

**Congrès 2016 de la Société canadienne d'évaluation: liste provisoire de présentations**  
**Canadian Evaluation Society 2016 Conference: Draft List of Presentations**

**Strand 1: Reflections from the edge/ Réflexions de la pointe:**

First Name/ Pre-Nom	Last Name/ Nom	TITLE	SUMMARY/SUMMAIRE	Type
Monique	Auger	An Indigenous Culturally Responsive Crime Prevention Program in British Columbia: Exploring the challenges, opportunities, and other key lessons learned	This poster presents the evaluation of the Culturally Responsive Crime Prevention Program. This program, which took place in three Indigenous communities in British Columbia, involved the delivery of culturally responsive and community-driven interventions, with the aim of reducing and preventing crime and violence in Indigenous communities. Using a developmental and participatory methodology, the evaluation was both responsive to diverse community approaches and methodologically rigorous through using a mixed methods design. This evaluation was centred on the importance of community partnerships, respecting cultural diversity, and using a strength-based approach. The findings illustrate core program strengths, including an advisory committee and community-based needs assessments; challenges and opportunities, including reflections on sustainability and the adaptability of culturally appropriate tools; and lessons learned, with reflections around partnerships, decolonization, and capacity building.	Poster presentation
Maurice Désiré	Bakinde	Évaluation du Cyclodéfi de Place Benoît	La présentation décrit les spécificités du processus de l'évaluation en 2015, des coûts et bénéfiques du projet Cyclodéfi du Centre communautaire bon courage pour la communauté de Place Benoît. Ce processus inspirant dans le contexte de contraction budgétaire que vivent les OSBL au Québec, a facilité des échanges, des réflexions et des délibérations démocratiques entre intervenants du Centre, participants au projet et citoyens lors de plusieurs ateliers. De cette dynamique participative et ouverte, a émergé un questionnement introspectif des uns et des autres au sujet du projet. Cela a débouché sur une prise de conscience collective de l'enjeu structurant du projet, pour le développement de la communauté, bien au-delà des objectifs initiaux. Au terme de ce processus, c'est une communauté mobilisée autour de son Cyclodéfi, et stimulée par les connaissances acquises, qui s'active dans la recherche des moyens d'amélioration et de pérennisation. En outre, le processus a outillé la direction du Centre pour démontrer la pertinence de ses projets. 	Paper
Gail Vallance	Barrington	The Evaluation of the Credentialed Evaluator Designation--A Five-year Perspective	In 2015 the Canadian Evaluation Society embarked on an evaluation of the Credentialed Evaluator (CE) professional designation, launched in June 2009 with the goal of promoting ethical, high quality, and competent evaluation in Canada. Since that time over 300 CES members have obtained their CE designation and it was deemed time to assess program strengths and limitations and identify areas for future growth. As a result of a formal RFP process, the Claremont Evaluation Center (CEC) at Claremont Graduate University (CGU) was awarded the contract. The final evaluation report was received in early 2016. In this presentation, the methodology of this formative evaluation will be briefly described, findings will be summarized, and the response of the CES Board outlined. The audience will be encouraged to ask questions and make suggestions as time permits.	Expert lecture

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Isabelle	Bourgeois	Using Program Evaluation Data in the Canadian Federal Government: A Multiple Case Study	In recent years, the government of Canada has implemented exercises to reduce and manage its expenditures (e.g., Strategic Reviews). Such measures aim to "reallocate funding from low-priority, low-performing programs to higher priorities" (Government of Canada, 2013) by relying on evaluations, among other lines of evidence. After more than three decades, however, doubts persist as to the usefulness of federal evaluations, aside from instrumental program improvement (Shepherd, 2011; OAG, 2013). This project investigated the nature and extent to which evaluation findings are used in government organizations through a multiple case study designed to examine evaluation use in two federal agencies. This presentation will summarize the research conducted in this SSHRC-funded project, focusing on the "usability" of evaluation reports published between 2010 and 2013, and their subsequent uses by each organization.	Paper
Larry	Bremner	Indigenous Evaluation: Time to Re-think our Edge	The importance of evaluation use in program improvement & policy development cannot be understated. Neither can the differences between the Indigenous evaluation and Euro-Western evaluation paradigms. For too long governments and funders have evaluated programs implemented in Indigenous communities using transient evaluators unfamiliar with cultural realities, protocols and community contexts. It's time to look back from the edge vis-a-vis evaluation in Indigenous communities. The panel speaks to issues relating to evaluation in Indigenous communities from both a national and international perspective. The Global Evaluation Forum held in Nepal in 2015 culminated in the Global Evaluation Agenda for 2016-2020 which provides an opportunity to re-think our edge. Four elements make up EvalAgenda2020: the enabling environment for evaluation; institutional capacities; individual capacities for evaluation; and, inter-linkages among these first three dimensions. The panel will discuss how CES intends to address issues relating to evaluation in Indigenous communities & EvalAgenda2020.	Leading edge panel
Andrew	Buchel	Primary Data Collection with Newcomers to Canada -- Experiences from the Evaluation of the Home Instruction for Parents of Preschool Youngsters Program.	Systematic primary data collection with hard-to-reach populations can be among the most challenging activities during evaluation work. When these data collection activities need to meet the requirements of a specific statistical analytical technique and also secure the consent of multiple stakeholder groups, the challenges may make this type of data collection seem infeasible. This presentation will discuss the primary data collection undertaken as part of the Evaluation of the Home Instruction for Parents of Preschool Youngsters Program. This data collection involved the design and application of a one-hour, in-person survey with more than 100 newcomer parents to Toronto. It will discuss insight from the challenges faced during this work and solutions adopted during the evaluation.	Paper

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Robert	Chatwin	Sustainability of internal evaluation in a small organization: the role of culture, governance structures and capacity building	Evaluation capacity and culture are known to have tremendous influence on the success of evaluation initiatives. Carter and Chaytor (CES conference 2015) and others have theorized about how these two variables are related and contextual factors that impact them. Findings of a self-study by the Nova Scotia Health Research Foundation will be presented. The study was designed to assess actual and perceived evaluation capacity and culture in the organization using the Evaluation Capacity Diagnostic Tool, which assesses organizational readiness for evaluation, was used to collect data. Data was collected from the internal evaluation team and staff at all levels of the organization regarding their perceptions of the evaluation function in this small organization. Lessons learned about staff engagement, data collection and analysis and effectiveness of the tool and method will be shared. We will discuss insights from the study findings on organizational factors affecting capacity and culture (including governance structures) and how results are informing decision making.	Paper
Rémi	Coderre	Integrating a culture of evaluation within Québec en Forme	Québec en Forme is a provincial organization working with thousands of partners at all three levels of government. Its mission is to mobilize and support partners to improve the environments in which children live and ultimately, improve children's eating and physical activity behaviours. Québec en Forme's mission and performance are complex and innovative as they depend on its partners' capacity to work together and take action in a coherent and adapted way. Its strategies are diverse, multiple, adaptive, and evolving to take into account communities' varied and evolving contexts and capacities.   This presentation will focus on lessons learned and challenges faced in integrating a culture of evaluation within Québec en Forme. Participants will learn how we, as internal evaluators, helped the board or directors, managers and employees play a key role and use evaluation as a strategic tool to manage complexity and ensure global coherence and ongoing adaptation of Québec en Forme's actions. An accent will also be placed on how we used both evidence-based data and sufficient data.	Paper
Ilian	Cruz-Panesso	Paradoxical data interpretation: Rethinking resistance to change as a positive outcome in early stages of curriculum implementation	Curricular change is often controversial, and a source of resistance, including from the student body. Resistance to change can be framed positively as the first sign of change. We evaluated a renewed medical curriculum aimed at broadening the conception of health for physicians in the 21st century, in its early stages of implementation. A thematic analysis of students' comments to various surveys, indicated emotional resistance (e.g., frustration) to the change in some students, but no cognitive resistance (i.e. they understood its rationale). Students' assumptions about medical school were challenged by the new perspective of medical practice enacted by the curriculum. Evaluators should rethink resistance to change as a positive indicator of effective implementation and as an indicator of growing awareness of change. Different types of resistance (i.e. emotional, cognitive, behavioural) require different approaches to overcome them. Monitoring these as the program rolls out can help adapt implementation strategies (e.g. communication).	Paper

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Safyatou	Diallo	A la pointe du développement des VOPES dans le monde : Perspectives d'un évaluateur émergent	L'expansion impressionnante des VOPES coïncide avec les initiatives des Ee au nord et au sud. Partant du vécu d'un Ee, cette présentation apprécie la contribution des Ee aux VOPES dans leur mandat pour la promotion de la culture et pratique évaluative, en identifiant des facteurs de succès et d'échec, et des stratégies d'amélioration. Elle montre comment une jeune VOPE (SenEval) face aux défis de gestion, financement, partenariat, communication, leadership et cherche à impliquer les Ee pour innover dans le renforcement des capacités, partage d'expériences, et le plaidoyer.  L'analyse de l'expérience des Ee du Sénégal est contrastée à celle du Canada où la capacité des VOPES et la dimension culturelle ne sont pas les mêmes. Quels enseignements tirés pour assurer un nouveau leadership en évaluation? Quels défis pour l'insertion d'un évaluateur jeune et femme ? La présentation s'appuie sur la littérature et entretiens avec points focaux Ee et leaders de VOPES. 	Paper
Michel	Doiron	Balancing on the edge: how to turn unfavourable evaluation findings into positive results	Balancing on the edge of differing perspectives, we came through the evaluation on the side of positive change.  Our presentation discusses how what we do as evaluators can influence and change programs, services, and ultimately lead to positive outcomes for Veterans and their families. Even if the findings could be interpreted as being negative, we can continue to move forward.   The evaluation approach produced ample data to support our findings and the resulting recommendations. The presentation of these findings and the stakeholders' professionalism and openness lead to a very collaborative and favourable outcome. While balancing on the edge, the groups rose to the challenge of strengthening the partnership, refocusing efforts to the best advantage and, ultimately, improving service to Veterans and their families.   	Paper
Kathleen	Douglas-England	Presentation is Everything: Learning How to Present Performance Data in a Primary Care Environment	In 2015, the two-person evaluation team at a large primary care network in Alberta identified the need for a more efficient and centralized data collection and reporting process. This presentation will outline how we revised a fragmented reporting process using electronic data entry and data visualization software to shift to longitudinal trending data and improve the overall quality of reporting for evaluation across the organization. Challenges to creating meaningful and useful evaluation reports in an organization where stakeholder groups (including physicians, senior administration, and board members) had a wide range of experience in using performance measurement information for organizational decision-making and support will be discussed.	Paper
Kathleen	Douglas-England	Going Old School: Collecting Patient Experience in a Primary Care Network	This presentation will describe the lessons learned in implementing a patient experience survey in a large primary care network (PCN) in Alberta. The PCN is made up of more than 100 physicians who are supported by allied health professionals, two primary care clinics, and a team of two evaluators. The PCN is accountable for reporting on patient satisfaction as a provincial indicator. To determine the process for successfully collecting this information, the evaluation team implemented a pilot in two phases. The first phase tested the use of iPads and a web survey at one of the primary care clinics and the second phase used a paper survey at	Paper

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			seven member clinics. This presentation will talk about the range of response rates (from 3% to 97%) that were achieved using different methods as well as factors that impacted data collection that are unique to the primary care environment and generalizable to other contexts.	
Erica	Downes	Overcoming challenges in participant engagement in program evaluation: a case study	As a leader in mental health education, CAMH's Education team regularly delivers and evaluates customer service training focusing on trauma-informed care and de-escalation. Since 2013, CAMH Education trained 666 staff from 7 organizations. With each program delivery, evaluation results show success in increasing knowledge, awareness, and skills for staff working with escalated clients. However, ongoing challenges in participant engagement in the evaluation process prevent the findings from showing significant or representative results. To address this, we've implemented strategies such as streamlining evaluation communications through organizational leaders to promote participant buy-in, and utilizing paper-pen surveys instead of online surveys to increase accessibility to evaluation tools. We will 'look back from the edge' as we illustrate our evaluation challenges and attempted solutions to increase participant engagement in program evaluations.	Poster presentation
Ashley	Drobot	Lessons learned from developmental and process evaluations: A case of two programs in Alberta	The process evaluation investigated the outcomes of a new community hospital in Alberta that has been operational for a year. The evaluation used mixed methods collecting quantitative and qualitative data from hospital staff, physicians, leadership, patients, and caregivers. The developmental evaluation also utilized mixed methodology to examine an ongoing provincial program meant to reduce wait-times for scheduled services and standardized referral processes in Alberta. Interviews, focus group discussions, surveys and referral data were collected from senior leadership, program users (physicians, nurses, administrative staff) and nonusers. Both evaluations focused on indicators pertaining to access, efficiency, effectiveness, appropriateness, and safety of care. The findings of the evaluations highlighted actionable opportunities for improvement. The presentation will draw key similarities and differences in the two evaluation approaches, and reflect on key challenges and learnings.	Paper
François	Dumaine	Assessing efficiency and economy: report from the trenches	All evaluations undertaken by federal departments and agencies must include an analysis of the extent to which programs demonstrate efficiency and economy. Such analysis is achieved through an "assessment of resource utilization in relation to the production of outputs and progress toward expected outcomes". This ambitious requirement reflects the Policy on Evaluation's commitment to provide a "neutral assessment of the value for money" of programs and inform "decisions on resource allocation". Not surprisingly, evaluation users (senior managers in particular) responded to this requirement with open enthusiasm, only to be matched by anxiety outbreaks among practitioners expected to deliver the goods. Fresh from the trenches, two of those practitioners offer their views on the nature, scope and future	Leading edge panel

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			of the so-called Core Issue 5 and how the evaluation function as a whole should navigate through this strenuous assignment.	
Daniela	Eberli	Does it make a difference? Evaluation Use and Influence in Swiss Parliaments	The questions of evaluation use and influence are the central and challenging issues in research on evaluation. The presented paper examines these questions in four case studies of parliamentary policymaking processes in two Swiss cantons. Drawing on the framework proposed by Henry & Mark (2003), the paper distinguishes between the individual, the interpersonal and the collective level of influence. The pathways to these three levels of influence are analyzed based on protocols and interviews with legislators and administration staff. The analysis shows that while evaluation use in symbolic forms prevails in the parliament, and influence has mainly occurred on the individual and interpersonal level, different factors contribute to the (non-)influence on the three levels. Personal motives, the behavior of the administration, the framing of the issue and also the Swiss direct democracy play a key role in the observed pathways. This paper thus contributes to research on evaluation in illustrating the pathways to influence and in showing lessons to be learnt from these concrete cases.	Student paper
Amy	Etherington	Balancing on the Edge: Reflection on Experiences in International Development Evaluation	Evaluators who wish to enhance the utility of their evaluations for the programs and organizations they evaluate often feel like circus performers doing balancing acts without a net. In attempting to push forward the frontiers of evaluation, they frequently need to balance along several dimensions, including the following: learning vs. accountability goals; experimental vs. naturalistic designs; scope vs. depth of study; holistic vs. reductionist perspectives; analysis of attribution vs. contribution; rigor vs. relevance; accuracy vs. feasibility; quantitative vs. qualitative methods; and stakeholder participation vs. "external objectivity." In this panel, 5 seasoned evaluators reflect on their own attempts to evaluate complex international programs in new and more useful ways, and share the lessons they have learned from these experiences. Audience members are then encouraged to share their own experiences with attempts to advance the frontiers of evaluation, as well as their lessons learned.	Leading edge panel (45 min)

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Arlen	Gullickson	Reflections from the edge: Limitations of Professional Development Evaluation in Grant-Funded Projects	The U. S. National Science Foundation Advanced Technological Education (ATE) program has provided millions of dollars for the conduct of teacher professional development (PD) interventions over the past 20 years. These PD efforts are common to those conducted by agencies and organizations across the world. The ATE program has increasingly strengthened its mandate for project-level evaluation of PD efforts since 2003. Currently ATE calls for evaluations of sustained changes in participants and their subsequent practice, and evaluation of student learning and interest. The authors of this paper analyzed reported evaluation practices from multiple annual censuses of the program to discover the edges of PD project-level evaluation, compared with ATE's expectations. Participants will learn the strengths and weaknesses of these evaluations, associated causes for evaluation shortcomings, and changes to practice that can to make PD evaluations sound and effective.	Paper
Nick	Hart	Determinants of Evaluation Supply at the US EPA: A Case Study of the Ambient Air Quality Program	Since the inception of the U.S. Environmental Protection Agency (USEPA), considerable emphasis has been placed on the use of policy analysis tools that aim to inform environmental decisions, including cost-benefit analysis and risk assessment. However, compared to the amount of such prospective analysis conducted at the USEPA before a decision is reached, relatively little evaluation of these same environmental policies is conducted after implementation to inform future policy development or to modify existing policies. This research applies accountability theory and organizational learning literature in order to describe the organization's evaluation capacity and to identify unique institutional factors that affect USEPA evaluation supply. A mixed methods case study of the U.S. ambient air quality program will be presented. This research seeks to inform future efforts aimed at increasing evaluation supply within the USEPA.	poster presentation
Faisal	Islam	Ethics Program Evaluation: Sharing A Framework and an Experience	Evaluating the overall impact of an ethics program within health care systems, especially in mental health setting, is still nascent even though ethics programs have become increasingly recognized as a key component of high quality patient care, organizational decision-making and practice, and research in the health sector. To date, no consistent framework or evidence-based guidelines are available to conduct ethics program evaluation in large and complex health setting. In this presentation, we will present our work to date based on various consultations. We will also share a broader framework for ethics program evaluation that is being developed. Finally, we will share our experience of in-house collaboration between an evaluator and a bioethicist to advance the program evaluation of an ethics program in one large mental health setting in Ontario.	Paper

