add to the dearth of empirical evidence in illustrating how process use can contribute to evaluation capacity building (King, 2007). First, I set out to build on and extend our knowledge of the kinds of process use (see Amo and Cousins 2007) by examining qualifiers and quantifiers of the term from the evaluation participants' point of view. Second, I illustrate how to transfer such use throughout the organization with learning as the desired outcome. Organizational social networks have been identified as the vehicle for movement within (and external to) the organization. For this study, I draw upon data from a larger longitudinal project (US National Study) investigating the first three years of district-wide mathematics curriculum reform in two large urban school districts (New York City, NY and Phoenix, AZ).

Performance measurement and evaluation in complex program areas

- Steve Montague, Performance Management Network

Performance measurement and evaluation in complex program areas vitally need to be informed by deeper systems thinking. This presentation proposes that in order to contribute to strategic thinking, management and policy, evaluation logic and 'logic models' need to be adjusted from the conventional linear approach to accommodate the following factors: 1) a reach chain (or relationship network) should be recognized along with the results chain; 2) feedback loops or 'recursive' elements need to be recognized; and 3) the context and situation assessment should be built into the approach. This presentation will discuss the limitations of conventional results logic models and frameworks – then proceed to provide examples of alternative approaches – and show the added insights and benefits these can produce.

#140 – Salle St-Louis Colloque / Symposium

Sharing our process: A description of how one school district supports program evaluation in schools

- Trisha Woehrle, Hamilton-Wentworth District School Board
- Necole Sommersell, Hamilton-Wentworth District School Board

The participatory evaluation process works to ensure that interested stakeholders collaborate and are engaged throughout all stages of an evaluation. The evidence resulting from this process should be useable within the program's setting and influence a change in practice. As the research department of the Hamilton-Wentworth District School Board, E-BEST (the Evidence-Based Education and Services Team) follows a use-do-share approach that embodies the characteristics of participatory evaluation. By involving and supporting stakeholders throughout the design, development, and completion of the evaluation process, we assist in their learning of how to use available evidence to answer questions and/or make decisions related to school effectiveness and student achievement. We support schools, departments, and the district to do their own research and evaluations so they have more ownership of the process and the results. Finally, we encourage those we work with to share what they have learned from their inquiries to further the development of the evidence-base within the field of education and to perpetuate the use-do-share cycle and the participatory evaluative process.

This presentation will describe the evaluation practices and services offered within one school district. We will use one of our evaluations of a school-based program as a running theme throughout the presentation and to demonstrate how participatory evaluation looks in a school board setting. The organizational and structural supports for evaluation within our district will be explained as well as the enablers and challenges faced when evaluating programs in schools and across a large district. We will also look at who the evaluative process serves and how, by involving stakeholders from all levels of the organization (classroom teachers to senior administration), we increase the commitment to the evaluation findings and overall value of program evaluation within our organization.

Meeting multiple evaluation needs with a participatory approach

- Marla Steinberg, Public Health Agency of Canada
- Sue Rossi, British Columbia Community Action Program for Children Society
- Moderator: Dominique Parisiene, Public Health Agency of Canada

This symposium will describe an evaluation system that has evolved from the British Columbia regional evaluation for the Community Action Program for Children (CAPC), a federally funded early child development program. The three papers, presented from the perspectives of different evaluation users, describe how the evaluation findings have been used for several different purposes. CAPC has been in existence for over twelve years. The program is designed to reach the most vulnerable families with children aged 0-6 years and expecting mothers. CAPC uses a population health approach and is based on the principles of community development. In British Columbia, 22 coalitions administer 186 programs which provide services to 214 communities. Each month, over 3,500 children attend CAPC programs in their communities.

The first paper, presented by an evaluation consultant for the regional office of the Public Health Agency of Canada, describes the evaluation system and how it is used for monitoring and accountability purposes. The second paper, presented by a CAPC program coordinator, discusses how the evaluation system is used for

program planning, improvement, and marketing. The third paper, presented by the president of the British Columbia CAPC Society shows how the evaluation system is used for advocacy and collaborative partnership development. Together these papers demonstrate how a single evaluation system can fulfill multiple functions. This multi-use evaluation has been brought about through a supportive learning structure within the federal government that focuses on evaluation capacity building and uses a participatory approach. By involving the different users in the development of the evaluation system, it is possible to design a system that simultaneously aids programming planning, monitoring, and accountability.

Enseigner l'évaluation de programmes : analyses réflexives / Teaching program evaluation: reflexive analysis (Présentation bilingue)

- Valéry Ridde, Université de Montréal, Centre de recherche du CHUM, Département de médecine sociale et préventive

L'objet de ce symposium est de proposer une analyse réflexive des processus d'enseignement de l'évaluation de programme dans différents contextes, tant pour des professionnels que pour des étudiants universitaires. Aussi, nous avons réuni six communications analysant cinq processus d'enseignement dans des contextes différents : Québec, Ottawa, Burkina Faso. Les trois premières communications concernent l'évaluation de programme en général tandis que les trois dernières sont plus centrées sur les programmes dans le domaine de la santé. Nous proposons de faire suivre ces communications par un panel composé d'étudiants ayant participé à ces divers processus. Les participants à ce symposium pourront ainsi mieux comprendre les enjeux de la mise en œuvre de cours en évaluation ainsi que la manière d'en évaluer les effets.