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Johann	Jacob	Proving the added value of climate change adaptation investments in the Canadian Arctic : Complexity and usability of monitoring and evaluation indicators	Despite numerous frameworks for M&E climate change adaptation (CCA), governments are still reflecting on how these frameworks could address accountability needs, especially in the Canadian Arctic, where communities' understanding of projected climate change and potential vulnerabilities is often limited (Ford et al., 2015; Reid, et al., 2009). Our paper focuses on two questions: How is Western and indigenous knowledge integrated in assessing the impact of CCA activities in the Iqaluit context? What are the main challenges to M&E faced in this region? Interviews and participatory observation were conducted in Iqaluit during the summer of 2015 with local stakeholders concerned by CCA. Our research presents indicators used by stakeholders concerned by CCA in the Canadian Arctic. To attribution and counterfactuals challenges, opposing approaches in the conceptualization of indicators and dissonances in the perception of risks and vulnerabilities complicate assessing CCA impacts. Individual incentives, weak institutions and a complicated policy context also limit M&E activities.	Paper
Matt	Jacques	Health improvement evaluation in Yukon	Yukon's Department of Health and Social Services is undertaking a three-year system improvement and transformation project, funded by Health Canada's Territorial Health Investment Fund. This session will outline the nature of the project, and present some of the challenges and unique approaches to overcoming the geographic, organizational and cultural challenges associated with evaluating 'on the edge' of Canada's arctic. Discussion will explore both the use of evaluation as a tool for health system transformation, as well as the development of an overall evaluation framework for the project. This framework is expected to not only support a report back to funders when the project concludes in 2017, but also build the evidence base and momentum required for selected initiatives to become sustainable in the long run. Participate in this session to learn about evaluation in Canada's north, and to share your own lessons learned from related experiences.	Lightning round-tables
Eunice Eunhee	Jang	Potential and Challenges of Democratic Evaluation: The Case of Provincial Assessment Framework	In this presentation, I discuss democratic evaluation as an alternative approach in order to engage multiple stakeholders in evaluating the merit and value of new proficiency descriptors-based classroom assessment and informing policy change. Based on the longitudinal, multi-round evaluation processes, I examine two key principles of democratic evaluation: Inclusion, dialogue, and deliberation. Through the examination of the interplay among the key principles, I reflect on various challenges arising from the evaluand. I highlight the need for engaging in critical dialogue, deliberation, and inclusion of voices from those who distant from power.	Paper



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Marc L.	Johnson	The Collective Impact Movement: Unexpected Experience from Outliers	Since the concept was coined in 2011, the Collective Impact Movement (CIM) has been growing internationally, and includes some 1500 members in Canada. The CIM is seen as an effective way to address complex social and environmental challenges by bringing together key players. Well before the movement gained wide recognition, an innovative approach to community development planning was undertaken by a coalition of French-speaking minority organizations over a 10 year period (2008-2017). The presenter was involved in facilitating the first steps that lead to the community development plan, then came back eight years later to take stock of the progress made through this initiative. While the stakeholders involved were unfamiliar with the guiding principles of the Collective Impact Movement, they in fact followed a very similar approach. This presentation will reflect on how these stakeholders may have been on the leading edge of a much wider movement that puts evaluation at its forefront.	Paper
Marc L.	Johnson	Les théories du changement : avant ou pendant l'évaluation?	Les théories du changement (TDC) sont de plus en plus évoquées comme nouveauté dans la boîte à outils des évaluateurs. Nos collègues œuvrant en développement international ou dans le secteur sans but lucratif y ont effectivement recours, mais cela est rare dans le secteur gouvernemental. Or la TDC peut s'avérer utile dans le cas des interventions à caractère particulièrement complexe, afin de préciser la nature du changement qui est visé et l'arsenal des moyens qui doit être déployé afin d'y parvenir. Notre réflexion s'appuie sur un exercice que nous avons animé afin d'élaborer une TDC sur le problème de la transmission de la langue première en contexte minoritaire, pour le compte de Patrimoine canadien. Cette expérience nous a montré la capacité de cet outil à réunir la connaissance nécessaire au design des interventions complexes. Bien qu'intéressant, il s'agit d'un effort laborieux qui reste en amont de l'élaboration des programmes et donc de l'évaluation telle qu'elle se pratique dans les institutions fédérales.	Paper
James	Kakooza	Performance Based Financing (PBF) Monitoring & Evaluation for Strengthened and Sustained Decentralisation System in Uganda	This paper focuses on Performance Based Financing as an innovative Performance, Management, and Monitoring and Evaluation approach. In this paper, the author asserts that PBF is a wonderful approach to implement granting mechanisms to the Ugandan local governments under the prevailing public sector challenges. It paper outlays the PBF M&E process that includes: development of; PBF indicators targets & an automated PBF results framework. It discusses the implementation/support supervision (monitoring) and desk review/participatory validation (evaluation) processes. The paper emphasizes scoring & determination of performance measures as a function of the self-rating score and validated scores. The paper also provides a critique of the performance results as obtained through the performance thresholds of; >90% (bonus); 89-75% (100%); 74-60%; (75%); 59-50% (50%) and <50 (grant termination). The paper finally summarizes results trends for the three-rounds FY2011 -FY2014. Results indicate capacity improvement among districts local governments to deliver development granting programs	Paper

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Asela Ranjith Lal	Kalugampitiya	Global Evaluation Agenda 2016-2020	The Global Evaluation Agenda 2016-2020 was developed in consultation with global evaluation community. It includes four main sections: Enabling Environment for Evaluation, Institutional Capacity of Evaluation, Individual Capacity of Evaluation and Interlinkages of all three sections. The Global Agenda was launched at the Parliament of Nepal on 25th November 2015. Any organization, evaluation association, government etc can contribute to the Global Agenda by implementing parts of it in their respective geographical areas. It is important for participants to know importance and content about the Agenda so that they can actively contribute to it.	Paper
Bohdanna	Kinasevych	Measuring the immeasurable	Measuring the impact of social marketing is challenging; adding factors such as a youth focus and non-traditional media adds to the complexity. This presentation will share successes and challenges associated with outcome evaluation of a public health campaign targeting youth. In 2014, the Winnipeg Regional Health Authority launched an ad campaign to help reduce the spread of sexually-transmitted infections. Seeing the need to use innovative approaches, the WRHA assembled a team of evaluators and marketers to plan a robust, mixed methods evaluation. Measurable and relevant outcomes were identified collaboratively and an evaluation designed that would engage the target audience using a variety of methods. Evaluation findings informed a second campaign, currently under development and the evaluation process was reviewed and refined. Adapted tools and methods will be reapplied in the second phase with the hope of gathering longitudinal data to capture attitudinal change over time.	Paper
Natalie	Kishchuk	Building government-wide evaluation capacity: Do we have what it takes?	This panel, part of the CES Fellows' Strand (session 1 of 4), will provide an overview and assessment of efforts to build evaluation capacity at different jurisdictional levels -- federal, provincial, municipal and national -- , identifying strengths and gaps, and reflecting on the suite of tools available and needed to contribute to effective government. Routhier will comment on the Government of Canada's use of capacity development strategies to complement and buttress the 2009 Treasury Board Policy on Evaluation. Williams will review the extent and value of evaluation capacity at the provincial level, focusing on Nova Scotia. Watson-Creed will comment on trends in nascent evaluation capacity in municipal and regional governments. Abrahams will highlight and analyse the challenges of building national evaluation capacity from a developing context and how these have informed the current roadmap for strengthening evaluation capacity in South Africa. Kishchuk will moderate.	Fellowship panel
David	Kurfurst	Keeping Evaluations Timely and Relevant in a Rapidly Changing Policy Setting	An often-evolving federal government policy and program environment and shifting priorities have created an increasing need for timely and useful evidence and reporting to inform decision makers and to support program managers. Remaining relevant and timely has become more and more challenging for federal government evaluation groups. This presentation aims to highlight lessons from the field and discuss some strategies for enabling timely and relevant evaluations in a fluid policy and program world. Drawing on the experiences and approaches of the Immigration, Refugee and Citizenship Canada (IRCC)	Paper

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			Evaluation Division, it will look at the role evaluators can play, as well some processes and products that can support a nimble evaluation function, and the challenges with maintaining that edge in a dynamic setting.	
Robert	Lahey	Evaluation in the Provinces and Territories: Challenges and Opportunities -- A Cross-Country Check-up	While Evaluation has a long history in the public sector at the federal level in Canada, its use and capacity within provincial public sectors is less certain. This session is intended to bring more focus on an area that has received far too little attention in the past. Anecdotal information would suggest that evaluation capacity and use is quite 'uneven' across the provinces. Eleven speakers -- one from each province and one territory -- will provide a synopsis to better understand the current situation regarding capacity and use of evaluation by each provincial government, while also exploring challenges and opportunities for advancing the use of evaluation in the public sector in their particular province. Panelists include: Robert Lahey (Chair), Jim McDavid (BC), Kate Woodman (Alta), Mike Kalnay (NWT), Frankie Jordan (Sask), Linda Lee (Man), Keiko Kuji-Shikata (On), Moktar Lamari (QC), Wayne MacDonald (NB), Kaireen Chaytor (NS), Denise Lewis Fleming (PEI), and Jennifer Crummey (NL).	Leading edge panel
Birgitta	Larsson	Know when to hold them, know when to fold them -- exploring ethical implications in evaluation projects.	Evaluation is a profession that is guided by ethical standards related to competency, integrity and accountability. Why then, do we as evaluators so often encounter ethical dilemmas within our evaluations? How can we ease the process of identifying and addressing these? How do we know if we should hold on to the evaluation project as designed or if we need to fold the project before we even start; or maybe even run away? Ethical issues can be hidden in many places such as our evaluation frameworks, approaches, methodologies and communications. In this presentation we will share learnings from projects we have led. We will provide examples of how project ethics issues were surfaced, addressed, how changes were made to strengthen the projects and how decisions were made to go forward with projects knowing there were risks. In other words, we will share what we did when we stood on the edge contemplating do we hold them, fold them, or run away!	Paper

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Linda	Lee	Changing Our Lens: From Needs Based to Rights Based Evaluation	This paper argues for a change of lens to move from needs based to rights based evaluation. The shift is needed so evaluators can respond to national and global contexts by changing attitudes and approaches to become responsive and inclusive. Many evaluations focus on programs whose 'beneficiaries' are seen as having needs or deficits, rather than recognizing and building on assets. Often the voices of the 'beneficiaries' are muffled by the attitudes of those who have power and privilege leading to the use of exclusionary, paternalistic and inauthentic practices. UN conventions the Rights and Dignity of Persons with Disabilities the Convention on the Rights of the Child and the Declaration on the Rights of Indigenous Peoples, all speak to the right of people have to full participation in society. The TRC Calls to Action create urgency in the Canadian context. Today we are compelled to find authentic ways of giving voice and power to those most affected by the programs we evaluate thus recognizing the rights of all to meaningful participation.	Paper
Judy	Lifshitz	Travelling Back in Time: Lessons learned on how to deliver evaluations on time	Based on the presenter's professional experience over the past eight years in managing evaluations, the presentation will begin with lessons learned about delivering evaluations on time. A discussion of three different scheduling methods (critical path, critical chain and event chain) will be explored. An overview of each of the three methods, the pros and cons as well as practical examples using each of the methods will be presented. The presentation will end by providing participants with practical tips and tools how to increase the likelihood of delivering evaluations on time.  The presentation aligns with the Conference theme of exploring leading edge approaches and methods. In particular the presentation, will share lessons learned from practice and break the mold through looking at innovative and experimental approaches and methods.  Participants who attend the presentation will obtain methods and approaches to helping them in their day to day work of ensuring that evaluations are delivered on time.	Expert lecture
Stephanie	Lu	Building a theory- based approach to evaluation of small development NGOs: a case study from Canada	The Sustainable Development Goals have ushered in a new era for the global health community, including Canadian NGOs. While many work to address unmet needs in low- and middle-income countries, few prioritize evaluation because they lack expertise and/or feel strongly about funding programs and not processes, given accountability to donors. Our case study of H2O4All, an NGO with no prior evaluation experience, explores gaps in evaluative practice in small NGOs in a water, sanitation, and hygiene (WaSH) context, in which millions of vulnerable people lack access to safe drinking water and sanitation facilities. Preliminary findings from mixed methods activities under a utilization-focused approach suggest that a lack of evaluative thinking inhibits small NGOs from finding their niche, raising funds, and thereby expanding reach.	Student paper

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Rebecca	Mellett	CES MEMBERSHIP STRATEGY - Breakfast roundtable discussion	The CES is working on a new Membership Strategy and wants to consult and engage Members and conference delegates in discussing plans, services, programs and membership models for CES to be its very best as a professional association.   A round-table discussion will invite (i) input on draft models of new membership categories and considerations of the implications pros/cons (ii) comments on a general survey of CES members and (iii) feedback and ideas on benefits and services.  Rebecca and Réanne will co-chair the discussion, with Denise's facilitation and recording.	Breakfast roundtable
Sandy	Moir	Dealing with Difficult People in Evaluation	This presentation will be organized into three parts.   1) The disrupters: The first part will discuss cases where evaluation participants are derailing your data collection. Strategies for dealing with dominant personalities, emotionally-charged discussions and tangent-takers will be presented.   2) The deadbeats: The second part will explore times during data collection when respondents don't want to participate or are hesitant to fully contribute to the evaluation. Eliciting responses from these reluctant individuals (in focus groups and interviews, for example) and stimulating survey participation will be discussed.   3) The displeased: The third and final part will discuss conflicts and other relationship issues among evaluators, between clients and consultants and with users of your evaluation.   The facilitators will share advice and tools in all three of these areas. However, they will also encourage active involvement from all participants at this session in order to further build participants' toolkits for addressing these types of evaluation challenges.	breakfast roundtable
Craig	Moore	Affecting change with evaluation: Envisioning the future of expanded evaluation capacity	Building on the student evaluator perspective, lessons will be shared from internal as well as external evaluator perspectives. Reflecting on challenges and opportunities of both forms of evaluator modalities, ways to move forward are suggested. As stated by Preskill and Boyle (2008) "though there is a great deal of evaluation capacity building (ECB) occurring in a wide range of organizations, there is no overarching conceptual model that describes how ECB should be designed and implemented to maximize its success (pp. 1)." Specifically discussion of the definition of evaluation capacity is explored in depth for opportunities for new evaluators in the field to reach new audiences, and for how practicing evaluators can increase evaluation capacity.	Poster presentation
Lucie	Morin	Données administratives: opportunités et défis	La nécessité d'être à l'affût des méthodes les plus sophistiquées et la capacité de les appliquer malgré les contraintes institutionnelles restent des défis continuels.  Une des méthodes économétriques qui génère des résultats des plus robustes est la régression par discontinuité. L'impact de deux mesures d'Assurance-emploi, soit le Prolongement des prestations régulières d'assurance-emploi pour les travailleurs de longue date et le Projet pilote sur la bonification des semaines de prestations d'assurance-emploi, a été mesuré en appliquant la méthode de régression par discontinuité mais les contraintes ont été nombreuses et les délais ont fait que seuls les résultats des analyses par la méthode des doubles différences ont été mentionnés dans les rapports d'évaluation. Les résultats de	Paper

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			régressions par discontinuité ont été repris dans le Rapport de contrôle et d'évaluation de l'assurance-emploi déposé au Parlement. 	
Björn	Neuhaus	Facing the future: To be or not to be.	The professionalisation of evaluation becomes more and more important all around the world. After the CES other evaluation societies started to build up a credentialing system. But the debates on this matter -- if ever they take place -- are still immature within many countries. Pros and cons and many imponderables divide the community of evaluators into supporters and opponents. And the common interests seem to stand back. At the same time evaluation activities are not just increasing. In some fields evaluation is under pressure because its usefulness is not proven or its perception is negative. Furthermore evaluation does not stand for a unique approach. It is rather a cussword for all unpopular analysis and reporting activities imposed by authorities or donors. Here clarification and professionalism is needed. The presenter is preparing a doctoral dissertation and shares his preliminary thoughts for this research project.	poster presentation
Trish	Paton	Reflecting on Communities of Practice Evaluation	Communities of practice are an important tool in collaborative learning and knowledge sharing. They are celebrated by many as providing opportunities for learning and development in an environment that is "user friendly", allows for flexibility in both degree and frequency of participation, and crosses boundaries of training and expertise. Many sectors and organizations have welcomed and supported CoPs, and have expanded forms of implementation.  This has not been without challenges. Organizations sometimes mandate new communities (creating tension),then look to evaluation to demonstrate value. Initially, there was very little in the way of structured evaluation tools or approaches for CoP facilitators and sponsors to draw on. Without consistent approaches, leadership often felt evaluations were more notable for their shortcomings and gaps than for their ability to demonstrate value to the organization.  This paper will review these challenges as experienced with a CoP program in a large health organization, and reflect on lessons learned in evaluating communities of practice. 	Paper