Salle Jacques Cartier

15:00 – 15:30 Pause-santé dans l'aire de la foire commerciale / Health Break in the Trade Show Area

15:30 – 17:00 Séances simultanées / Concurrent Sessions

#141 – Salle Frontenac

Table ronde / Panel

L'évaluation dans le monde de la Francophonie

• Co-présidentes :

- Katia Horber-Papazian (SEVAL)

- Marie Gervais (SQEP)

• Panelistes : André Caron, (SQEP)

- Guy Cauquill (SFE)

- Jean-Louis Dethier (SWEP)

- Oumoul Khayri Ba Tall (IOCE)

Comment se positionne l'évaluation dans le monde de la Francophonie ? Comment s'est-elle structurée au fil du temps ? Quels sont ses principaux acquis, ses zones de vulnérabilité, ses plus grandes réalisations, ses acteurs les plus significatifs, les défis qui interpellent davantage ? Existe-t-il véritablement une « manière francophone » d'évaluer ?

Une table ronde d'experts se penchera sur ses différentes questions et cherchera à dégager ce qui pourra constituer les principales composantes d'un agenda commun permettant d'assurer le développement et la consolidation de l'évaluation dans la Francophonie de demain. Il est notamment question des cibles de développement à privilégier, des stratégies à mettre de l'avant pour rejoindre et mobiliser les évaluateurs francophones œuvrant dans les différentes parties du monde. Il est également question des conditions gagnantes et des actions structurantes à mettre en place pour renforcer à la fois la capacité en évaluation et le réseautage, et ce, tout en soutenant l'évolution de la fonction d'évaluation en contexte de Francophonie.

#142 – Salle Petit Frontenac

Communications orales / Paper

Cadre d'évaluation des effets du programme régional de réadaptation des maladies chroniques Traité santé: proposition du CREXE et bilan sommaire de sa mise en œuvre

- Sylvain Bernier, Centre de recherche sur le vieillissement, Université de Sherbrooke
- Richard Marceau, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP

Une personne de la région de Portneuf, Québec ou Charlevoix vient de recevoir le diagnostic d'une maladie chronique. On lui proposera sous peu de bénéficier des services du programme régional de réadaptation des maladies chroniques Traité santé et de participer à l'évaluation de ce programme. Ce scénario se produit, car l'Agence de la santé et des services sociaux de la Capitale-nationale a notamment confié au CREXE le mandat d'évaluer les effets du programme Traité santé. La présente communication a pour but de dévoiler une partie du cadre d'évaluation que le CREXE a proposé au mandant. Puis de l'élaboration du modèle causal, résumant la problématique du programme Traité santé, à la mise en œuvre de la collecte de données, des défis ont émergé. L'équipe du CREXE dresse donc un bilan sommaire de l'expérience acquise sur le terrain en mettant en œuvre son cadre et sa stratégie d'évaluation.

Évaluer l'intouchable : jusqu'où peut aller une évaluation sur les langues officielles ?

- François Dumaine, Associé, PRA Inc.

On s'attend normalement d'une évaluation à ce qu'elle s'interroge sur le bien-fondé d'une initiative et qu'elle détermine si les résultats visés par celle-ci ont été atteints. Qu'en est-il, cependant, lorsque cette initiative touche les langues officielles, un domaine hautement politisé où la constitution canadienne, de même qu'une série de lois obligent les instances gouvernementales à adopter des mesures concrètes pour soutenir le rayonnement des deux langues officielles? Comment aborde-t-on la pertinence d'une telle initiative? Comment définit-on un résultat en pareil domaine et comment peut-on le mesurer? Que représente un succès et comment peut-on l'attribuer à une initiative en particulier? Mettant à profit une série d'évaluations touchant directement aux langues officielles, cette présentation abordera les défis méthodologiques que pose l'évaluation de sujets politisés et profondément ancrés dans l'imaginaire collectif.

#143 – Salle Laval

Communications orales / Paper

Understanding the active ingredients of complex policies: A realist approach to “unpacking” the impact of the sentencing guidelines on crime rates in the United States

- Kim Steven Hunt, Washington, D.C. Sentencing Commission
- Sanjeev Sridharan, University of Edinburgh

Exploring the diverse criminal sentencing structures in use in the 50 U.S. states and the District of Columbia, we describe a method to identify the contexts in which a policy (types of structured sentencing) are likely to work (reduce crime). Our presentation will combine theory-based approaches of competitive elaboration, a realist approach to evaluation and complex statistical methods. Our presentation will be generalized to discuss how evaluations can help streamline future implementations of social and health interventions. We argue that evaluation practice suffers from a preoccupation with a dichotomized view on effectiveness using ideas from realist evaluation, we argue for a contextualized view of learning from evaluations.

Building evaluation capacity: The knowledge mobilization connection

- Christine Frank, Ph.D., Georgian College
- Paul Favaro, Ph.D., Peel District School Board, Department of Administrative Studies, York University

A key component of excellence in program evaluation includes “service to our various constituents through the transfer of knowledge.” This paper centers on moving past evaluation results and utilization to knowledge mobilization. A knowledge mobilization strategy using the Learning to 18 Educational Program in the Peel District School Board will be presented. We will outline the theories, concepts, and tools for effectively mobilizing evaluation related results in order for parents, teachers, students, and administrators to fully understand the complexities of the knowledge gained from the research concerning career paths and

destinations. Effective knowledge mobilization rests on working partnerships between those who collect, analyse, and disseminate new knowledge and those who use it. The future success of knowledge mobilization in evaluation depends to a large extent on our profession's ability to train evaluators to effectively bring evaluation results to the policy and professional practice landscape.