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Giselle	Patrick	Talking about the undescribed: Organizational Capacity Building in Evaluation	According to Preskill & Boyle (2008), "there is no overarching conceptual model that describes how ECB should be designed and implemented to maximize its success" (p. 1). This presentation intends to address the gap between defining evaluation capacity building (ECB; e.g., Taylor- Powell & Boyd, 2008) and the process of ECB within an educational development organization, including the nature and components of the process, supports, and tenets. The iterative ECB process leading to the development of 'buy-in' and shared language drew on reflexivity, coaching and scaffolding with individuals, and the positioning of the evaluator as internal-external, to shift their non declarative or implicit knowledge to declarative or explicit knowledge, and acknowledging how it influences and directs both their individual and organizational ways of working. This presentation will showcase how evaluation capacity has and is being built with individuals within the organization and within the organizational culture.	Student paper
Marci	Pernica	Building a culture of evaluation in Ontario's Ministry of Community and Social Services through the development of Performance Measurement Frameworks	Performance measurement and evaluation are essential for supporting continuous learning and program improvement to ensure that our programs are meeting needs and making a real difference in the lives of people we serve. In the Ontario Ministry of Community and Social Services, we are building a culture of evaluation through the development of outcome-focused Performance Measurement Frameworks (PMFs). The process for developing a meaningful PMF is comprehensive, involving extensive consultation with a range of stakeholders from senior executives, to program delivery partners, to Ontarians accessing the programs, and across relevant ministries. This presentation will provide an overview of our approach and lessons learned through the development of PMFs in a provincial context with an emerging evaluation culture. We invite conference participants to explore the challenges and opportunities they have experienced while developing and/or implementing PMFs or similar tools that support evaluation and ongoing program improvement.	breakfast roundtable
Lynda	Rey	Can the intangible be measured? Evaluating social arts for behaviour change in water, sanitation and hygiene projects: Experiences and challenges	How does one measure changes in complex interventions integrating social arts?  The ONE DROP Foundation uses social arts in order to raise awareness, mobilize communities and promote sustainable behaviour change related to water, sanitation and hygiene in West Africa, India and Latin America. Yet measuring social arts is challenging as most of its effects on the individual, household and community or societal levels are intangible and diffuse. Hence, evaluators are encouraged to think out of the box and to explore innovative yet credible approaches to do so. In our presentation we will: - Present One Drop's approach for measuring social arts, integrating both quantitative and qualitative methods. - Share specific examples of innovative tools used in our projects to evaluate social arts as a behaviour change strategy.  - Discuss challenges we face as evaluators when measuring social arts, especially within a nonprofit organization whose approach relies primarily on social arts.	Paper

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Gunter	Rochow	Lessons from Global Evaluation Practice in terms of Design and Execution	This presentation is a reflection on the Presenter's current and previous global evaluation practice in terms of evaluation design and execution. Evaluators intending to undertake global evaluations must be familiar with variable evaluation Norms and Standards, as applied by different clients. They must be able to build and coordinate multi-ethnic and often multi-lingual teams in an environment of mutual acceptance and respect. They must be able to apply effective and efficient methodologies often within the constraints of limited budgets. They must be alert to and adapt to security issues, and, in general, they must be alert to the unexpected. The Presenter will draw on his previous and current global evaluation experience to illustrate these issues.	Paper
Giselle	Rosario	Evaluation Challenges & Opportunities: Crime Prevention in Canada	The National Crime Prevention Strategy (NCPS) supports and evaluates interventions that target criminogenic risk factors among persons most at risk of offending. Since it was refocused in 2008, the NCPS has provided funding to almost 250 projects in communities across Canada. A portion of these projects get impact evaluations, and there have been many evaluation lessons learned, challenges and opportunities that can be shared.  The paper will also address the unique evaluation issues among particular at-risk populations in Canada - for example, indigenous vulnerable groups, offenders post-sentence, and persons involved in prostitution.   The CES participants will hear how evaluations have contributed to evidence-based policy making, and the kinds of challenges in that endeavor. The paper will also look forward in terms how evaluation practice can evolve and adapt in order to continue building the body of knowledge of what works and what does not work to prevent crime in Canada.	Paper
Nicole	Shea	Lessons Learned from a Five-Year Evaluation of an Enhanced Model for Rural Family Medicine Training	Context: Rural and remote Canadian communities continue to struggle with a shortage of family physicians. Memorial University of Newfoundland (MUN) introduced an enhanced model of family medicine residency training in three rural sites over a five-year period to produce rurally trained physicians. Objective: To outline evaluation challenges encountered during the five-year evaluation and how they were addressed. Setting: rural Newfoundland and Nunavut, Canada. Participants: MUN family medicine residents and graduates, preceptors, site staff, administrators, and community members. Main Themes: This poster focuses on the evaluation challenges experienced and how they were mitigated. Discussion: The evaluation team encountered several challenges; specifically, working with internal stakeholders, obtaining physician data, and working with a vulnerable population. Conclusions: During an evaluation of a large, multi-site project, evaluation challenges are expected. It is how challenges are approached and mitigated that influences their impact on findings.	Poster presentation



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Jennifer	Smith	Using Data Effectively for Decision Making: An Example from Public K-12 Education	Learn how the Department of Education and Early Childhood Development, with the help of Mark Schacter Consulting, established a performance measurement framework for the K-12 public education system in Newfoundland and Labrador; a journey which started from a desire to use data more effectively for decision making. As Chair of the steering committee that developed the framework, Jennifer describes how she managed the process and shares what she learned. Mark offers insights into the marginalization of performance measurement and evaluation as sources of strategic intelligence in government, based on his experience as a consultant to public sector clients across Canada and internationally.	Expert lecture
P	Smits	Are high confidentiality procedure for policy development incompatible with academic evaluators ?	External evaluators might either be consultants or academics. When academics are mobilized, public servants and academic evaluators might feel themselves frustrated at best, in high tension environment at worst. We first discuss the specific requirements of each group, public servants and academic evaluators. Tensions might emerge in terms of access to data, reporting, and diffusion of results. We then present the case of a highly confidential policy design procedure that was under evaluation (signature of confidentiality agreement by each public servant, control of evaluation ownership), and how productive alternatives developed over time. Internal diffusion to lay audience, external diffusion to academics and writing scientific articles were achieved. Some insights into the evaluation process will be proposed : what academic evaluators can negotiate and what public servants can gain. Participants will learn about one complex experience: evaluating the first steps of an inter sectorial policy under development, challenges for evaluators and administrators      	Paper
Gobika	Sriranganathan	Adopting a Continuous Program Evaluation and Development Strategy in a Non-profit Organization	The YMCA of Greater Toronto is piloting a strategy to support program evaluation and development in five of its youth programs – the Youth Leadership Development Program (YLD), the Newcomer Youth Leadership Development Program (NYLD), Teen Nights, and the Cedar Glen Pine Crest Leadership Programs. The strategy goal was to build measurement into the programs for ongoing program performance improvement in a participatory, useful and high-quality manner.   This presentation explores program evaluation within a youth program context and will begin by describing the strategy of the YMCA program evaluation pilot including the development of program theories, the measurement of program quality and impact, and the process for interpreting findings to identify and test evidence based improvements. Finally, the presentation will address capacity-building within programs to implement measurement and increase social impact. Throughout, this presentation will draw implications for other non-profits based on the YMCA’s experience and learnings.  	poster presentation

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Slavica	Stevanovic	Big Data and Decision Making. When to (NOT) use it.	In this presentation, we will explore the benefits, challenges and limitations associated with using big data to inform policy decisions and program evaluations. We present research highlighting how big data sourced from Google Trends, social media, web searches and other online tracking systems has been applied successfully. For example, various studies have shown that strategies such as monitoring social media conversations can provide valuable information and complement other evaluation methodologies. However, such strategies can also pose significant challenges related to quality of data, reliability, confidentiality, the danger of certainty of big data, and information overload as well as ethical issues. We will present findings from recent research as well as conferences such as last year's Data for Policy Conference (2015), held in Cambridge, which set out to address some of the issues and challenges with respect to collection, processing, analyzing and interpreting big data.	Paper
Krista	Trinder	Instructor Evaluations in Medical Education: Balancing Stakeholder Needs with Student Evaluation Overload	In 2012, instructor evaluations were standardized at the College of Medicine, University of Saskatchewan through an instructor evaluation framework. Instructor evaluations help meet program evaluation needs by monitoring the quality of teaching. Instructors also include feedback in their teaching dossier. Results are shared with individual instructors and the Most Responsible Planner (MRP) for each course. Because multiple instructors often teach in each course, some only for an hour, the decision was initially made to only evaluate instructors who taught at least three hours to the same group of students in a course. This was to reduce the number of evaluations completed by students and to ensure enough exposure for accurate feedback. Concerns were raised regarding instructors who did not receive evaluations and MRPs sought guidance on how to discuss negative feedback. The framework has been modified to allow flexibility for courses where few to no instructors taught three hours. The framework has also been expanded to include guidelines on interpreting and discussing results.	Poster presentation
Natasha	Van Borek	The Value of Mixed Methods Research in Evaluation of Complex Health Interventions: Learning from the British Columbia Healthy Connections Project Process Evaluation	The overall objective of this presentation will be to discuss the value of using mixed methods research designs to evaluate complex public health interventions. A secondary focus will be to describe how interpretive description, an applied qualitative health research method, is used to substantiate or explain quantitative data. Examples will be drawn from the British Columbia Healthy Connections Project that is currently evaluating the Nurse-Family Partnership in British Columbia with both a randomized controlled trial and a mixed methods process evaluation. The challenges of evaluating this complex health intervention will be presented including the opportunities and lessons learned from initiation to the end of year 2 (total evaluation 4 years), which can serve as learning opportunities transferable to other large scale evaluations.	Paper

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Ted	Weicker	Efficiency and Economy -- Aren't We There Yet?	In 2013, the Centre of Excellence for Evaluation published a document "Assessing Program Resource Utilization When Evaluating Federal Programs", which was intended to assist evaluators and program managers better analyze efficiency and economy. Unfortunately, the difficulties remain. The theme of this conference is "Evaluation on the Edge". If we are on the edge in terms of evaluating efficiency and economy, I'm afraid it's the trailing edge and we may be about to fall off. Reflecting on 30 years of experience in evaluating more than 300 federal and provincial programs, this presentation will identify some major barriers and constraints to evaluating and meaningfully reporting on efficiency (highlighted with examples from major evaluations), review the progress made in recent years (that could be a short section) including some recent promising practices, and most importantly outline potential approaches, strategies, and actions that could be considered that might just get us there, to a more meaningful evaluation of the double E's.	Paper
Emma	Williams	The wisdom of error	Most conferences are filled with experts presenting on how to conduct a perfect evaluation. This session is different. In it, we will share our stories of the times we struggled with evaluation elements that were NOT going to plan and -- led by the facilitator -- even confess mistakes we have made. There is a saying that making mistakes is a way of speeding up learning. What have we learned from our mistakes? Are there common themes that emerge? What warning signs do we recognize now that we missed before? How have we changed our practice to avoid previous errors? Perhaps most important, what experiences can we share that might prevent others from making the same mistakes we did? It is likely that there will be some laughter at this session -- but also genuine learning. The roundtable is anticipated to generate a tips list that can be shared with a wider audience.	Breakfast roundtable
Jennifer	Yessis	Transforming the school food menu through collaboration: the role of evaluation in learning, assessing change, and enhancing synergies for scale up	Nourishing School Communities is a collaborative, evidence-based initiative across jurisdictions in Canada that aims to get local, healthy and sustainably produced food to school communities across Canada. The Heart and Stroke Foundation, Farm to Cafeteria Canada, Federation for Saskatchewan Indian Nations, YMCA, Propel, University of New Brunswick, and the Lunch Lady are working together to support changes to school food environments. Evaluators from different settings use core tools to assess changes to school and after-school environments; evaluation has included initiative-specific methods, and cross-initiative comparisons to consider impact. Evaluators will describe a collaborative approach among partners to design an evaluation for learning and accountability. Lessons learned from working with diverse partners and communities (including indigenous) will be shared. Evaluators will also describe the ways that evaluation has been instrumental in enhancing synergies across initiatives for scale-up and sustainability.    	Paper

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Jennifer	Yessis	Collaboration, capacity building and evaluation to assess the impact of RBC Learn to Play grants: reflections and lessons from different perspectives	RBC Learn to Play is a multi-year, multi-sector collaborative including RBC, the Propel Centre for Population Health Impact, ParticipACTION, the Public Health Agency of Canada, and Canadian Sport for Life to promote physical literacy and integrate physical literacy principles into programs across Canada. Presenters will describe their process for developing an evaluation module and evaluation supports for assessing the collective impact of \$5 million dollars in grants over a three year period. A learning approach was incorporated in the evaluation from the design phase to allow for modifications. This panel representing different perspectives (funder, evaluator, grantee, evaluation support) will share: learnings from shared measurement, best practices in building evaluation skills in the non-profit sector through philanthropy, results from year 1 of the project, and adaptations made throughout the project. One adaptation in the second year incorporated a multiple case-study design to share anticipated and unanticipated outcomes not captured in the shared measurement system developed.	Leading edge panel (45 min)

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**Strand 2: Building on our edge/ Formation de pointe**

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Wafa	Asadian	Communities of Practice as an Evaluation Framework for Fostering 'Patient-centred' Health Professional Education	Factors--including an increase in chronic care, demographic changes, and a nascent attention to the voices of service users and community organizations--have created a context within which patient-centred care is gaining ground. While patient-centred care is being encouraged in health practice, its utilization in health professional education is marginalized. This presentation contains the results of the evaluation of a patient-centred program at the University of British Columbia. Community of practice is discussed as a lens through which the interaction of the participants in the program is studied. It examines how patients' expertise and knowledge unfolds in communities of practice including patient mentors and students, in order to inform education. The evaluation study included recordings, document analysis, and interviews with the mentor and the health professional students (medicine, nursing, occupational therapy, pharmacy). Implications of the study offer a mechanism for enhancing health professional curricula by including patient-centred principles.	Student paper
Ishwar	Awasthi	How Significant is Building Evaluation Capacity in India?	Fourteen flagship programs are being implemented by the Government of India with a huge investment equivalence to \$ 32 billion in 2012-13. When such a massive public investment is being made on these programs, obviously, government and other stakeholders need to know to what extent the delivery mechanism is achieving the intents of programs. Indeed, without any credible monitoring and evaluation system in place the effectiveness of these programs remain largely unknown. There are inherent problems with regard to evaluation programs in India. The foremost problem is that there is no national evaluation policy and without a policy it is difficult to assess the impact of programs and policies. Obviously, there is a need for building institutional capacity and developing capabilities of evaluation in order to spread evaluation culture. The paper has direct relevance to the conference and argues emphatically for spreading evaluation culture through engaging in dissemination activities, creating shared understandings, demonstrating results of evaluation for bettering human lives. 	Paper

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Daouda	Badio	Making sense of Web Analytics as a line of evidence	Dazzled by dashboards? Baffled by bounce rates? Perplexed by page views? Responding to the exponential growth in internet usage, public, private and non-profit service providers are increasingly going online to deliver services and disseminate information. As such, evaluators have to contend with these trends and find ways to assess the rationale, efficiency, and effectiveness of programs and projects delivered online. Increasingly, evaluators are handed a Google Analytics report by program staff, and asked to take it into account. And then what? This presentation will focus on the application of Web Analytics to the field of evaluation. Presenters will discuss their experiences using Web Analytics as a separate line of evidence for evaluations conducted for the federal government and non-profits. By the end of the session, attendees will be familiar with the main metrics and functions of Web Analytics and the Google Analytics platform in particular, better positioning them to decide whether and how to use Web Analytics when planning or conducting an evaluation.	Paper
Gail Vallance	Barrington	The evaluation team as an adaptive system: The learning circle story	This evaluation study explored using Learning Circles (LC) for capacity building in seven Alberta continuing care facilities. The evaluation team essentially mirrored the LCs by being democratic, reflective and adaptive. Study tools emerged over time, tailored to the needs of individual sites, and enhanced as we gained experience. The logic model remained developmental until mid-way through the project. The diverse data sets were coded, sorted into themes, linked by research questions, and compiled into comprehensive workbooks which became our main resource for a day-long analysis workshop. Our conversations were recorded, transcribed, and summarized and our validated comments were added to the study mix. The emergent conclusions were fed back to site representatives who were able to add another layer of interpretation. In a final half-day meeting, we "workshopped" draft recommendations and developed a set that were streamlined and targeted. By the end of this adaptive process, we felt satisfied that we had produced a final report that was both strong and focused.	Paper