Evaluating private sector development in developing countries: Factoring in risk and estimating additionality

- Marvin Taylor Dormond, Director, Independent Evaluation Group-IFC
- Hiroyuki Hatashima, Evaluation Officer, Independent Evaluation Group-IFC
- Daniel James Crabtree, Evaluation Officer, Independent Evaluation Group-IFC

The World Bank Group's International Finance Corporation (IFC) is to promote sustainable private sector development (PSD) in developing countries, and thereby contribute to growth and reduce poverty. IFC aims to achieve this through investments and advisory services, however, it faces two challenges: dealing with commercial risk, particularly in "frontier" countries where the private sector is nascent, and ensuring that its activities complement, rather than replace, those of others. As independent evaluators, we examine how to 1) factor commercial risk into PSD evaluations, and 2) estimate "additionality". These lessons broadly apply to others working in PSD. "Factoring in Risk in Evaluating Private Sector Development in Developing Countries" offers the first evaluative look at the relationship between commercial risk and development results. "Estimating Multilateral Development Bank (MDB) 'Additionality' in Facilitating Private Sector Development," provides the first detailed exploration of the concept of MDB additionality, including how different MDBs think about additionality.

**#144 – Salle Bellevue
Table ronde / Panel**

A strategic and marketing plan for the BC Chapter of CES

- **Chair :** Wendy Rowe, Royal Roads University
- **Panelists :**
 - Reed Early, Project Leader, Performance Audit, BC Office of the Auditor General
 - Michelle de Cordova, Consultant
 - Brad Gerhart, Ministry of Environment
 - Lisa O'Reilly, Consultant
 - Joan McHardy, Pacific Institute of Community Development

In preparation for the 2010 Conference, the BC Chapter of the Canadian Evaluation Society is moving forward with a new strategic and marketing plan. In this panel session we will describe our experience working with contractors and developing the plan – beginning with a membership survey, a situation analysis, and two board sessions to establish vision, mission, goals and objectives. This process has yielded a Strategic and Marketing Plan that identifies membership recruitment, marketing, communications, enhanced training and development strategies, and advocacy for the role of evaluation in our province. This panel presentation should be of interest to other provincial Chapters concerned with advocacy, and member recruitment and support. Time will be available for Chapter members to discuss their own needs and experiences developing a strategic and action plan.

**#145 – Salle de Bal
Table ronde / Panel
Steve Montague et al**

**#146 – Salle Rose / Rose Room
Communications orales / Paper**

L'auto-évaluation de nos programmes : organiser notre démarche, travailler en équipe et valoriser le sens de nos interventions

- Isabelle Brunet, Conseillère en évaluation de programme, Centre de réadaptation Lucie-Bruneau

- Manuela Mendonça, Conseillère en évaluation de programme, Centre de réadaptation Lucie-Bruneau

Le CRLB s'est doté depuis quatre ans d'une politique de gestion visant l'évaluation de tous ses programmes. Comment orchestrer son implantation? Comment développer une culture d'évaluation et un langage commun? Comment outiller les gestionnaires et les intervenants pour qu'ils participent et s'approprient une telle démarche? Quelle stratégie adopter pour les orienter vers le même but et se donner une vision commune des programmes visant la participation sociale des personnes ayant une déficience physique? Voilà autant de questions qui seront abordées lors de la présentation et nous permettront de partager la façon dont l'établissement s'est organisé avec différents outils de travail (tels que : mémoires de programmes, cadre logique, plans d'évaluation, indicateurs, tableaux de bord). Ces réalisations vous révéleront le chemin parcouru d'une aventure évaluative en plein essor. Venez la découvrir...

L'utilité et la pertinence d'une équipe d'évaluation à l'« interne »

- Lysette Trahan, Direction de l'évaluation, ministère de la Santé et des Services sociaux
- Anne Gauthier, Direction de l'évaluation, ministère de la Santé et des Services sociaux
- Sylvie Rheault, Direction de l'évaluation, ministère de la Santé et des Services sociaux
- Ourdia Naidji, Direction de l'évaluation, ministère de la Santé et des Services sociaux

La Direction de l'évaluation du MSSS du Québec existe depuis 1982, elle a été l'une des premières unités d'évaluation dans le réseau de la santé et des services sociaux et aussi au gouvernement du Québec. Loin de perdre son dynamisme au fil des années, la Direction connaît un nouveau souffle grâce à une politique d'évaluation qui lui a permis de financer des travaux d'envergure sur les réformes de l'heure. Ainsi, par exemple, plusieurs activités visent le soutien au changement et les stratégies de communication utilisées sont multiples et adaptées aux différentes situations. La présentation vise à mieux faire connaître nos pratiques en les illustrant des travaux actuels d'évaluation et à cerner les conditions nécessaires à la pertinence et à l'utilité de l'évaluation qui se fait au sein des organisations.

#147 – Salle Montcalm

Communications orales / Paper

L'évaluation au service des gestionnaires et des décideurs

- Alice Dignard, Présidente (GRAEP)

Mettre en place la fonction d'évaluation de programme, impliquer les gestionnaires et les autorités, partager une culture d'évaluation et développer un savoir-faire spécifique au domaine des ressources naturelles; voilà des objectifs ambitieux. Cette communication présente les conditions et les moyens qui contribuent à la mise en œuvre de la fonction d'évaluation dans un ministère où les domaines d'affaires sont multiples (Énergie et Mines, Faune, Forêt, Foncier, Opérations régionales).

Pour répondre aux besoins de l'organisation, les évaluations examinent les retombées du passé, mais dans l'action les gestionnaires s'interrogent sur l'avenir. Connaître le point de vue de la clientèle et des partenaires, se comparer avec d'autres instances qui offrent des programmes similaires sont devenus incontournables auxquels il faut ajouter un volet prospectif de plus en plus important. Dans ce cas, il faut évaluer l'opportunité d'offrir une prestation de service électronique ou de jeter les bases d'un outil pour mesurer les retombées sur le développement durable. Quelles que soient les questions soulevées, la valeur ajoutée de l'évaluation de programme contribue à confirmer sa raison d'être et son utilité.

Cette présentation sera suivie de trois communications sur des évaluations réalisées au ministère des Ressources naturelles et de la Faune, gouvernement du Québec.

L'évaluation d'un système informatique

- Valéry Roy-Gosselin, conseiller en évaluation de programme, ministère des Ressources naturelles et de la Faune

Pas besoin d'être un informaticien pour effectuer l'évaluation d'un système informatique, au même titre

qu'un évaluateur n'a pas besoin d'être un pilote d'avion pour évaluer un programme de sécurité aérienne ! Dans cette communication, l'évaluateur présente la méthode qu'il a utilisée pour évaluer un système informatique de vente de permis, de production et de gestion de données. Les différentes méthodes de collecte de données présentées donneront un bon aperçu d'une démarche d'évaluation appliquée à l'informatique. L'évaluateur présentera les différentes enquêtes et analyses qu'il a utilisées au cours de l'évaluation, et s'attardera sur un modèle de mesure de la performance informatique d'un système (modèle de Peauccelle, et modèle de Menascé, Almeida et Dowdy). Quelques expériences intéressantes vécues avec les informaticiens en cours d'évaluation seront aussi partagés avec l'assistance.

L'évaluation du Mois de l'arbre et des forêts et de Mon arbre à moi

- Monia Prévost, conseillère en évaluation de programme, ministère des Ressources naturelles et de la Faune

Cette évaluation ciblée a permis de vérifier la pertinence de poursuivre deux programmes qui visent à accroître la sensibilisation de la population à l'importance des arbres et des forêts. En plus de cerner les efforts déployés pour la réalisation du Mois de l'arbre et des forêts (MAF) et de Mon arbre à moi (MAAM), l'évaluation a permis de mesurer le degré de satisfaction des participants et de cerner les retombées générées. Pour réaliser cette évaluation, les méthodes suivantes ont été utilisées : une analyse documentaire, une analyse de presse, une analyse de coûts pour l'année 2005-2006 et une enquête. L'enquête comprend une collecte de données quantitatives et qualitatives auprès des employés concernés du Ministère, un sondage réalisé auprès des parents de nouveau-nés qui ont reçu un plant d'arbre en participant au programme Mon arbre à moi et l'observation participative de deux événements, l'un organisé par le Ministère (MAAM), l'autre par une municipalité (MAF).

#148 – Salle Québec

Table ronde / Panel

Conducting useful evaluations: CNIB as a case example

- **Chair :** Brad Cousins, University of Ottawa
- **Panelists :**
 - Deborah Gold, Canadian National Institute for the Blind
 - Biljana Zuvella, Canadian National Institute for the Blind
 - Martha McGuire, Cathexis Consulting

Cathexis and CNIB have now conducted three collaborative evaluations over a four year period. Deborah Gold will present the reasons CNIB chose that route and the implications for their organization. Biljana Zuvella will present a specific three year evaluation, the methods used, the collaboration mechanisms and the impact on the project. Martha McGuire will present an overview of the relationship and discuss the implications for the consultant. Some of the areas to be discussed are: capacity building for the organization; fulfilling accountability requirements; contribution of the evaluation to improving the project; contribution of the evaluation to learning that can be applied to future projects; validation of accomplishments; and, effective use of internal and external resources.

#149 – Salle St-Louis

Communications orales / Paper

'Ideal' participation: Comparing factors influencing participation in the participatory evaluation of three rehabilitation programs

- Chantal Camden, Université de Montréal, Centre de Réadaptation Estrie, Canadian Association for Participatory Development
- Marlene Wiens, Canadian Association for Participatory Development
- Valéry Ridde, Université de Montréal, Unité de santé internationale, CHUM – centre de recherche

Practical and emancipatory evaluations are two different forms of participatory evaluation that serve distinct purposes and for which different levels of stakeholder participation are anticipated. The expected level of participation, according to an adapted framework of Weaver and Cousins (2005) (Ridde, 2006), is compared

with the actual level of participation experienced in two emancipatory evaluations in Colombia and Mexico, and one practical evaluation in Québec. Based on the difference between expected and actual participation it is argued that ideal level of participation should reflect the purpose of the study, the broader goals of empowerment and social change, and take into account personal and contextual factors such as the availability, interests and capacities of the participants and evaluators. The ideal level of participation then is not the highest level of participation possible but the level that best fits the goals of the evaluation and the context.