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Lucie	Beaudoin	Evaluation of internal communication in a small Canadian federal department	This presentation will focus on lessons learned from an evaluation of internal communication in a small federal government institution. An evaluation was conducted at Library and Archives Canada (LAC) to assess the extent to which its internal communications strategy contributed to better communications and employee engagement. Data was collected through mixed methods: document review, interviews and working sessions. A voting software - Turning Point, was used during the working sessions in addition to group discussions to obtain the perspective of employees on a variety of communication issues. Qualitative in nature, the evaluation offered opportunities to examine the factors influencing the current internal communication environment within the institution and highlights lessons learned. The results of the evaluation provides information for further exploring and improving internal communication practices. Considering that internal communications practices has not been widely evaluated makes this project unique and of interest to the evaluation community.	Paper
Brian	Belcher	Developing and testing a quality assessment framework for inter- and transdisciplinary research	Research increasingly seeks to generate knowledge and contribute to real-world solutions. As boundaries between disciplines are crossed and research engages more with stakeholders in complex systems, traditional academic definitions and criteria of quality are no longer sufficient. There is a need for a parallel evolution of principles to define and evaluate quality in a transdisciplinary research (TDR) context. We developed a quality assessment framework (QAF) based on a systematic review, organized around four principles: relevance, credibility, legitimacy, and effectiveness. QAF scores reflect the degree to which projects apply theoretically-derived principles in their design and implementation. We tested the QAF on 34 RRU student theses. The QAF helped systematically evaluate project strengths and weaknesses and provide guidance for improving research design and implementation. This presentation will provide an overview of the QAF, and the methods, results and lessons learned for evaluating quality TDR and enhancing solution-oriented research at RRU.	Paper

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Zoe	Boutilier	Implementation Research: A New Frontier for Evaluators?	Funders of health research are investing heavily in "implementation research". Implementation research, which examines what is and isn't working in real-life contexts, is seen as crucial for improving the efficiency of health services. It's often invoked in discussions of scaling-up. Since it explains and clarifies what is happening on the ground, it theoretically enables an ongoing refinement of interventions. For evaluators, this all sounds very familiar. This presentation highlights the many similarities between evaluation and implementation research. It argues that implementation research and developmental evaluation share a middle ground between the two poles of research and evaluation. And last but certainly not least, this presentation makes the point that the growing field of implementation research stands to benefit immensely from greater cross-fertilization with evaluation theory and evaluation practitioners. Evaluators and researchers who attend this presentation will be encouraged and motivated to transcend boundaries.	Paper
Jean-Marie	Buregeya	Effectiveness of health impact assessment on the Vieux-Sorel renewal project	Health impact assessment (HIA) is used to investigate potential impacts of actions that inform decision-making processes, minimize negative effects, and optimize positive effects in order to build healthy communities (Haigh et al., 2013). Since 2010, la DSP Montérégie took the initiative to accompany municipalities through HIA to take into account social determinants of health of their actions. There are needs to appraise if the accompaniment through HIA help influence public decisions linked to the built environment. The aim is to analyze the effects of this approach on decision-making process, on equity and on health of the populations. We use contribution analysis which is a theory-driven evaluation approach (Mayne, 2012). This algorithm investigates how an intervention makes a contribution instead of attribution based on empirical data. We will be presenting our preliminary results. It will bring a better understanding of the efficiency of this approach and will inform policy both at regional and local levels.	Paper



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John	Burrett	Social network analysis techniques for evaluation of research, technology and information programs	<p>This presentation brings a new technology to the evaluation toolbox, from the disciplines of economics, statistics and sociology. A great deal of government activity is now about research, technology and information. Critical factors for the success of these activities often include:</p> <ul style="list-style-type: none"> <li>- how easily and quickly information gets to the right people;</li> <li>- how people decide to adopt an idea or technology, as a network.</li> </ul> <p>This presentation will introduce key concepts of the implications of network structure for the success of such programs, addressing such questions as:</p> <ul style="list-style-type: none"> <li>- does the structure of the social network promote or impede the flow of ideas?</li> <li>- are there implications of linked incentives and behavior that affect adoptions?</li> <li>- is a critical mass possible?</li> <li>- will an innovation lead to more or less collaboration?</li> <li>- are there central players or groups through which information must pass?</li> </ul> <p>All of these questions can and should help shape and inform evaluations.</p>	poster presentation
John	Burrett	Data viz: visual data techniques for quicker analysis and better reporting	<p>This presentation seeks to add to evaluators tool box the techniques of the most effective data communicators. The emerging methodologies of effective visual data analysis and digital presentation formats have the potential to help evaluators in finding and presenting critical information quickly and with maximum impact.</p> <p>This session will present examples of several exploratory/expositional visual data analysis techniques, including "table lenses" and "small multiples". The presentation will also touch on the potential of dashboards and facilitated analytical displays as replacements for/complements of regular printed reports and means to display updated information and analyses.</p> <p>This presentation draws on training with leaders in the field and work on visual analytics and displays for diverse organizations. Participants will gain an understanding of the fundamentals of visual data analysis and displays and the potential these hold for evaluation.</p>	Paper

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Nancy	Carter	Building Credentialed Evaluators using a Fellowship Program Approach	There is growing demand for evaluative evidence to inform decision making in various sectors including not-for profits and all levels of government. In response a variety of capacity building initiatives have originated including University courses, professional development workshops and online courses. An innovative approach to building capacity using a fellowship model is being implemented by the Nova Scotia Health Research Foundation (NSHRF). The REAL Evaluation Fellowship is aimed at providing theoretical education and practical experience to individuals in early stages of a career in evaluation. The fellowship facilitates development of the core competencies required for the CES Credentialed Evaluator designation through opportunities to engage in practice based learning under supervision of credentialed evaluators. A four component curriculum has been developed and is in its first year of implementation. A developmental approach to evaluation is being employed to allow an iterative approach. Lessons learned, the curriculum and evaluation framework will be discussed.	Paper
Damien	Contandriopoulos	Making sense of complex qualitative datasets through SNA visualization	There are many reasons to use qualitative data in evaluation. Relying on qualitative data allows richer more inductive analytical approaches and sometimes qualitative data is all that is available. But qualitative data analysis also poses well-documented challenges. Researcher subjectivity in coding is often discussed. But subjectivity in inductive analytical processes, technical difficulties related to making sense of large datasets, among others also pose considerable challenges. This presentation proposes an innovative method for the visual analysis of narrative data that involves three steps: transforming narrative data into relational data, applying graph optimization algorithms derived from social network analysis, and visually analyzing sociograms. This approach provides powerful data visualization that facilitates inductive identification of the underlying structure of narrative data. In conclusion, we will discuss the domains of applicability of the methods as well as its strengths and weaknesses. We will also examine their potential contribution to the field of evaluation.	Paper

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Bea	Courtney	Student Evaluation Case Competition turns 20 -- where are the participants now?	The Student Evaluation Case Competition celebrates its 20th anniversary in 2016! The competition, sponsored by CES and CESEF, is an annual leading edge event for students to learn about evaluation practice and evaluative thinking. As part of the celebrations, a group of competition organizers and student finalists conducted an e-survey of over 750 former participants. We will share where participants are now and the impacts of the competition on their careers. We are inviting all former participants, coaches, judges and sponsors -- and others who are curious about the competition -- to join the discussion. The session will be in English, with a bilingual handout.	Lightning round-tables
Sandra	Cunning	Evaluation: Pushing the boundaries between implementing and sustaining evidence-based practices and quality improvement in health care	There is growing pressure to show fiscal responsibility, accountability, and quality in Canadian health care. An integrated evaluation approach with consistent practice-embedded data collection/use is at the heart of an accountable and outcome-based system. We conceptualize evaluation as the link between implementation and quality improvement, where routine data collection/use is an 'evidence-based practice' requiring focused implementation to create sustainable change and ensure quality. It will discuss specific integrated evaluation projects occurring in mental health and addictions systems in Ontario, Québec, and Newfoundland. Tools and frameworks being used in this work (e.g., active implementation, theory of change, RE-AIM, fidelity checklists) will be discussed, with examples of how data are being collected and synthesized at multiple levels. Panelists will highlight how evaluation capacity is being built at practitioner, organization, and system levels -- making evaluation accessible to non-evaluators and contributing to more evidence-informed health care systems.	Leading edge panel (45 min)

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Peter	Czerny	How can evaluation theories improve the quality of evaluation questions? Now that's a good question!	The Treasury Board Policy on Evaluation requires that federal evaluations address five core evaluation issues on relevance and performance. Evaluators are challenged to create evaluation questions for each of the five issues that are insightful and useful to clients/stakeholders. The presentation will use Alkins' Evaluation Theory Tree (2012) and Shadish, Cook and Leviton's functional approach to understanding evaluation theories as frameworks to help evaluators to formulate 'good' questions. "Evaluation theories describe and justify why certain evaluation practices lead to particular kinds of results across situations that evaluators confront" (1993). This presentation will help evaluators to challenge their habitual approaches to core issues using established theories and to suggest a broader variety of possible questions to meet client/stakeholder needs for truly insightful evaluative information.	Lightning round-tables
Kelly	De Cecco	Meeting Needs Instead of Numbers: Applying a Health Equity Tool	In this presentation, participants will learn about the implementation of a promising new evaluation tool that aims to guide the incorporation of health equity principles into evaluative approaches. The presentation will highlight the successes and challenges encountered in the first year of implementation of the new Health Equity Tool for Evaluation in Public Health Agency of Canada in evaluations conducted in 2015-2016. The presentation will focus on best practices and lessons learned for others aiming to implement new tools in their own evaluation work, and will explore the lens' utility in the wider Public Health Agency of Canada organizational context, by examining the uptake of insights from the lens in non-evaluator thinking and work. The presentation will explore the identification of areas of health equity concern through the lens, and will look at any resulting short term impacts on evaluation findings.	Paper

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Ndeye Fatou	DIOP	évaluation de la redevabilité des programmes de protection de l'enfant vis à vis des enfants	l'évaluation a cherché à connaître quelle appréciation les enfants ont des programmes censés les aider. elle s'est faite de façon participative à travers une approche et des outils childfriendly. y a participé 80 enfants du Sénégal ayant un statut social différent (enfants travailleurs, enfants mendiants, enfants du parlement des enfants.  les questions de l'évaluation ont porté sur le partage des informations avec les enfants sur les projets les concernant, leur participation au cycle de vie des projets et la gestion de leurs plaintes et feedback par les ONGs.  les leçons que nous avons apprises de cette évaluation est que les enfants ont une grande capacité à conduire des évaluations mais ne sont souvent pas associés. ils ont aussi une vision claire de leurs besoins et attentes des projets l'intérêt de cette évaluation pour la Scé réside dans la démarche consistant à donner la parole à des enfants et à les impliquer dans les processus d'évaluation.Des outils d'évaluation adaptés aux enfants dans un contexte africain seront partagés.	Lightning round-tables
Samantha	Evans	Capacity building at the edge: A evaluation community within the Canadian Science and Technology Innovation Ecosystem	Evaluations are collaborations; ones that seek to assess all the moving pieces of a program and their combined efforts in order to determine the value of the sum of its parts. A unique Community of Practice (COP) has been developing opportunities for collaboration to build capacity in the performance measurement and evaluation of leading-edge science and technology innovation. Within this community, ten federally-funded not-for-profit organizations share evaluative expertise beyond organisational boundaries, and examine the synergy amongst the individual members within the broader context of Canadian innovation activity. Tools for building the evaluation capacity of the members of the COP are in progress, providing the potential to help leverage investments in activities that strengthen Canada's ST&I ecosystem. The COP believes that in sharing our collaborative experience with fellow evaluation practitioners, we will inspire other capacity-building evaluation communities.	Leading edge panel (45 min)

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Kathy	Gerber	Supporting decision-making through performance and evaluation data	The PPED's Centre of Excellence for Evaluation collects performance-related information about the evaluation function. In addition, evaluation reports submitted to TBS provide a rich source of information and evidence on program relevance and performance that could also be useful for broader learning (e.g., for departments with similar types of programs). Despite the richness of this information, the content is not standardized nor in a format that is easily accessible. In 2013, CEE initiated a project to collect standardized content from evaluation reports with the goal of supporting TBS expenditure management decisions and learning within the evaluation function. This presentation will highlight the current monitoring activities of the CEE and report on efforts to date to make evaluation information more accessible to a range of stakeholders. In addition, the presentation will identify opportunities to link evaluation information to other government metrics.	Paper
Renato	Gouvêa	MONITORING OF IMPACT INVESTMENT FUNDS	Investment Impact Funds are similar to Venture Capital funds in several aspects, but with one fundamental difference; their performance is also measured by the benefits provided to lower income classes. Funds invested in startups: induce management and governance changes, suggest projects to raise capacity and search for business opportunities. As a contribution to the impact fund's management, the developed model presented in this text assists the monitoring from investor's internal activities to the observation of social benefits and return of investment. Two models used by the development banks to plan, monitor, evaluate and communicate their investment performance were used to create the final model to monitor investment impact funds. So, investment impact fund's complexity was represented by a synthesis of these two models: "Logical Framework" and "Outcome Mapping". In the end, the proposed synthesis model is applied to hypothetical case.	Paper

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Kathryn	Graham	At the Cliff's Edge -- A Framework for Developing Impact Evaluation Capacity	Alberta Innovates-Health Solutions (AIHS) is a health research and innovation funding agency that supports evaluation capacity (EC) building for the organization and province. AIHS has reached the cliff's edge by developing a wholistic EC framework that addresses organizational and international levels as well as building evaluator and "receptor" capacity in the environment. It does this via an innovative collection of initiatives that range from training individual evaluation students to partnering on an international platform for impact evaluation. While organizations looking to build EC tend to focus on one or two "initiatives in isolation" that address their own needs, the framework also values the "collective" impact of initiatives that reach broader communities (e.g. academia, health agencies) and disciplines (e.g. sociology, medicine). We will review these initiatives and use one, the impact evaluation fellowship, as an exemplar of an innovative EC building mechanism designed to develop professional accredited evaluators.	Paper
Kim	Grey	Working with Indigenous Australian Evaluators: exploring 'both-ways' methodologies	For decades Indigenous Australians were mostly involved in evaluations as program beneficiaries, not as evaluators. A significant shift towards active engagement as advisors, in participatory evaluations, or working as professional evaluators was suggested by an unprecedented number of Indigenous presenters at the 2014 Australasian Evaluation Society conference. A 'both-ways' model used by the presenter who has substantial evaluation design experience, will be highlighted. Combining people-centered participatory methods with standardised surveys it informed a controversial national policy evaluation and local planning. This provided multiple benefits to Indigenous people and government in a study of safety and wellbeing involving remote community researchers. Features which help reach and engage Indigenous practitioners include valuing Indigenous worldviews; supporting sharing, trusting relationships; and practical steps which build capacity - providing space, time and resources.	Expert lecture

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Amy	Gullickson	Edgework: Expanding perspectives and generating common tools in a federal grant program	The U.S. National Science Foundation Advanced Technological Education (ATE) program provides grants to improve technician education across a broad range of STEM disciplines. Evaluation of grant funded activity is required, but conducted independently by each grant recipient. The result is a focus on summative evaluation with variations in depth, breadth and quality. Presentation attendees in similar situations will learn how the Formative Assessment Systems for ATE project used ECB in this context to help Principal Investigators and their evaluators expand their idea of evaluation to include real time data for project management and improvement. Using a strategy where participants created their own logic models and compared with others from similar projects, the group identified common needs and existing resources and tools -- a first step toward an evaluation dashboard and toolkit to streamline effort and improve quality across ATE.	Paper
Donald	Hall	Daypack or Steamer Trunk? What to Bring Beyond the Edge	Our profession is advancing. From its beginnings as a set of techniques applied by social scientists to community projects, to its future as, possibly, a full-fledged discipline with undergraduate degree programs across the country, there is no doubt that evaluation has evolved and will continue to evolve. As we push the boundaries and, occasionally, find ourselves at or beyond the edge, what luggage do we need to bring? Whether an experienced professional, or someone new to evaluation, it behooves us to reflect on what is important to our discipline; what defines us as evaluators, makes us unique, constitutes our added-value? This roundtable will focus on the purpose, methods and ethics of evaluation as we move to the next level. Starting with a discussion of what evaluation on the edge might look like, we will consider the foundational elements that we cannot afford to leave behind while we imagine the new elements we may find ahead. Participants will be presented with a light history, 3 evidence-based potential futures, and some fundamental questions we must all face.	breakfast roundtable