Salle de Bal

17:00 – 18:00 Assemblée générale annuelle de la SCÉ / CES Annual General Meeting

18:15 et 20:00 Visite guidée thématique de Québec / Thematic Guided Visits of Quebec

Le temps d'une promenade, vous suivrez les guides transformés en personnages remarquables sortis tout droit du passé. Laissez-vous guider, avec leur regard d'autrefois, dans les lieux méconnus de la ville, là où fourmillent de nombreux secrets. Voyagez dans l'histoire de la ville en compagnie de ceux qui l'ont vécue. Laissez-vous émouvoir, surprendre et charmer par les moeurs, les faits inusités et la réalité quotidienne méconnue des générations qui nous ont précédés. La visite d'une durée de 90 minutes se termine dans un bistro où vous pourrez savourer une consommation incluse dans le prix. **Les personnes inscrites doivent se rendre au kiosque des activités sociales pour le choix du groupe et de l'heure de départ.**

21:00 – 23:00 Salons de réception / Hospitality Suites

CONGRÈS / CONFERENCE
Le mercredi 14 mai 2008 / Wednesday, May 14, 2008

7:30 – 12:00 Comptoir d'inscription et de renseignements / Registration & Information Desk Open

7:45 – 8:30 Petit déjeuner / Breakfast

Salle Verchères

Salle de Bal

8:30 – 9:15 Sub-Theme Summaries/ Synthèse des sous-thèmes

Salle de Bal

9:15 – 10:00 Séance plénière / Plenary Session

- Madame Oumoul Khayri Ba Tall, présidente de l'Organisation internationale pour la coopération en évaluation (IOCE), trésorière de l'Association Mauritanienne de Suivi Evaluation et présidente sortante de l'Association africaine d'évaluation (AfrEA).

10:00 – 10:15 Pause-santé / Health Break

10:15 – 12:00 Séances simultanées / Concurrent Sessions

#150 – Salle Frontenac / Frontenac Room

Table ronde / Panel

Have we made a Difference? Measuring Evaluation Influence.

• Chair :

- Nancy Porteous, Health Canada

• Panelists : Rochelle Zorzi, Cathexis Consulting Inc.

- Kate Powadiuk, Cathexis Consulting Inc.

- Anna Engman, Cathexis Consulting Inc.

- Martha McGuire, Cathexis Consulting Inc.

Cathexis is currently developing a process and a set of tools to measure the influence of our evaluations. Our goal is to find out if we are making a difference with our evaluations, and to learn how to make more of a difference with every evaluation we do. We will share the most current draft versions of the tools we have developed, describe our experiences using the tools, and solicit feedback from the audience. We believe that the development of an empirical knowledge base about evaluation influence will provide a foundation for our future evaluation heritage. Martha will provide a brief overview of Cathexis' historical interest in helping to define a world evaluation agenda. Rochelle will explain the rationale for our project. Kate will describe the process and tools. Anna will talk about our initial findings. Finally, Nancy Porteous will identify implications for the field of evaluation as a whole, and will facilitate the discussion.

**#151 – Salle Petit Frontenac
Communications orales / Paper**

Involving youth as collaborators to improve youth evaluation

- Nancy Ellen Kiernan, Ph.D., Penn State University Cooperative Extension
- John Byrnes, Ph.D., Penn State University Cooperative Extension

In the evaluation literature, the need for pretesting a survey is a prerequisite before using a survey. Recent research using cognitive interviewing among adults reveals that certain questions pose certain problems and that question characteristics can affect the data quality in predictable ways. However, using cognitive interviewing to document whether these problems occur with children has been neglected. Research on surveys with children has centered instead on standardizing the instruments, the working assumption being that the children understand the questions as intended. What is needed is research using cognitive interviewing to identify the problems that exist among children and why those problems happen in order to improve the question-answer process for children. This paper will demonstrate from a field study: 1) an array of behaviors that children adopt when answering a question they don't understand; 2) the impact on data quality, and 3) the value of children as collaborators to improve evaluation tools.

Prevention of youth gangs: Community-based needs assessment

- Dr. Susan Scott, Principal, SPS Research and Evaluation Inc.

Discussion of the data collection challenges associated with collecting gang prevention needs data from various audiences, but especially from youth who are at risk for gang involvement or in the early stages of joining gangs. Data collection challenges will include areas such as: developing appropriate data collection tools for collection from youth to address youth fears of reprisal, identifying youth for inclusion, obtaining access to youth; addressing policy and procedural issues related to data collection generally, but especially those affecting collection from youth. In addition, requirements regarding included in relevant legislation will be addressed.

Strategies used to evaluate a home-based, CD-ROM program for older drivers

- Anita M. Myers, Ph.D., Department of Health Studies and Gerontology, University of Waterloo
- Michelle M. Porter, Ph.D., Faculty of Kinesiology and Recreation Management, University of Manitoba
- Robin A. Blanchard, MSc., Doctoral Student, Department of Health Studies and Gerontology, University of Waterloo

As a computerized personal assessment and educational tool for older drivers, the AAA/CAA Roadwise Review (RWR) CD-ROM has the potential for widespread reach. Adapted from a clinical battery, the program illustrates how basic abilities (such as vision) relate to safe driving. Five of the eight tasks require a partner for cueing and scoring. Users are informed about associated impairments and what they should do. Evaluation of the RWR presented unique challenges requiring multiple approaches. In three sites, the CD-ROM was installed and administered by a researcher, using surveys for participant feedback. Our site attempted to more closely simulate the actual experience by having 34 older drivers (aged 66 to 92) install and do the RWR in pairs, while two evaluators observed and then conducted focus groups. The two approaches yielded somewhat different findings raising issues about how the evaluation process, not only the program, may influence participant experiences and outcomes.

#152 – Salle Laval

Communications orales / Paper

L'évaluation d'implantation d'un programme d'intervention en santé mentale au Centre Jeunesse de la Montérégie : démarche, bilan et défis

- Chloé Gaumont, M.A. (candidate), Centre Jeunesse de la Montérégie
- Lucie Charbonneau, Ph.D., Centre Jeunesse de la Montérégie. Université du Québec à Trois-Rivières
- Marc Daigle, Ph.D., Centre Jeunesse de la Montérégie. Université du Québec à Trois-Rivières

Les problématiques de santé mentale affectent près de la moitié des jeunes hébergés en Centres Jeunesse. En réponse au besoin grandissant de ressources spécialisées pour intervenir auprès de cette clientèle, le Centre Jeunesse de la Montérégie a développé et mis sur pied un programme clinique novateur. L'évaluation d'implantation de ce programme visait à identifier s'il avait été implanté tel que prévu, à mettre en lumière les spécificités de la clientèle, de l'intervention et du milieu. Cette présentation portera sur les stratégies retenues dans le cadre de cette recherche évaluative : (1) le choix d'une méthodologie adaptée à la réalité du milieu et au nombre restreint de sujets, (2) l'implication de différents acteurs clés dans le processus d'évaluation et (3) la production et la diffusion de résultats utiles pour les personnes responsables de l'implantation. Les défis liés à l'évaluation des effets du programme sur la clientèle seront également discutés.

On the value-added of an innovative evaluation process: Designing and conducting the research/creation in fine arts pilot program evaluation (Présentation bilingue)

- Courtney Amo, Manager, Corporate Performance, Evaluation and Audit, Social Sciences and Humanities Research Council of Canada (SSHRC)
- Éric Archambault, President, Science-Metrix
- Frédéric Bertrand, Research and Evaluation Associate, Science-Metrix
- Manon Bourgois, Consultant
- Wayne MacDonald, Director, Corporate Performance, Evaluation and Audit, SSHRC
- Jocelyne Manseau-Mandeville, JMM Consulting
- Nicole Michaud, Evaluation and Performance Officer, SSHRC

The Social Sciences and Humanities Research Council of Canada (SSHRC) is a federal funding agency that promotes and supports university-based research in the social sciences and humanities. Based on growing evidence that university-based artists were underrepresented in federal funding programs, SSHRC sought to address this through the creation of a pilot program in 2002 that targets faculty members who regularly span the boundaries between the creative arts and traditional academic research. The three-year pilot program, the Research/Creation Grants in Fine Arts program, was the subject of a formative evaluation, and its process, challenges and lessons learned will be described during the presentation. The evaluation process was designed in a highly collaborative, consultative and creative manner, while maintaining a rigorous approach, and which contributed in raising the research community's awareness of the added value of evaluation findings. The presentation will emphasize best practices and lessons learned and will provide time for questions and comments.

#153 – Salle Bellevue

Table ronde / Panel

Building evaluation capacity in organizations: Lessons from different sectors

• Chair :

- Brad Cousins, University of Ottawa

• Panelists :

- Robert Lahey, REL Solutions

- Steve Montague, Performance Management Network

- Keiko Kuji-Shikatani, Program Evaluation and Learning Consultant

- Catherine Elliot, University of Ottawa

This panel explores key factors that work to both encourage and to inhibit the implementation and use of evaluation within organizations. Drawing from recent case study work supporting a broader study of 'Evaluation Capacity Building' (ECB), the development and use of evaluation in organizations in each of four different sectors will be examined addressing the following three questions: 1) How is monitoring and evaluation (M&E) currently being employed in the organization? 2) What elements encouraged/advanced the building of M&E capacity in the organization? 3) What were the elements that inhibited/slowed down the introduction of M&E? The four different organizations and their sectors include: the federal public sector; a provincial post-secondary institution; a provincially-funded grant-making agency; and a national level not-for-profit community agency. Each presenter will speak to the particular case study that they have researched. Of particular interest is the desire to draw 'lessons' on what drives the conduct and use of evaluation in different contexts and settings. Following the presentation by each of the four panel members, the audience will be invited to discuss with panel members both the structural and cultural issues that tend to shape the use of evaluation within various organizations.

#154 – Salle de Bal

Table ronde bilingue / bilingual Panel

L'innovation en évaluation : Comment progresser dans un monde compétitif sans perdre ses valeurs ? / Innovation in evaluation: Moving forward in a competitive world without forsaking values.

• Co-présidents :

- Jean-Louis Dethier (SWEP)
- Marie Gervais (SQEP)

• Panélistes :

- Jean-Paul Fortin (SCE)
- Karyn Hicks (CES)
- Linda Lee (CES)
- Nancy Porteous (CES)

Diverses innovations ont influencé le développement de l'évaluation au fil du temps. Certaines ont clairement marqué le développement du champ alors que d'autres ont eu un rôle plus limité, plus local. Certaines ont pris leur origine de ce qui se passe ailleurs, dans d'autres disciplines, alors que d'autres se sont plutôt avérées des constructions issues de l'évaluateur lui-même. Toutefois, peu importe le processus emprunté, ces innovations ont permis de façonner la théorie et la pratique de l'évaluation.

Maintenant, que peut-on apprendre de ces diverses innovations, de leurs conditions d'émergence et de mise en œuvre ? Quelles stratégies utilisées ont permis d'assurer l'acceptabilité de ces innovations par la communauté d'évaluateurs et leur intégration dans les pratiques reconnues en évaluation ? À partir de cas concrets émergents de leurs pratiques, les experts s'appuieront notamment sur les théories de l'innovation pour aider à mieux comprendre le développement des innovations en évaluation, leurs conditions de pérennité, leur influence. Cela permettra de tirer des conclusions pour l'avenir et ainsi aider les évaluateurs à mieux gérer le processus d'innovation dans leur propre pratique.