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Nathan	Hammill	The successes and challenges of building a culture of evaluation	The Results Office was established in 2012 to co-ordinate performance management for the Ontario Ministry of Economic Development, Employment and Infrastructure/Ministry of Research and Innovation (MEDEI/MRI). A key part of our work is to build an internal culture that values and regularly uses program evaluation and performance measurement through outreach, education and making connections. Rather than evaluation being perceived as an afterthought or as an option, our aim is for evaluation to be an integral part of everyday ministry activities that affects all aspects of a program, from design to operation to impact.    This organizational change aspect of our work will be the central focus of this presentation in our efforts to establish the Results Office as a Center of Excellence. We will speak about the successes and challenges we have faced as we build a culture of evaluation in the ministry, and elaborate on what we have planned for the future.  	Lightning round-tables
Tammy	Horne	Closing the Distance Together: Online Collaboration for Learning and Doing Evaluation	Online technologies enhance evaluators' opportunities to connect across geographic boundaries & pursue new collaborations. To ignite this discussion, the presenter will offer examples from her own work, such as: participatory multimedia webinars for engaged learning; collaborative development of evaluation processes & products (e.g., logic model, theory of change); reflective conversations for data gathering via multiple webconferencing tools (voice, text chat, whiteboard); staff orientation & support via regular online meetings; online document sharing for professional and peer-to-peer feedback; social media tips to find & share evaluation resources. Participants will share their own experiences & questions, to be captured on "graffiti paper" on table, so each group can see & build on others' contribution. Overall emphasis will be how online strategies & tools can (1) expand evaluators' reach to practitioners & colleagues, and (2) enhance evaluation capacity of both evaluators & practitioners by expanding their repertoire for working together in the online world.	Lightning round-tables

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Faisal	Islam	Evaluation in Multi-Cultural Situation: An Experience of Evaluating a Forensic Initiative in Ethiopia	Ontario Shores, a public teaching hospital specializing in comprehensive mental health and addiction services for those with complex serious and persistent mental illness, along with its partners in Ethiopia and Canada established a multi-sectoral international partnership to build mental health capacity in Ethiopia. Started in 2003 with an initial focus on building psychiatry residency program in Ethiopia, the project gradually extended to other elements of wider forensic system, including establishment of a mental health court in Addis Ababa with new players on board such as police, social workers, attorneys and judges along with academics and hospital staff. An evaluation of the program is called to fully understand the evolution and to inform the project plan. The presentation will share the evaluation experience focusing on tensions and achievements in formulating culturally competent evaluation design, appropriate data collection tools and strategies for data utilization, without compromising the respect and acknowledgement of cultures in cross-cultural situations.	Paper
Natalie	Kishchuk	Fellows and Entrants Strand Meeting	If you are new to evaluation, please join us for networking, dialogue and development of a space for new evaluators' voices. In this inaugural meeting (part of the CES Fellows' Strand (session 4 of 4)), the CES Fellowship is launching the development of a Fellows and Entrants Strand at subsequent conferences, where Fellows will engage with people newly entering the field of evaluation, and through mentorship or other forms of ongoing capacity development, work over the following year to jointly deliver sessions or workshops at upcoming conferences. At this session, Fellows and entrants will co-construct this Strand. CES Fellows in attendance will include Andy Rowe, Shelley Borys, Linda Lee, Robert Lahey, Kaireen Chaytor and Natalie Kishchuk (combined evaluation experience roughly 300 years). (To sign up, please email Natalie at <a href="mailto:nkishchuk@sympatico.ca">nkishchuk@sympatico.ca</a> )	Fellowship panel

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Joanna	Kocsis	What does it take to make a network work? Pushing boundaries of evaluating collaboration	As our world becomes more interconnected, cooperation and collaboration are critical for effective program implementation. There are many ways of working together -- in teams, communities, partnerships, groups, alliances, joint ventures, forums, and networks to name a few -- all with an expectation that working together will yield greater results. How can evaluators support timely and effective learning in collaborative initiatives and contribute to the development of healthy and sustainable networks? This panel will reflect on the evaluation of collaboration and network-based projects funded by the International Development Research Centre. We will present a broad typology of these projects and look across approaches that have been used to evaluate them. An in-depth case study on the evaluation of a current network-based initiative will present ideas and challenges from the frontlines. Audience members will be engaged in a facilitated discussion to brainstorm innovative tools and approaches that could help evaluators address the emerging needs of collaborative initiatives.	Leading edge panel (45 min)
Eugene	Krupa	Building a Network to Advance Evaluation in Early Childhood Development	Strengthening evaluation capacity has been identified as a key challenge across disciplines. As a direct response to early childhood development stakeholders' requests for enhanced evaluation resources, access to evaluation expertise, and a better understanding between funder and agency perspectives, the Evaluation Capacity Network (ECN) was formed. During this presentation, we will share the processes involved in developing a multidisciplinary, inter-sectoral partnership, including the governance structure that has guided our work. We will also share our experiences with multiple community engagement strategies such as hosting community forums, developing online communication tools, and building an evaluation capacity building instrument. This presentation will additionally consider gaps in evaluation capacity nationally and internationally, and discuss innovative methods for expanding a provincial partnership to a national scope.	Paper

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Keiko	Kuji-Shikatani	Blue marble evaluators as change agents in infusing evaluative thinking when complexity is the norm	Realization of vision-and-values-driven social innovation typifies the ideal of the public sector. Evaluative thinking is systematic, intentional and ongoing attention to expected results. It focuses on how results are achieved, what evidence is needed to inform future actions and how to improve future results. (Patton, 2013) When complexity is the norm, leaders need to continually communicate the value of evaluative thinking and guide developmental evaluation by modeling the use of evidence to inform decision making and implementation. (Kuji-Shikatani, Gallagher, Franz, & Börner, 2015) Evaluation practice as change agents for the evaluand – the social innovation that will take us to where we want to get to - will be shared: embedding in program/ policy development and implementation teams in the ministry; engaging in evaluation capacity building for the public service and sharing CES evaluation capacity building and professionalization experience with the Thai Evaluation Network.	Expert lecture
Irene	Lambraki	Application of a realist evaluation approach to document the development and implementation of innovative tobacco control practices in Ontario	The Program Training and Consultation Centre's Documentation of Practice Project (DoP) generates practice-based evidence by documenting the development and implementation of innovative tobacco control practices (programs, policies, approaches) involving Ontario public health units. A realist evaluation approach is applied to understand how and why a practice might be successful. This approach builds understanding about the mechanisms that make practices work in specific populations and contexts, and fosters knowledge exchange to inform decision-making and program development. This presentation will highlight some challenges with applying a realist lens while ensuring theory-based DoPs have practical import. Some themes for discussion include the use of theories in DoPs, identifying testable middle range theories, and presenting findings to practitioners. Participants are encouraged to reflect on, and share ideas for applying a realist approach for practice-based settings.	Lightning round-tables

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Mary Catharine	Lennon	Measuring the impact of learning outcomes policies in higher education	This presentation provides evidence on the impact of learning outcomes policies higher education quality assurance. The research employed and then triangulated findings from a survey, case study analyses, and meta-evaluation.  When triangulated, findings from the three research methods confirm the limited impact of learning outcomes policies and also reveal possible reasons for failures. One explanation is that the policies are poorly designed (being misaligned, misapplied, or misdirected), suggesting that rectifying the policy issues will produce positive change.  The most significant finding from the study is the critical role of evaluation in higher education regulation in order to provide summative information on impact. In both the microcosm of learning outcomes cycles of 'articulate, incorporate, measure', and the macrocosm of the 'formulate, implement, evaluate' policy cycle, the value of closing the loop through evaluation is critical for success.	Paper
Judy	Lifshitz	A new era of project management: Are you agile?	During the past several years, an intense interest in the adoption of Lean Agile methods has led to an increased demand for agile approaches, tools, and techniques. This roundtable will present the concept of agile project management and discuss whether or not this innovative approach can be used in managing evaluations.   The proposal aligns to the conference theme of re-thinking our edge as it will look at innovative approaches to managing evaluations and share this new approach with participants.   Participants will obtain information on a new approach to managing evaluations. They will also have a list of resources for further exploration.	breakfast roundtable
Robert	Malatest	Linking Evaluation to Big Data - How Easy is it?	The age of "big data" is all the rage in terms of market research, business analytics, and even intelligence and security..however, to what extent has Canada's evaluation community encompassed "big data" into our evaluation practice? With an ever increasing amount of data being collected on health, income assistance, employment, justice and education outcomes, why our evaluations struggling to incorporate such "big data" into current practice? This presentation will provide a case study as to how a recent BC government evaluation was able to link into the vast data held by various provincial government ministries to assess the net or overall impact of participation in supported housing with respect to utilization of a range of public services as contained in the administrative data held by several different ministries. The presentation will talk to the challenges and pitfalls associated with trying to access such big data in the execution of an evaluation of a single program.	Paper

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Abdullah Al	Mamun	Program Evaluation using Alkire-Foster Approach: A Case Study from Afghanistan	Policy makers in social development institutions use 'dashboard' approach to separately report the status of a wide number of indicators for program evaluation. While this approach has the virtue of allowing decision makers to 'drill down' to a single indicator for closer inspection, it also suffers from a number of serious limitations. It provides no insight into which indicators are important. For example, a typical survey might collect data on 75 separate indicators having to do with poverty; identification of a single (or group of indicators) to assess the level of poverty is entirely a subjective decision left to the individual. In addition, even when managers do broaden their analytical gaze to multiple indicators, a dashboard approach provides no insight into the joint distribution of deprivations that constitute poverty. Considering these facts, an index would be developed using Alkire-Foster structure with an option to zoom down to discreet components, and would provide better insights	poster presentation
Christopher	Manuel	Intermediate Outcomes: Identifying decision-making influenced by supported research	One of the ongoing tasks of CIHR's Performance and Accountability Branch is to explore, identify and develop better ways of measuring the outcomes of the research CIHR supports. As such, we are continuing to develop methodologies to assess the extent to which CIHR-supported research has influenced decision making and the development of downstream documents outside of academia (i.e. guidelines, government policy documents, health technology assessments, consensus statements, etc.). We have successfully piloted an approach in 2014 and scaled it up in 2015 to look at a broad selection of documents from both Canada and the world. This approach is a novel line of evidence that research funders can adopt in their performance measurement plans and evaluations to assist them in identifying downstream impacts of the research they support.	Paper

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Richard	Marceau	L'influence de la langue et de la langue française en particulier dans la pensée et la pratique évaluatives	Pour l'année 2016, le Réseau francophone de l'évaluation (RFE) propose une réflexion à la SCÉ sur le rôle de la langue, de la langue française en particulier et son importance autant dans le développement de l'évaluation (fonction, utilité, concepts, méthodes et approches) que dans la pratique évaluative, dans la francophonie comme dans la communauté internationale. L'usage de la langue française influence-t-il les concepts, les méthodes et les pratiques d'évaluation ? En quoi cela génère-t-il des spécificités au regard des concepts, méthodes et pratiques évaluatives qui se déploient dans d'autres espaces linguistiques? Plus concrètement, l'animation se fera à partir de ces questions: 1. En quoi la langue française conduit à l'usage de termes et de concepts uniques ? 2. En quoi la langue française conduit à l'usage de termes et de concepts significativement différents de termes anglophones apparentés ? 3. En quoi la langue française et sa syntaxe, conduit à une analyse différente de la langue anglaise ?	Breakfast roundtable
Martha	McGuire	Evaluations that Make a Difference	The project Evaluations that Make a Difference: Stories from around the world (Evaluation Stories received an EvalPartners Innovation Challenge Award to promote the use of evaluation. The findings are presented using the universally accessible form of stories to share examples of how evaluations have made a true difference to the lives of program recipients. Eight stories were chosen from six regions (Europe, Africa, Australasia, South America/Caribbean, Asia and North America). In this panel, we will share some of the stories of evaluations that have led to changes in people's lives. The stories are told from the perspective of evaluation users and program participants, and provide colourful examples of how evaluation can be a force for social betterment. We will present the lessons that emerged from across the stories about how to undertake evaluation so that it is more likely to result in positive change, engaging the audience in thinking about a time a time when they were involved in an evaluation that made a difference and the factors that contributed.	Leading edge panel (45 min)

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Maud	Mediell	Transcender la partie immergée de l'iceberg : des portraits d'évaluateurs novices et experts au service de propositions méthodologiques efficaces face aux contraintes de terrain	La pratique de l'évaluation de programme (EP) est d'une indéniable complexité, façonnée au gré de difficultés qui se manifestent dans l'activité de l'évaluateur sur le plan de la communication avec les clients, de problèmes méthodologiques ou de contraintes de terrain (Brandon, 2008). Aussi, ces enjeux relatifs à la praxis montrent l'importance d'enquêter plus en profondeur sur certaines problématiques et sur l'impact qu'elles peuvent avoir sur le travail des évaluateurs, afin de développer des solutions efficaces. Dans le cadre de cette présentation nous aborderons les résultats préliminaires de notre recherche doctorale et nous présenterons des portraits - novices et experts -- qui permettent de décrire les processus décisionnels inhérents aux choix méthodologiques des évaluateurs et l'influence des contraintes de terrain sur lesdits choix. Enfin, nous discuterons de propositions méthodologiques susceptibles de réduire les écarts entre la théorie et la pratique, et de favoriser la réalisation d'EP de qualité.	Student paper
Kaddour	Mehiriz	Using experimental designs to assess the impacts of weather warning systems. The case of the Warning System for People Vulnerable to Heat and Smog (Téléphone Santé)	Weather warning systems are among the main policy tools used by emergency management and public health authorities to prevent the consequences of natural disasters. Despite their widespread use, little is known on their performance. And the thin scientific evidence available is not very convincing due to the weaknesses of the used impact assessment methods.  In this communication, we present the framework and results of the evaluation of the impacts of an automated weather warning system (Téléphone Santé). Specifically, we explain how an experimental design was used to assess the impacts of heat waves warnings issued by this system on the awareness of heat waves, the adoption of protective behaviour and finally, the use of public health care system. In addition, we present and discuss the main results of this study, its policies implications and the lessons learned for future evaluations.This presentation therefore responds to needs of a broad audience such as evaluators, civil protection practitioners and emergency management scholars.  	Paper



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Rebecca	Mellett	CES ONLINE LEARNING PLATFORM - E-Institute	<p>The CES Professional Learning Committee will launch the CES E-Institute as a new online learning platform for evaluators with new intermediate-level courses! &lt;br /&gt;&lt;br /&gt;The session will include presentation and Q&amp;A in 45-60 minutes followed by detailed working session / coaching / advice by Velsoft software (tbc), CES Instructional Design Program Manager (tbc) on using learning systems and course creation tools. The CES Mentoring Initiative Coordinator will also be available to talk about best practices in maximizing a mentoring and coaching relationship.&lt;br /&gt;&lt;br /&gt;Agenda:&lt;br /&gt;&lt;br /&gt;i) presentation and tour of CES' new online learning platform and features, as well as CES' course guidelines and standards&lt;br /&gt;ii) launch of 3 new intermediate-level courses AND launch of new RFP for additional courses&lt;br /&gt;iii) overview of the CES Mentoring Initiative&lt;br /&gt;v) discussion and invitation of ideas and feedback&lt;br /&gt;&lt;br /&gt;Kate Woodman will Chair and facilitate the session, making sure that all presentations are complete and that participants have optimal chances to engage, ask questions and seek advice.</p>	Leading edge panel (45 min)
Christine	Minas	Using Web Analytics analyses to improve program performance and relevance -- Study of Job Bank to provide Learning and Labour Market Information to Canadians	<p>In advancing the evaluation function at Employment and Social Development Canada, its Evaluation division continues to explore new methodologies to inform questions of program relevance and performance. One such exploration involved the use of web analytics to better understand the usage of ESDC websites, the Job Bank (JB) supporting employment and workforce development, specifically in relation to learning and labour market information. Web analytics is a new approach for collecting/tracking information on the usage patterns and preferences of website users with a view to help optimize the content and improve its performance and utility. &lt;br /&gt;&lt;br /&gt;The report applies this innovative methodology, the Google/web Analytics analysis, to better understand the usage of ESDC website (JB) supporting Canadians in making their human capital development and career related decisions. As such, Web analytics analyses should be viewed as providing a trend and not precise quantitative facts. The report will use web analytics data to respond to key evaluation questions along with its limitations. &lt;br /&gt;&lt;br /&gt;</p>	Paper

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Sandy	Moir	Evaluation versus Review: differences, similarities and best practices	There are many different kinds and purposes of evaluations. But when is the best tool actually a review instead of an evaluation? This paper presentation will aim to answer a number of questions that often face evaluators and those commissioning evaluation studies. When is it most appropriate to conduct an evaluation versus a review? What are the strengths and weaknesses of these two types of studies? How are they similar/different? How do the methods and approaches to analysis (including the interpretation of evidence) differ? What are the common misunderstandings of reviews and evaluations? For federal evaluators, what are the implications of the federal policy in terms of whether an evaluation or review gets conducted?	Paper
Trish	Paton	Breaking Ground: Organizational Evaluation with a Regulatory College	In Canada, provincial governments have created a number of self-regulated professions. While there is no universal definition, generally these groups are given legal authority to regulate members in the public interest (public safety), which includes requirements for admission to the profession and its practice.   Regulatory colleges incorporate a range of skills within their organizations. This paper will discuss the introduction of a formal, in house evaluation role into a regulatory college. While individual staff may have skills and experience in evaluation, they often do not have capacity to exercise those skills across the entire organization. Adding evaluation and applied research roles at an organizational level requires shifts that can be challenging. However, it can also open up possibilities for new approaches, including shared learning and building skills across an organization and beyond.  This paper reflects on in-house evaluator as breaker of boundaries and assumptions. The tools and techniques are not new to practitioners, but they are new to the organization.	Paper

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Ralph	Renger	Using System Evaluation Theory (SET) to Evaluate the Cardiac Care Response System	System thinking and system theory are at the edge in evaluation. Currently the focus of these concepts in evaluation is in their utility in addressing the limitations of linear program evaluation approaches. The power of these concepts in evaluating modern day systems is only beginning to receive attention in the evaluation literature. Recently, Renger (2015) published a System Evaluation Theory (SET) that provides evaluators necessary guidance and confidence in evaluating the complexity of entire modern day systems. The focus of this presentation is how this cutting edge theory was applied to evaluating a cardiac care response system. The presentation will describe how SET was used to define cardiac care system boundaries, subsystems, as well as the processes within and between them. How a full scale mock exercise was used to evaluate the system efficiency (i.e., functionality of system feedback mechanisms and system cascading failures) and effectiveness will also be shared. Finally, the presentation will share how evaluation results are being used to shape system change.	Expert lecture
Barbara	Riley	Theory-based evaluation: exploring and refining the application of contribution analysis	Contribution analysis (CA) is a theory-based evaluation approach that sets out to verify the theory of change behind a program / intervention and situate outcomes in terms of multiple contributors to change. CA was introduced in 2001 and has 6 well-established steps, yet application of these steps remains limited. A panel of professionals will provide recent CA examples with not-for-profit, research and policy organizations, reflecting different types of interventions and use of results. Presentations will highlight new and useful tools, challenges faced and how they were overcome, and incorporating change mechanisms into CA. Some themes for discussion will include use of theory in CA, data display, and approaches to cross-case analysis. The panel includes researchers and evaluators who have worked both independently and collectively to explore and refine the application of CA to improve theory-based evaluation methods and use of their results to inform decisions and practice.	Leading edge panel
Stephanie	Robertson	SROI as a Healthcare Evaluation Tool	Social Return on Investment (SROI) analysis is a relatively new evaluation tool in the Canadian healthcare context. This presentation will highlight two recent SROI case studies focused on the medical, social and psychological care of children undergoing cancer treatment. Given the groundbreaking nature of this work, it will be presented both as an example for other evaluators, SROI practitioners, and researchers to examine and build on, but also as a first step in answering the question: "Is SROI an appropriate and valuable tool in healthcare researchers' and evaluators' libraries?"	Leading edge panel

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Giselle	Rosario	Using Qualitative Comparative Analysis (QCA) to evaluate Exiting Prostitution initiatives	Public Safety Canada, through the National Crime Prevention Strategy (NCPS) will be evaluating several 'Exiting Prostitution' projects across Canada. In order to streamline, analyze and share results about this new funding stream, we are reviewing a new methodology - namely, Qualitative Comparative Analysis (QCA). QCA asks if a program works, why it works and under what conditions does it work? It answers these questions by identifying key factors that are related to the program's intended outcomes in a program logic model. The value is that this cross-case comparison can increase the external validity of a group of cases by demonstrating common requirements for success. This roundtable discussion will 'build on the edge' by problematizing the use of QCA methodology to a group of projects in the crime prevention realm. Participants will get the opportunity to learn about QCA as a new methodological tool and share information about how best to use evaluation results to inform policy-making and to more generally increase the quality in qualitative evaluations.	Breakfast roundtable
Laura	Rosella	Evaluation of an integrated knowledge translation approach to support collaborative use of the Diabetes Population Risk Tool in health-related practice	The Diabetes Population Risk Tool (DPoRT) was developed to support population based diabetes risk assessment and health system planning decisions. A knowledge brokering team both facilitated and evaluated an integrated knowledge translation (IKT) approach to support the use and application of DPoRT in varied health settings within Ontario and Manitoba. The process and outcome evaluation was designed based on the Population Health Planning Knowledge-to-Action (KtoA) framework to assess partnership development, the effectiveness and impact of the KtoA process, and facilitators and barriers of DPoRT use. An overview of the evaluation framework is presented, as well as findings from quantitative and qualitative data sources collected over the duration of 22 months of the IKT approach. The evaluation revealed changes in knowledge and organizational practices as a result of the IKT approach. Lessons from measuring knowledge translation constructs and utilizing results to inform improvements to the KtoA process are also discussed.	poster presentation

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Andy	Rowe	Fifteen Years and Counting: Lessons on use and results from evaluation systems for Alternative Dispute Resolution	The Alternative Dispute Resolution (ADR) evaluation approach was developed in 2001 and has been implemented in five US federal environmental agencies since. Subsequent applications of the approach have been applied with Alberta Municipal Affairs (2008), Alberta Energy Regulator (2014) and the International Finance Commission (2011). Companion evaluation efforts have been applied to ADR training in one federal agency since 2009 and to ADR in human resource settings since 2010. Sustained implementation of this internal evaluation approach has yielded valuable insights about evaluation use for improvement and accountability as well about ADR processes and results. This paper will present and assess lessons focusing on: those interested in lessons about evaluation use and utility from a sustained evaluation effort; those who work in ADR settings who are interested in how these can be systematically evaluated and what has been found to influence success; and evaluators wanting to learn about what influences successful collaboration.	Paper
Monica	Ruiz-Casares	THE P-PAT: A CROSS-CULTURAL TOOL TO INCREASE PARTICIPATION IN MONITORING & EVALUATION	Methodological innovation is needed to reflect and capture variations in cultural and other context traits. Creative, cost-effective, culturally sensitive methods are needed to engage groups that are often excluded from evaluation, such as children and adolescents. Visual methods are gaining ground as tools to balance power differentials, facilitate sharing complex information, and surface non-normative perspectives (Clark-Ibáñez, 2004; Pyle, 2013; Ruiz-Casares et al., 2013, 2015). This session will describe the Participatory Photography Assessment Tool (P-PAT), a tool and an iterative visual group method we developed and tested with young people in Liberia and Laos. We will provide tips and resources to adapt the tool and process to specific environments and populations, discuss ethical and legal issues such as confidentiality/anonymity and copyright clearance, and illustrate how the P-PAT can be used to advance both community change and evaluators' self-awareness.	Paper

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Beate	Schiffer-Graham	On the edge: Are evaluators becoming public policy wonks?	This presentation is intended to provoke conference participants to think strategically to enhance the uptake of evaluations in support of public policy.  The presenters will set the stage by sharing recent observations of increased appetite by public executives for evaluations to be more forward looking. Increased Government demand for public policy advice, coupled with policy capacity constraints is moving evaluations into the forefront of providing policy advice. Participants are invited to reflect on this challenge and opportunity and on the need to adjust the evaluation practice to succeed. This session is intended to contribute to knowledge on broader issues of evaluation methods, theories, and practices that have value to the evaluation community.	Paper
Robert	Schwartz	Evaluating the Complex with Simulation Modeling	System Dynamics Models allow for policymakers to untangle the effects of a variety of policies on population outcomes, forecast the effects of strengthening existing policies, adopting new policies and also for weakened implementation or reversal of existing policy measures. This presentation will demonstrate how SimSmoke Ontario has modeled the effects of tobacco control policies and forecast future trends.  This is an innovative approach to one of the most challenging tasks facing evaluators - evaluation of complex and comprehensive strategies that consist of several interacting interventions that are expected to create synergies.  We will demonstrate how graphic depictions of relative contributions of strategy components opens the eyes of policymakers and how forecasting effects moving forward creates opportunities for stimulating substantial change in strategy design.   Simulation modeling is truly on the edge of evaluation practice.	Expert lecture

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Sandra	Sellick	CES Professional Learning: Focus on Intermediate and Online Learning; Formation professionnelle de la SCÉ: Cap sur des apprentissages de niveaux intermédiaires et en ligne	<p>This presentation focuses on "Capacity Building at the Edge" in several ways. Participants can expect to come away with the latest information about CES professional learning opportunities. This will include webinars and new short courses at the intermediate level soon to be available online for learners at Canada's farthest edges. CES is currently exploring a new frontier with online learning and the potential for meeting the needs of credentialed and non credentialed evaluators is huge. These courses are intended to complement credit courses offered by colleges and universities and to meet the learning needs of practicing evaluators wishing to develop knowledge and skills in specific dimensions of practice or individual competencies. The presentation will also provide an opportunity for professional development representatives for each chapter to gather leading edge information to share with their chapter members, to ask questions, and to provide suggestions for development in 2016-2017.</p> <p>Cette présentation s'inscrit à plus d'un titre dans le thème « Formation de pointe ». Les participants obtiendront les toutes dernières informations sur les possibilités d'apprentissage professionnel offertes par la SCÉ. Il sera notamment question de webinaires et de nouveaux cours de courte durée de niveau intermédiaire bientôt disponibles en ligne pour les apprenants partout au Canada. Les opportunités d'apprentissage en ligne explorées par la SCÉ présentent un fort potentiel pour répondre aux besoins des évaluateurs accrédités et non accrédités. Ces cours viendront en complément aux cours crédités offerts par les collèges et universités et répondront aux besoins d'apprentissages des évaluateurs souhaitant développer leurs connaissances et compétences sur des dimensions spécifiques de la pratique ou leurs compétences individuelles. La présentation sera également l'occasion pour les responsables du développement professionnel au sein des différents chapitres d'obtenir les toutes dernières informations qu'ils pourront ensuite partager avec les membres de leur section, de même que de poser des questions et faire des suggestions pour le développement professionnel en 2016-2017.</p>	Lightning round-tables

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Jackie	Siegel	Theory, Tradition and Tools: New methods for an Aboriginal Languages Revitalization Evaluation	Following the release of the recommendations of the Truth and Reconciliation Commission of Canada, governments find themselves in a pivotal moment to strengthen relationships with Indigenous people. How can community engagement and participatory processes employed by evaluators advance the spirit of reconciliation, and how does evaluation theory interact with Indigenous world views? These questions were central as we developed a monitoring, evaluation and accountability (MEA) framework for a language revitalization strategy in the Northwest Territories.  An evolutionary, iterative approach was utilized for this MEA framework, drawing on the traditional knowledge and culture of local language experts. Developed specifically for this approach was the "moccasin metaphor," a tool used to support evaluation learning and practice at the community level. I will share this tool along with the locally-inspired theory of change, as well as discuss the successes and challenges of this approach and lastly provide useful insights for evaluators working in any multi-cultural setting. 	Paper
Jackie	Siegel	Small 'e' evaluators and big 'E' evaluations: Community language champions as evaluators for an Aboriginal Languages Revitalization Evaluation	Did you know that the Northwest Territories (NWT) has the most official languages of anywhere in Canada? In fact, there are 11 official languages, 9 of which are Aboriginal. Each language centre has developed its own revitalization plan that fits within a larger NWT-wide Aboriginal languages revitalization strategy. In the development of a monitoring, evaluation and accountability (MEA) framework for this strategy, early challenges included integrating Indigenous world views in a standardized MEA framework and working with multiple plans, partners and remote communities across the NWT.  This roundtable will include discussions on two topics using language revitalization as a case study: First, gathering feedback on the evaluation teaching tool ("moccasin metaphor") that was created for this project and the locally-inspired theory of change. Second, we will reflect on the importance and challenges of harnessing community strengths to lead MEA activities of a large-scale strategic plan, creating a set of promising practices for this type of work. 	Breakfast roundtable



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Brenda	Stead	Knowing and Using Program Evaluation Standards for Quality Evaluations: What's Your Story?	The use of program evaluation standards as a 'guide' can complement the knowledge, skills, resources, and continuous learning of evaluators and improve the evaluation focus, quality and accountability. In this session you will get a short overview of the JCSEE Program Evaluation Standards and their general fit with professional evaluation competencies, ethical guidelines, and the Canadian Evaluation Society's credentialed evaluator (CE) designation. In small groups we will do a case activity to work with the Standards, and debrief in terms of the exercise and your 'real world' stories. We also want to hear your ideas for the future in terms of ways to share experiences, best practices, and research about the Standards.	Breakfast roundtable
Hasan	Syed	Studying Abroad: A Case Study of International Students	The number of International Students arriving in Canada (to seek post-secondary education) is growing exponentially. The majority of these student (52%) intend to attain Bachelor's Degree and Diplomas and many of them will potentially become part of the skilled labour force in Canada. There are studies on the significant influence and potential of this demographic on the economy. Nevertheless, there is a gap in research and insight into the factors that inform these students' plans and motives post graduation. Often, they must decide whether to stay in Canada or return to their home after completing education. This paper researches factors that influence this particular demographic through analyzing existing literature and by building on this knowledge by conducting qualitative interviews of current students. As a result of this research I suggest new ways of evaluating and improving education policies that attracts foreign students.	Student paper
Samantha	Tsuruda	Adapting Evaluation Tools: A Framework for Practicing Culturally Responsive Evaluation	There are a growing number of articulated protocols and considerations for research with Aboriginal communities to ensure that research is culturally appropriate and culturally competent ( <a href="http://www.pre.ethics.gc.ca/eng/policy-politique/initiatives/tcps2-eptc2/chapter9-chapitre9/">www.pre.ethics.gc.ca/eng/policy-politique/initiatives/tcps2-eptc2/chapter9-chapitre9/</a> ). Although evaluators have been working in diverse communities for many years, there is a lack of tools and frameworks to assist evaluators in conducting culturally sensitive and appropriate (e.g., valid and reliable) evaluations with Aboriginal communities. This session will present a Framework for Culturally Responsive Evaluation. As a component of culturally responsive evaluation, this session will provide a step-by-step overview for adapting existing evaluation tools to gather meaningful and culturally responsive data. The goal of this session is to enhance participants' understanding of working with Aboriginal communities and to provide practical and culturally responsive skills to evaluation. This session is provided by an all-Aboriginal consulting team (cross reference with #D6R8F7).	Expert lecture

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Sheila	Tucker	The Dream of Evidence-Based Healthcare ? are we making a difference?	The application of evidence in healthcare decisions is widely accepted; however, evaluation of the impact of evidence use is not a common evaluation element in most health research organizations. Within the realm of evidence-based healthcare, health technology assessment focuses on the evaluation of pharmaceuticals, healthcare devices and procedures used in the delivery of healthcare services. Health technology assessment (HTA) is defined as the evaluation of the clinical, economic, social, legal and health system impacts of a health technology. HTA is driven by decision-making needs in healthcare and aims to inform decisions at different levels of healthcare – from health policy, healthcare administration, and front line healthcare practice to acquisition and decommissioning decisions. Because HTA is decision-focused assessment of the impact of HTA on healthcare decision-making is becoming apart of the accountability structure for HTA-producing organizations. This presentation will discuss efforts to evaluate impact of the use of health technology assessment in healthcare decisions.	poster presentation
Jon	Waterhouse	Improving relevance and timeliness of performance indicators with data visualization tools	Relevance of performance indicators is typically interpreted to mean the indicator should measure something that we actually care about in the real world: that health improved, a person got a job, an environment was protected. However, indicators relevant for program change vary depending on the audience within an organization; at the higher levels people may be most interested in outcomes so they can make informed funding decisions, but lower levels of the organization need to focus more on process indicators: work assignments and wait times; procedures and the impact on processing speed, client satisfaction and outputs, etc. Typically a performance indicator is produced once per period for the whole organization, but for lower-level management, indicators are needed with finer time, geographic and program granularity. Data visualization software (in particular when underlying data comes from routinely-collected administrative data) allow the distribution of a visualization from which the end users can define the performance indicators that really matter to them.	breakfast roundtable

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Sera	Weafer-Schiarizza	One program, many communities: Developing a context-driven evaluation for the Choices program	In the spirit of pushing the boundaries of evaluation, Sarnia Lambton Rebound, the Centre for Addiction and Mental Health and U-turn Thunder Bay present a collaboration-focused approach to evaluating a program across five common dimensions, within multiple community and agency contexts. The Choices program, developed by Rebound and delivered at 10 sites across Ontario, is an opportunity for youth to gain resilience and life skills through behavior modelling and goal setting in a supportive environment. Using the dimensions of the REAIM framework, we have established a common but context-driven evaluation process to describe and measure this program, at province-wide, agency and individual levels. The development of this process has been collaborative among program sites, and aims to collect data that is directly applicable to program improvement. Integral to this evaluation is an understanding of the program's overall impact while recognizing unique contexts and highlighting areas of excellence.	poster presentation

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**Strand 3: Re-thinking our edge/ Réévaluer notre position de point**