Many innovations have influenced the evolution of evaluation over the years. Some have had major impacts on the development of the field; others have had more limited, local influence. Some innovations were based on developments in other fields and others have been constructed by evaluators themselves. However, regardless of the process followed to achieve them, innovations have fashioned both the theory and the practice of evaluation.

What can we now learn from innovations in our field, and the conditions that lead to their emergence and implementation? What strategies have been used to ensure their acceptability to the community of evaluators and their integration into the recognised practice of evaluation? Expert panelists will draw upon real cases from their practice and on innovation theory to help us better understand innovations in evaluation, as well

as conditions for their durability and their influence. This will allow drawing conclusions for the future and thus helping evaluators to better manage the process of innovation in their own practice.

#155 – Salle Rose

Communications orales / Paper

Innovation in evaluating complex strategies: Path logic models and contribution analysis

- Robert Schwartz, Ontario Tobacco Research Unit
- John Garcia, Ontario Tobacco Research Unit
- Shawn O'Connor, Ontario Tobacco Research Unit
- Nadia Minian, Ontario Tobacco Research Unit
- Sarah Bierre, Ontario Tobacco Research Unit

The challenges of evaluating complex strategies have been identified in previous work. A small number of publications outline approaches to addressing these challenges. Building on previous work, we have developed a new approach that facilitates strategy planning, evaluation planning and answering central evaluation questions about the overall effectiveness of strategies. Central to this approach is the identification of evidence-based paths to achieving strategy objectives and evidence-based estimation of the expected and actual contribution of various interventions to progress on each path. We will demonstrate how this approach is being applied to evaluating the Smoke-Free Ontario Strategy. Discussion will address both the advantages and challenges in applying path logic models, contribution analysis, and analytic historical narrative approaches to evaluating complex strategies.

Serving different audiences through evaluation

- Janet Adams, Education Review Office, New Zealand
- Lynda Watson, Education Review Office, New Zealand

The New Zealand Education Review Office (ERO) is responsible for evaluating the quality of education provided for students in New Zealand schools and early childhood centres and reporting these findings to individual schools and centres, to parents and communities and to the New Zealand government. While it is generally accepted that evaluations cannot effectively serve several purposes, this presentation will discuss an evaluation methodology implemented by ERO that has the flexibility to provide useful evaluation findings to all three audiences. It will also discuss how the audiences can and do make use of the findings.

A complex evaluation of a complex system: Evaluating the smoking cessation system of a public health unit to guide policy change

- N. Minian, Ontario Tobacco Research Unit
- R. Schwartz, Ontario Tobacco Research Unit
- J. Garcia, Ontario Tobacco Research Unit
- R. Guna, Ontario Tobacco Research Unit

Reducing the burden of tobacco disease requires a comprehensive smoking cessation system with multi-level interventions (policies and programs) that address environmental, institutional, and social systems. An overall vision for smoking cessation in Ontario has been developed and provides a basis for evaluating the adequacy of the existing system. Those responsible for comprehensive local tobacco control need protocols for assessing and planning local systems consistent with this vision. A pilot study, aimed at determining the methodology needed to reveal the needs for a comprehensive smoking cessation service, was conducted in a public health unit in Ontario. This session will present the rationale and mixed methods approach (environmental scan; randomized phone survey; street intercept survey; semi structured interviews with smokers and with key informants) employed in order to assess needs for systems changes. The plans to disseminate and support the implementation of the protocol will be discussed.

#156 – Salle Montcalm

Communications orales / Paper

Evaluating partnerships: Issues, criteria and processes

- Sue Funnell, Director, Performance Improvement

“Partnering” is increasingly being selected as a means of addressing complex social, environmental and other issues. There is also a growing recognition that while partnering brings many benefits it also brings costs and risks that need to be well managed. Moreover partnerships need to function well as partnerships if they are to deliver the promised benefits.

In recent years, increasing attention has been given to criteria, processes and tools for evaluating how well partnerships are working. This paper gives an overview of some of the developments in the area and how they were applied to both the formative and summative evaluation of a 2½ year partnership program amongst several government and non-government agencies.

Evaluating the impacts of partnership programs also brings its own challenges. The paper briefly shows how a framework provided by Toulemonde et al. to address those challenges was applied to the evaluation mentioned above.

Evaluating early childhood development programs using a community-based empowerment evaluation model

- Paul Favaro Ph.D., Chief of Research and Evaluation. Peel District School Board and Department of Administrative Studies, York University.
- Sumbal Malik, Research and Community Coordinator, Peel District School Board.

The presentation will focus on evaluating early childhood development programs and community partnerships from a self-deterministic empowerment evaluation perspective. The limitations and barriers to evaluation of these programs will be reviewed and the implications for future research in this area will be presented. Presenters will share a variety of community and child outcome data from the Understanding the Early Years (UEY) Malton initiative in Mississauga, Ontario. The presentation will also highlight the process of putting empowerment evaluation into practice in order to engage communities in the program planning, community mobilization, and policy dialogue process. The role of empowerment evaluation in assisting communities in becoming environments that support and foster early childhood development will be highlighted throughout the presentation.