First Name/ Pre-Nom	Last Name/ Nom	TITLE	SUMMARY/SUMMAIRE	Type
Jane	Whynot	Incorporating Gender in Federal Government Evaluations	Incorporating gender, and other elements of diversity in evaluation has many associated benefits. To date, these benefits have largely been ignored by policy makers although this is shifting. This movement, is in part attributable to the international evaluation community, and the incorporation of gender as an integral component of the renewal of the social development agenda. Recently, the Office of the Auditor General (OAG) followed up on the 2009 audit of gender-based analysis in various Canadian federal government departments. Their ensuing recommendations have strengthened linkages between the Canadian government evaluation and gender functions. However, many challenges remain in this uncharted territory including capacity, expertise, and resource restraints. Hear from panelists who are working to develop and promote both competencies, and awareness of responsibilities in this area.	Leading edge panel (45 min)
Emma	Williams	More than words can say: observational methods for evaluators	Observational methods often provide evaluative information that cannot be accessed through word-based methods such as surveys, focus groups and document review. Adding an observational component can add significant value at low cost, but some approaches raise ethical issues. To stimulate group discussion of participants' experiences, three cases will be presented: (1) a highly structured observation which demonstrated that a TV ad campaign changed environmental attitudes (but had less impact on behaviour) while fines and warning signs changed behaviour (but had less impact on attitudes); (2) a semi-structured observation of a science exhibit that revealed important gender dynamics; (3) an unstructured observation in an Aboriginal community that showed unanticipated cultural interactions with a new program. Guidelines will be presented for choosing what form of observational approach -- if any -- should be used, together with tips for handling some of the issues that may arise.  	Lightning round-tables
Kate	Woodman	An Edgy Response to Family Violence: Evaluation & Knowledge Mobilization for Social Impact	This is relevant for government, knowledge brokerers & NGOs who wish to 'sharpen the edge' on their evaluation and knowledge mobilization efforts to achieve broader social impact.   3 rural Alberta districts combined resources and collaborated in a multi-year attempt to reduce family violence - Community Action for Healthy Relationships (CAHR). The evaluators added SROI and GBA to process and outcome evaluation. The work, evaluation and KMb efforts enabled the communities to gain clear understanding of their work and its impact, demonstrate their effectiveness to funders, and achieve sustainability and scalability. They also gained new understandings/ capacity in how to approach evaluation and KMb for social impact.  With CAHR as our case, we will explore the intersections of evaluation, KMb and social impact. Our panel - the project lead, 2 evaluators, & a senior executive of a major broker of evaluation and research in	Leading edge panel

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			Alberta (ACCFRC) - will explore key questions and issues in complex, multi-sectoral problems and contributing to positive change in policy and practice.	
Paul	Bakker	Simply Survey Questions to Control for Self-Selection Bias	Many of the recent innovations in quasi-experimental designs have addressed the challenge of self-selection bias. In particular, propensity score matching attempts to predict participants' and non-participants' propensity of participating and compares those individuals with similar levels of propensity. Regression Discontinuity controls for self-selection bias by statistically modeling the selection process. However, both methods require large samples and sophisticated statistical methods. This presentation will explore using a small set of survey questions to measure potential participants' level of interest in participating as an alternative or compliment to those other designs. We will present the survey questions and their applicability and seek the audience's feedback.	Lightning round-tables
Marcel	Bédard	Making Evaluation More Responsive to Policy while also Cutting Costs: The Case of the Labour Market Development Agreements	This presentation describes how Employment and Social Development Canada (ESDC) implemented an innovative approach for evaluating 12 bilateral federal/provincial/territorial Labour Market Development Agreements (LMDAs) to make the evaluation timelier, more relevant to policy development and less costly. This approach builds on the lessons learned from the first round of LMDA summative evaluations which consisted of 12 evaluations conducted jointly by ESDC and each province/territory over 10 years and at a cost of \$1M per year in contracts. The new approach consists of conducting small studies in 12 provinces/territories and at the national level simultaneously and undertaking the evaluation work in-house using administrative data. This approach made the evaluation more relevant to policy as it allows to produce evidence on emerging policy priorities and to generate findings on an-ongoing basis. Overall, this approach has reduced the cost of using contracts to about \$70K per year.	Paper

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Denise	Belanger	Image Sorting: Bringing Voices from the Edge	Evaluators are often called upon to provide ways of collecting the voice of those who are often not included in evaluations, namely young children and/or those with emergent language and communication skills. By transcending language, images provide a powerful resource that evaluators can use in data collection. When confronted with these questions, Denise and Linda have included an image sort data collection method as a way of engaging these populations. This presentation will provide context for the meaningful participation and consultation of these populations. In addition, a demonstration of the image sort data collection technique will provide participants with an addition to their data collection tool kit.	Paper
Zoe	Boutilier	Logframes for Development Research Programs	Logical frameworks have inspired much criticism but remain nonetheless a tool of choice for most international development organizations. Primary virtues of logframes are their encouragement of intentional planning, and their ability to simplistically and visually communicate the underlying intervention logic. IDRC (International Development Research Centre) contributes to international development by funding research in low and middle income countries. Logframes representing IDRC research programs must necessarily depict change that is complex, unpredictable, evidence-informed, and multi-staged. This poster will show how logframes for research are unique. This poster will also demonstrate the specific components that should be included to ensure that a logframe realistically represents the uncertainties and complexities inherent in research for change.	Poster presentation
Astrid	Brousselle	Evaluating for a sustainable future: re-thinking our edge	Our society must rethink the ways in which human activity is organized, to make it more sustainable. This applies as much to environmental decarbonization objectives as it does to fishing, forestry, agriculture, industry, etc. Because evaluation provides a critical perspective and objective data, it has a major role to play in guiding public policies. To achieve this, however, we must rethink our practices with a view to making them more effective and to integrate a sustainable thinking. This raises several questions: (1) How can we systemically incorporate sustainability assessment into our evaluations? (2) What are the most promising approaches for better sustainability? (3) What should be the role of evaluators for a sustainable future? (4) From which areas should we draw inspiration to improve the influence of evaluation?	Leading edge panel
Andrew	Buchel	Using a Broader Range of Techniques -- Applying Propensity Score Matching in the	There has been a relatively slow adoption of quasi-experimental techniques in Canadian evaluation work. As a result, many evaluations remain heavily focussed on qualitative data collection and analysis, as well as the presentation of simple descriptive quantitative statistics. This discussion will explore the use of propensity score matching in the Evaluation of the Home Instruction for Parents of Preschool Youngsters Program. It will also look at the practical considerations for its use in other evaluation work.	Paper

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		Evaluation of the Home Instruction for Parents of Preschool Youngsters Program.		
Lisa	Burley	Exploring the role of evaluation in partnership arrangements	Partnership has been a buzz word throughout Canada's socio-economic development community and figures prominently in international development discourse. While the presentation is based on donor / investor partnerships, discussion on the role of evaluation as a means to understand, renew and get better at them offers relevance to many other partnership arrangements. More essentially, the presentation suggests the field of evaluation might re-think its edge and promotes venturing into the murkiness of partnership. The presentation explores the fit between partnership and evaluation by framing a literature review around summative, formative and developmental approaches. In so doing, the presentation attempts to shed greater light on the nature of partnership as an evaluand; the possible roles of the evaluator; and the likely relationship between the evaluation exercise and partnership management. While the presentation references some evaluation methods, tools and theories, these are not elaborated in detail; a steady pitch is maintained at the level of the three evaluation approaches.	Paper
Marcella	Campbell	Blending methods for implementation evaluation - rapid, participatory and developmental evaluation: Benefits, lessons learned, and plans for the future	It is challenging to conduct an implementation evaluation that is timely, involves staff, and allows for changes to be made as implementation is occurring. In an attempt to incorporate these elements into evaluating an implementation of electronic documentation in long term care, a blended approach to evaluation was undertaken. In order to provide timely information to decision-makers and make quick changes to implementation, rapid, participatory, and developmental evaluation perspectives were drawn upon. The benefits of this approach include allowing decision-makers to make adjustments as implementation is occurring and involving interdisciplinary team members in data collection. Lessons learned include identifying a need to establish a process to support capacity in evaluation methods and a coaching/mentoring approach in undertaking an evaluation using these methods. Future use of this approach should incorporate resources for capacity building and approaches to data collection tools that draw upon existing technology and organizational processes.	Poster presentation

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Kaireen	Chaytor	The Theory Practice Gap in Evaluation	Evaluation practice evolved from applied social science to a discipline with emphasis on approaches and competencies. In the public sector, evaluation now seems to be guided by policy makers and judged by methodological rigor. It is necessary to 'rethink our edge' to define and locate theory in practice and expand our knowledge so as to defend the role of theory. Theory can help evaluators be more proactive in knowledge generation about interventions. This presentation will call on the work of Shadish, Alkin, Mark, Vaessen and Leeuw on evaluation theory to discuss roles for theory -- roles such as conceptualizing evaluation frameworks, reinforcing causal analysis and interpretation and discerning the relative merits of evaluation approaches. Evaluation theory also helps with questions about how to balance substantive theory of other disciplines and with how social science practice informs evaluation and how the findings from evaluation inform social and behavioural sciences. Participants will be encouraged to diagnose the theory which informs their practice.	Paper
Shannon	Clark Larkin	Synthesis of evaluations for scholarships and fellowships programs	A synthesis of evaluations is a useful approach when more than one evaluation of similar programs has been conducted, in order to develop general knowledge on program outcomes and to facilitate evaluation use through knowledge translation. We present a novel approach to evaluation synthesis that was recently used in a synthesis of evaluations of Tri-Agency scholarships and fellowships programs that are offered to graduate students and postdoctoral researchers. We will present our approach to evaluation synthesis and outline the challenges encountered, key findings, and lessons learned. Evaluators interested in evaluation synthesis or in evaluation use will benefit by learning about conditions in which, and the purposes for which, an evaluation synthesis can be appropriate. This presentation will contribute to the conference strand of "Re-thinking the edge" by examining this under-explored technique and how it fits in the translation of evaluation knowledge.	Paper
Rémi	Coderre	Developmental self-evaluation: An innovative approach to support community coalitions	While the evaluation experience of community coalitions in Quebec has mostly been centered on program evaluation, we note an increasing interest in a more participatory, self-evaluation approach favouring ongoing learning, strategic decision-making and adjustment. Yet, coalitions face a number of challenges in their efforts to integrate evaluation in their practices. Notably, limited time and resources, lack of support, especially in rural regions, complex governance structures and plans, and choosing an approach among many that will best suit their needs. Based on Patton's (2011) developmental evaluation and Québec en Forme's experience with communities, we have developed an approach which seeks to develop coalitions' capacity to conduct developmental, participatory self-evaluation and which addresses coalitions' varied contexts and realities. Participants will be introduced to the approach, the principles that	Paper



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			guide it (autonomy, adaptability, collective intelligence, sufficient data, efficiency, change-oriented), and lessons learned from our experience working with 20 coalitions.	
J Bradley	Cousins	Reflections on the meanings of success in collaborative approaches to evaluation: Results of an empirical study.	The paper aligns with the 'Rethinking our Edge' conference theme. The purpose of the present study is to surface criteria embedded in judgments of success in collaborative approaches to evaluation (CAE).  How do evaluators using collaborative approaches to evaluation (CAE) define success? Is "success" determined simply by mapping evaluation outcomes onto the initial evaluation purpose? Do criteria for success also emerge from the interactions of evaluators with stakeholders or is it possible for this judgement to reflect a consequence that reveals itself at some point after the completion of the evaluation? These are just a few of the questions motivating a close look at evaluators' responses (N=320) to our (2012) survey that explored questions about their practice experience with CAE. We propose to examine these data more deeply taking into account the context of the respondents' case examples. The principal product of this inquiry will be a conceptual framework that integrates processes and outcomes related to criteria for success.  	Paper
Harry	Cummings	Case Study Research in the Face of the Ebola Crisis	In 2014-2015, the Ebola outbreak in Sierra Leone spread rapidly, claiming the lives of over 3,500 Sierra Leoneans and disrupting the lives of millions of already vulnerable people. As part of World Vision's push for evidence-based knowledge management (KM) Dr. Cummings' expertise were sought to engage in a capacity building, case study approach, designed to assess the response and resilience of its 'Savings Group' programming in the face of the epidemic. Dr. Cummings' advice on evaluation and KM is sought by organizations worldwide. Due to ongoing health risks, Harry Cummings and Associates remotely developed and facilitated training with Sierra Leonean field staff and further collaborated directly with World Vision International staff in a collaborative research design. Ongoing web-based collaboration throughout the data collection, analysis and reporting phases resulted in a successful project. This presentation will present lessons learned from this initiative.	Expert lecture

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Harry	Cummings	Dose Response as an Approach to Assessing the Impact of Programs	Three papers: Pramana 1) Lessons from using dose-response methods from multi-sectoral evaluations in 8 countries: Dose-response considers the impact of varying doses of the independent variable (program participation), on outcome measures/events. Canadian Red Cross-International Operations (CRC-IO) has applied this method in 8 developing countries. This session will demonstrate the two ways that CRC-IO uses the dose-response method. Bakker 2) Reducing selection bias in dose response analyses: .Dose response can be used as an alternative to comparison/control groups. During this presentation, we'll review that potential threat to the validity of the methods' results, and review how to statistically control for those pre-existing differences. Cummings 3) Impact of school based child protection program in Sri Lanka: A dose response approach. The Be Safe child protection program in Sri Lanka was evaluated in 2015 after it had ended. No comparison or baseline data was available. The evaluators chose a dose-response design to carry out the evaluation.	Leading edge panel
Erica	Downes	Innovative evaluation methodology: using simulation for curriculum improvement	CAMH's newly launched Simulation Centre fosters new mental health education and training methods to improve quality of care and patient safety, strengthen interprofessional teamwork and enhance student learning. Programs like the electroconvulsive therapy (ECT) training for psychiatry residents to learn how to perform the procedure; read and understand EEG recordings; and obtain informed consent, have integrated simulation. Evaluation data collected for this training includes pre- and post-knowledge questions, self-reported comfort administering ECT and obtaining consent, and effectiveness of learning methods. While simulation is a valuable learning modality, it is also a potential method and source of data to evaluate program quality. With simulation there is also an opportunity to evaluate the effectiveness of the program through performance and self-reflection data. In the program's third year, we shift our focus to evaluating the relationship between the simulation outcomes and experiences, and educational content of the training program.	Poster presentation

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Andrew	Duzba	Evaluating the impact of research transfer activities by a health evidence producer.	Publicly funded organizations which produce research evidence are increasingly expected to demonstrate their value through evaluation of the impact of their research transfer activities. Within the continuum of research production and knowledge translation, there is now an additional component of impact assessment. This involves the evaluation of the impact that research producers and knowledge translation specialists have on identified stakeholders and decision-making forums. The role of the knowledge broker is essential in this process, as they provide a two-way link between research producers and research receptors. Their activities include: facilitating the development and delivery of research transfer and supporting the evaluation of these methods; assessing the impact of research; and identifying innovations in research transfer based upon the evaluation (both formal and informal) of outcomes. This presentation will discuss the role of knowledge brokers as agents in the process of building organizational capacity to evaluate the impact of processes and outcomes.	Paper
Lorraine	Gabor	New lenses in evaluation: Exploring the use of photography, digital storytelling and other observation methods	This session will engage participants in a discussion on exploring the use of innovative approaches in evaluation, such as observation, digital story-telling and photography. While the use of photography is used to tell a compelling story in media settings, its use has not been explored to its potential in program evaluation in the federal government context. Presenters will highlight some examples of evaluations of programs at INAC which have benefitted from more innovative methods of observation and will highlight some examples of programming that could benefit from the use of employing innovative approaches, such as digital storytelling and photography. The session will also discuss current literature and other research and evaluation work which are employing these means. The aim of the presentation will be to enlighten and engage the audience in order to prompt topics for group discussion. Topic areas may include ethical considerations associated with the use of photography in evaluation, particularly for marginalized groups and/or in culturally sensitive settings.	Leading edge panel (45 min)

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John	Gargani	Scaling Science: Toward a systemic approach to expanding social action, scientific research, and their consequences	Government, philanthropic, and private-sector organizations are focused on ensuring that their investments have wide-reaching impact. This concept of expansive impact is often referred to as scale. This paper explores the concept of scale as it applies to scientific research (social and natural) undertaken for the public good. Despite the seemingly simple concept of research-informed scaling, many interventions are based on ideals rather than evidence, and conversely, much scientific research is not aligned to interventions that are readying for roll-out.  We outline a broad view of scaling that moves beyond the common manufacturing model in which organizations seek additional resources in order to increase output. In other words, bigger research projects and/or more investment in the end result of research does not necessarily imply wider uptake and impact. We argue that the ethical scaling of science innovations are critical to the sustainability of their impacts and the planet. We propose that (and how) critical evaluation plays an integral role in ethical scaling of science.	Paper
Sulley	Gariba	What if Evaluation Could Start Over?	Evaluations' dominant paradigm is based on western social sciences with important roots in European-origin culture. What if evaluation had different roots and was more organically and strongly connected to communities and cultural decision processes? This panel brings together three worldviews that are shaping their own approaches and concepts of evaluation. Each of the panelists will describe the concept of evaluation from the perspective of "Made in Africa evaluation" (Gariba), Maori evaluation (TBD) and aboriginal peoples of North America (Crowshoe). Kim van der Woerd will facilitate a discussion of the implications for evaluation in Canada.	Fellowship panel
Éliane	Gaudreault	Illustration d'une démarche d'évaluation évolutive dans un organisme communautaire œuvrant auprès de familles en contexte de vulnérabilité	En évaluation de programme, il existe plusieurs approches permettant d'analyser l'implantation et les retombées d'un projet. Une approche fait ses preuves dans le domaine de l'évaluation en s'inscrivant dans un courant d'adaptation et de changement. Dans cette communication nous présenterons une démarche évaluative où l'approche évolutive est expérimentée auprès d'un organisme communautaire œuvrant auprès de familles en situation de vulnérabilité. Le programme d'intervention évalué vise à pallier le cumul de risque auquel les enfants de 0 à 5 ans vivant en contexte de vulnérabilité sont confrontés afin de les préparer pour une entrée à l'école réussie. L'approche de l'évaluation évolutive a permis d'accompagner un milieu en constante évolution répondant aux besoins complexes des familles vulnérables. Cette présentation permettra aux participants de comprendre les particularités de l'approche évolutive, ses avantages et ses limites, grâce à un exemple concret partagé.	Student paper