#157 – Salle Québec

Communications orales / Paper

A multi-site school-based program evaluation: Lessons learned

- A. Sidiq Ali, Ph.D., Research Officer, Assessment and Accountability

Commencing in 2003, the Peel District School Board’s formative evaluation of the Elementary Communication Program sought to collect useful information on the program’s: (a) admission and demission criteria; (b) use of learning technology; (c) integration of students into mainstream settings; (d) placement of students in secondary schools; and (e) areas of program strength and needs, over a three-year interval. A mixed method design was employed, involving many data sources, including: (a) archival data; (b) student achievement data; (c) affective data from teachers, administrators, students and parents; (d) focus groups of support personnel; (e) document analysis; and (f) system and program demographics to examine the congruence between policy and program. Key findings included implementation issues which limited the program’s overall success. The multi-site program had expected outcomes that were not clearly articulated, but grew quickly based on initial success to become diffuse in nature and varied across settings. Strengths of the program included aspects of its original vision – a low student-to-teacher ratio and focus on intensive short-term literacy support. Recommendations were tabled using a participatory evaluation approach.

Evaluating the Penticton Integrated Health Centre (Completed 2007)

- Dr. Erica Bell-Lowther, Evaluation Specialist, Interior Health Authority, BC

Context: Penticton Integrated Health Centre created June 2005 by integrating three specialty clinics for people with diabetes, kidney disease, and/or heart disease.

Purpose of evaluation: Determine whether project was implemented as planned; objectives achieved; lessons learned; and future directions.

Methods: Evaluator worked closely with Centre Manager to develop logic model based evaluation plan, identify evaluation questions, review data collection tools, assist with collection of data and interpret evaluation findings. Evaluator provided ongoing feedback of evaluation findings to Centre Manager to facilitate improvements.

Results: Evaluation results provided evidence the project was not implemented as planned and many of the objectives were not fully achieved. An unexpected finding was the need to redefine how the family practitioners' role as primary care giver is maintained and supported by the Integrated Health Centre.

Conclusions: The medical and staff leadership have initiated a strategic planning process which is engaging clients, staff, community partners and GPs.

Development of competence in monitoring and evaluation: A case study related to STD/AIDS programs in Brazil

- Nadia Paranaiba, Brazilian STD/AIDS Programme
- Elizabeth Moreira Dos. Oswaldo, Cruz Foundation
- Marly Marques Da. Oliveira, Cruz Foundation
- Maria Do Socorro Monteiro, Brazilian STD/AIDS Programme
- Dhalia Carmen, Brazilian STD/AIDS Programme

In 2007, the Brazilian STD/AIDS Program implemented an evaluation workshop in more than 150 Brazilian municipalities to contribute to the use of monitoring and evaluation (M&E) in STD/AIDS programs throughout the country. That was the most important initiative on expanding M&E that year. That experience was described in an implementation analysis, in a master course provided by the Oswaldo Cruz Foundation with partnership with the Brazilian Ministry's of Health Surveillance Secretariat. Preliminary data show that more than 4,000 people participated in the workshop. To implement that huge process, five M&E Centers on STD/AIDS were involved, as well as local and state STD/AIDS programs, the Centers for Disease Control – Global AIDS Program Brazil and the Oswaldo Cruz Foundation. In 2008, the goal is to follow-up initiatives taken in each region of the country and give support to the use of M&E instruments at Brazilian municipalities.

#158 – Salle St-Louis Communications orales / Paper

Leçons apprises en conception suivi-évaluation participatif : analyse de deux expériences du Mali

- Aminata Diarra Diallo, CARE
- Mamadou Yoro Feita, CARE
- Abdoul Karim Coulibaly, CARE

Est-il possible d'assurer la participation des communautés dans un environnement où une majorité de la population est analphabète? Beaucoup de personnes répondront à la négative à cette question, bien que la participation et l'appropriation des communautés soient un gage de succès de tout programme de développement. Pour répondre à ce questionnement, CARE international expérimente depuis 2005 deux approches visant à assurer un leadership des membres de communautés rurales et urbaines du Mali à travers leur pleine participation au processus de conception suivi et évaluation. Il s'agit du Programme « Accompagnement des Communes et Organisation de Base » (PACOB) et du projet « Développement Education for Gril Empowerment (DEGE). La principale hypothèse sous-jacente est que les communautés, même analphabètes, souvent négligées dans les conceptions et évaluations des programmes peuvent jouer un rôle important pour la définition des priorités et la détermination des éléments de mesure du succès du programme. Ainsi cette communication vise à présenter les leçons apprises de ces deux approches

participatives, en montrant les avantages et inconvénients de la participation ainsi que les astuces pour faire face aux contraintes rencontrées.

Cadre d'analyse et méthodologie d'évaluation des projets d'infrastructures en mode de partenariat public privé.

- Kaddour Mehri, Agent de recherche en évaluation et étudiant au doctorat. Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP
- Richard Marceau, Centre de recherche et d'expertise en évaluation (CREXE) de l'ENAP
- Sylvain Bernier, professeur U. De Sherbrooke
- Michel Boucher, professeur, ÉNAP
- Gabriel Assaf, professeur, ÉTS.
- Filip Palda, professeur, ÉNAP

Les dernières décennies ont connu un mouvement de réformes administratives qui visaient la participation accrue du secteur privé dans la prestation des services publics. Ce mouvement a donné lieu à l'émergence de plusieurs modes de prestation des services publics comme la gestion déléguée, le partenariat public privé et la privatisation. Cette communication présente les résultats d'un projet de recherche mené pour le compte du ministère des Transports du Québec. Elle expose tout d'abord les résultats d'une analyse critique des principes et des méthodes d'analyse de la prestation des services publics en partenariat public privé qui sont utilisés par cinq pays de l'Organisation de coopération et de développement économique. Les enseignements tirés de cette analyse vont par la suite servir à la proposition d'un cadre d'analyse et d'une méthodologie d'évaluation des projets d'infrastructures routières envisagés en partenariat public privé.