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Christa	Gillis	Data visualization techniques for engagement: Promising practices and lessons learned within a federal government context	This presentation will describe use of data visualization techniques to enhance presentation of evaluation results as part of a broader engagement strategy within a federal government context. The presenters will capitalize on the Lightning Round Table format to promote interactive discussion of approaches participants have taken toward using innovative strategies to engage clients and promote enhanced understanding and use of evaluation data and results. The discussion will be anchored in the Atlantic Canada Opportunity Agency (ACOA) evaluation unit's approach to engagement and knowledge mobilization, focusing on a recent evaluation which employed data visualization techniques to brief advisory committee members and senior management on the results of the study. Strengths of the approach, as well as lessons learned, will be highlighted.	Lightning round-tables
Colleen	Goggin	Promising practices and lessons learned on calibrating federal government evaluations	In keeping with the Treasury Board Secretariat (TBS) guidance on calibrating evaluations within the federal government, the Atlantic Canada Opportunities Agency (ACOA) has implemented a series of practices to calibrate its evaluations to better manage resources and the meet the needs of senior management decision makers. This interactive session will provide a brief review of methods and approaches that have been implemented to calibrate evaluations at ACOA while highlighting promising practices and lessons learned. It will identify how ACOA has maintained evaluation credibility and utility while calibrating design, methodology and reporting. Participants will share their ideas and experiences related to calibrating evaluation studies.   	Lightning round-tables
Kim	Grey	The design potential of linking layered social science theories and modest program theories ? research insights from Indigenous outcome evaluations	Can we rethink our use of social science theories to strengthen explanation in evaluation? Literature by Frans Leeuw, Steward Donaldson and Melvin Mark suggests there is a substantial gap world-wide between evaluation and its foundation disciplines concerned with human behavior and social systems.  While this gap is worrying, it is partially bridged in current evaluation practice, observed in research about use of social science theory in 16 recent outcome evaluations of programs for Indigenous Australians. A range of uses of social science theory were found and roles in measuring and judging the extent of change is explored. Links between behaviour change assessment and systems are revealed. Understanding how social science theory has been used offers insight into potential use in designs that test the plausibility of modest program theories. Features of design that could strengthen the validity and transferability of evaluative evidence that may suit intercultural spaces are offered.	Student paper

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Eleanor	Hamaluk	Thinking Outside the Checkbox: Making Informed Consent Meaningful	Obtaining informed and voluntary consent is widely agreed as a best practice for social science research; however, its intricacies are often overlooked. Before proceeding with an informed consent process, it is worthwhile to reflect on several key questions: Do current models of consent harm participants or exclude them from full participation? As researchers, how do we ensure that people understand what they are consenting to in a way that garners full participation? This presentation will attempt to answer these questions, and discuss current thinking in informed and voluntary consent in a multi-disciplinary context. Presenters will explore whether standard evaluation practices are working, particularly when obtaining consent from vulnerable populations. Finally, the role of evaluators in empowering populations to define their vulnerabilities and "bottom-up" consent requirements will be discussed. Attendees will be invited to critically examine the consent process and re-think their approach to consent and voluntary participation.	Paper
Harold	Henson	Methodological Issues in the Use of Social Media	Much has been written and said about so-called "Big Data" over the last few years. As there is continuing interest in sources of evaluative evidence Big Data promises to be a potential source. Not only does this data source appear to offer fresh insights into various aspects of program performance, it also appears to potentially be an inexpensive one. This paper does not propose to offer any global conclusions on the merits of this data source but rather investigates the methodological issues experienced during one particular application. Thus the paper will be purely methodological, which is probably what is most helpful at this point in time. As such, it should support the conference theme of "Re-thinking our edge".	Paper
Faisal	Islam	Culturally Competent Evaluation: Our Lived Experiences	As an evaluator, have you encountered these situations? • You are consulting diverse groups and need to use culturally competent methods to engage stakeholders; • You would like to ensure that an evaluation design is appropriate to the culture context of your organization; • The program you are evaluating has many distinct stakeholder groups, and you are having trouble collecting feedback from marginalized groups; If so, this Lightning Round Table is for you. Join three members of the CES Diversity Working Group as they discuss lived experiences and practical cases with culturally competent evaluation, including challenges and possible ways to address them. Participants will be invited to reflect on the challenges and solutions presented, as well as contribute using experiences of their own. The presentation is meant to provoke dialogue and thought on what culturally competent evaluation means, and how evaluators can respect and reflect diversity in their practice.	Lightning round-tables

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Natalie	Kishchuk	Why developmental evaluation is like parenting, and not always in a good way	Three experienced evaluators who have applied developmental evaluation practices in a variety of community-based evaluation contexts will share their stories of success and frustration in using these practices to help promote innovation in social sector programming. While DE provides evaluators with the thrill of co-constructing a reflective process that helps stakeholders ask tough questions, see patterns in data and make adjustments in real-time to improve their social innovation, we have sometimes experienced it as difficult to manage, not well understood by clients and funding agencies, coopting, and difficult in terms of human relations. Participants will be invited to help us reflect on why DE, like parenting, sometimes works well and sometimes doesn't, addressing : perhaps there are ways to improve how we prepare for this work? perhaps we need a different mix of components in different contexts? Maybe we should frame objectives and expectations of the DE approach differently?	Lightning round-tables
Michel	Laurendeau	Integrating Performance Measurement and Evaluation	While evaluation and performance measurement frameworks have helped, evaluators still have to conduct evaluations of programs where the theory of intervention is uncertain and incomplete, with weak indicators and poor ongoing performance measurement. Program research and descriptions of good practices often fail to identify key success factors and support the improvement of program design. Frameworks have also been poor at linking monitoring, delivery and outcome indicators. The presenters will discuss approaches to improving logic models to clarify program/policy assumptions, with the use of: 1) Causal Mapping to identify chains of results; 2) Inferential logic to link programs and strategic outcomes; 3) Modeling techniques to describe delivery processes. They will demonstrate how these techniques can support the development of improved logic models, the selection of better performance indicators and the acquisition of requisite performance data, a more compelling analysis of program performance and a better understanding of program economy, efficiency and effectiveness. 	Expert lecture
Madia	Lo	droits de l'enfant au Sénégal: de la convention à la réalité	Cela s'est passé il y a presque 25ans. Un événement allait changer radicalement la manière dont le monde voit et traite les enfants. Le 20 novembre 1989, la Convention relative aux Droits de l'Enfant (CDE) était adoptée par l'Assemblée générale des Nations Unies. En la ratifiant l'année suivante, l'Etat du Sénégal s'engageait à la mettre en ½uvre. Depuis, des progrès notables ont été enregistrés, mais de nombreux obstacles persistent. Pourtant, ces vingt cinq derrièrre années, on a rarement demandé aux citoyens du Sénégal leur avis sur les droits de leurs enfants. C'est de ce constat qu'est née l'idée d'une première enquête nationale sur les droits de l'enfant réalisée par les enfants eux-mêmes et pilotée par la Coalition Nationale des Associations et ONG en Faveur de l'Enfance (CONAFE Sénégal).Ainsi, après plus trois mois de travail sur terrain, nous avons pu sortir les résultats	Student paper

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			sous forme de bouquin dont le titre est: DROITS DE L'ENFANT AU SÉNÉGAL: DE LA CONVENTION À LA RÉALITÉ	
Jennifer	McDonald	Zooming out: Taking a systems lens on project-level evaluations	Health Canada has funded several projects to improve the efficiency and effectiveness of each province's addictions system. While it is important to evaluate the processes and impacts of the individual projects, it is also vital to assess the entire initiative's collective system impact. With 11 diverse projects in Ontario that span multiple levels of the system, we needed to conduct both project-level and overarching evaluations. To achieve this, we are developing an innovative two-pronged approach that uses (1) developmental and formative evaluations tailored to each project, and (2) common tools/templates (e.g. consistent Theory of Change format) and evaluation frameworks (e.g. REAIM) that facilitate comparison and build a common narrative. The integrated approach addresses the reach, value, and potential for sustainability of the diverse projects, as well as the overall system impact. We will share examples from our work to help others create integrated evaluation plans that enable a systems lens.	Paper
Jonathan	Morell	Drawing on Complexity to do Hands-on Evaluation	"Complexity" is a rapidly expanding frontier in the field of evaluation. The expansion results from our dissatisfaction with the ability of programs to improve the social condition, and from the limited capacity of our evaluation program theories and methodologies to predict or explain program behavior. What though, does research and theory in "complexity" offer to those of us who must design evaluations, interpret data, and help stakeholders? What does it offer that we can apply instrumentally? What does it offer that we can use metaphorically? What are the criteria for borrowing complexity concepts for use in evaluation? How can complexity be useful when so many programs base operations on clean, straightforward concepts of operations? These are the questions that will be addressed by Dr. Morell. He will share knowledge derived from his long involvement in developing methods to deal with unintended consequences, and the related topic of complex behavior.	Expert lecture



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April	Nakaiama	A theory-driven approach to knowledge building: Combining realist synthesis with realist evaluation	Realist approaches seek to understand the context, mechanisms and outcomes that underlie interventions/programs. Realism seeks a generative explanation for how and why interventions work. There are two focuses of realism. One, the the realist evaluation approach which seeks to explain why and how single interventions work. A second focus on realism has been on synthesis which provides a novel way to review the literature and better understand from the evidence base the active ingredients underlying an intervention. In this panel using three examples -- one from Dancing with Parkinson's disease, a second from integrated care being delivered in homecare settings, and a third from maternal health in India's most populated state -- we describe how learnings from evaluation and synthesis can be integrated within the setting of a single evaluation. We discuss a learning framework that combines methods of synthesis and evaluation.	Leading edge panel
April	Nakaima	In Celebration of High Touch and Low Tech Interventions: Methods of Valuing Small Things that Make a Difference	We explore the ramifications of the class of interventions of what can be referred to as "low tech, high touch" on both program theory and evaluation methodology. Our argument is that most standard linear representations of program theory do not do justice to the active ingredients of such interventions. The standard linear representations of program logic might risk misrepresenting what makes a program successful. Similarly standard evaluation based on pre- post- logic might not capture what makes such interventions tick. This paper describes multiple types of interventions including dance to change the lives of Parkinson's patients and integrated care for the elderly. A realist evaluation that explored changes in trajectories in health outcomes over the short term and was developed within a realist framework is discussed. Key features of our approach include integrating realist evaluation approaches with impact evaluation approaches, and integrating evaluation with knowledge translation	Leading edge panel (45 min)
Ya Cor	NDIONE	Le développement des capacités nationales d'évaluation au Sénégal : De Montréal à Dakar pour un renforcement de la culture et de la pratique d'évaluation	Cette présentation analyse les innovations et progrès réalisés dans le Développement des Capacités nationales d'Evaluation (DCE) à travers un bilan de la pratique et de la culture évaluative au Sénégal en particulier les initiatives du gouvernement et l'accompagnement par le SenEval et le CESAG/CLEAR. L'accent est également mis sur les expériences innovatrices du réseau des évaluateurs émergents et du système de mentoring. Les approches et résultats obtenus constituent un tournant décisif pour l'évaluation au Sénégal avec une stimulation et un renforcement du cadre politique et institutionnel et une promotion des échanges avec la communauté de pratique. Les capacités d'évaluation individuelles des acteurs locaux ont été améliorées par des formations diversifiées et professionnalisées. Egalement est examiné l'effet positif sur les capacités institutionnelles et individuelles des échanges internationaux tels que le Congrès de la SCE en 2015 qui a provoqué cette étude.	Paper

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Emilie	Peter	L'éthique des évaluateurs : réflexion sur les valeurs actuelles des membres de la SCE	Favorisée par l'actuel processus de professionnalisation du domaine de l'évaluation, la réflexion portant sur les positions éthiques à adopter par les évaluateurs n'a cessé de prendre de l'ampleur ces dernières années. Des chercheurs et praticiens de l'évaluation ont ainsi plébiscité l'intégration dans la pratique évaluative d'approches innovantes, menant à l'ouverture d'un débat, mais aussi à d'importantes dissensions au sein de la communauté de l'évaluation. Ces nouvelles recommandations éthiques ont été soumises à la critique des membres de la SCE au moyen d'un sondage réalisé en 2014 et 2015. Les résultats de ce sondage nous permettent de mieux comprendre dans quels principaux courants éthiques s'inscrivent les membres de la SCE, et quelles positions sont fortement plébiscitées ou au contraire totalement exclues. Ces données nous permettent d'amorcer une discussion quant aux rôles et responsabilités des évaluateurs, notamment envers les différentes parties prenantes du processus évaluatif.	Student paper
Nandana	Prasad	Re-thinking Our Edge in Nunavut: multiple methods on a road trip	Nunavut or "Our Land" covers a land mass of 1,877,787 km2. Of this land mass, water covers 160,935 km2. There are 25 communities in which the population ranges from 163 to 7,542. Communities are accessible by air or water and although the main language is Inuktitut, the dialects vary from region to region. Data collection methods vary depending on the target population, evaluation topic, distance to the community, cost and available technology. Factors within the communities such as presence of social media, low band width and other technologies (or lack thereof) are considered.   Multiple methods work best and are complementary within the cultural context of Nunavut and the consideration of guiding principles such as the Inuit Societal Values (as outlined in Sivumut Abluqta: stepping forward together) and respect for Inuit traditional knowledge (Inuit Qaujimagatuqangit).  	Paper
Natalie	Reardon	Creating High Performing Organizations by Linking Survey Results to Continuous Quality Improvement	Surveys are a powerful tool for capturing information regarding the quality of programs/services and are often a go-to methodology for program evaluators-- particularly when looking to assess changes pre/post implementation. However, surveys require a significant amount of energy and resources to administer and if the the results do not lead to action--- they are often viewed as a waste of time.   Utilizing a systems approach, this presentation explores how to build capacity within an organization to utilize surveys for continuous quality improvement. It explores how to embed surveys into the day-to-day management of programs/services, how to create accountability structures for performance, and how to link survey results to QI efforts to empower management, staff, and clients to take action. Rather than blaming people or the survey tool itself for failure--- this presentation focuses on the system-level factors that prevent surveys from creating change.	Breakfast roundtable

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Barbara	Riley	Lessons learned from an innovative collaborative learning institute to strengthen capacity for evaluative thinking and practices in public health	In Fall 2015, a collaborative learning institute in evaluation brought together 60 academics, students and professionals with an interest in planning, evaluating and improving public health. The 4-day institute used an innovative multi-sector and team-oriented approach with an emphasis on case-based learning. Active evaluation cases were brought by participants. Over the 4 days, theory, method and practice in contemporary evaluation issues were covered through a combination of presentations, large and small group discussions, and hands-on exercises with evaluation cases. Evaluation plans and products were co-produced by teams of participants representing evaluation, management, funding and practice perspectives, all with varying levels of evaluation expertise. Lessons and feedback from institute organizers and participants will be shared, along with reflections on the promise and pitfalls of innovative models for building capacity for evaluative thinking, especially for non-evaluators.	Paper
Stephanie	Robertson	Sharpening the Edge of SROI	In this interactive panel presentation, we set out to push the boundaries of social return on investment (SROI) beyond those of current practice. SROI is widely used in the not-for-profit, public, and private sectors in the UK, Canada, and elsewhere to measure the efficiency with which organizations create social value. Research by Gargani (2014) and economist Fujiwara (2015) have posed critical questions about this evolving methodology. In answering them, we consider how and under what conditions SROI can achieve its aims. We present a brief overview of the state of the art of SROI and recent critiques. We then suggest how the method can be strengthened and improved as a panel, leaving time for interactive discussion with the audience.	Leading edge panel (45 min)
Anne	Routhier	Exploring Rapid Impact Evaluation	In 2009, the renewed Treasury Board Policy on Evaluation came into effect with the stated objective "...to create a comprehensive and reliable base of evaluation evidence that is used to support policy and program improvement, expenditure management, Cabinet decision making, and public reporting." Realizing this objective includes testing new approaches to evaluation that can strengthen the timely delivery of performance information, one of the key intended results of the Policy.   Against this backdrop, CEE initiated a pilot project in 2015 to test Rapid Impact Evaluation within the Canadian federal context. The RIE approach is user-focused, flexible and enables timely assessments of program impacts.   The objective of the panel presentation is to share lessons learned with regards to the applicability of RIE within the federal context particularly in view of the growing government interest for results and evidence to inform decision making and accountability. 	Leading edge panel

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Pernelle	Smits	Engaging elected officials with evaluation : ou en est-on, que peut-on proposer?	FR/EN. The focus is on elected officials at municipal, provincial and federal levels. Alors que l'évaluation travaille essentiellement avec l'administration publique et les ONG/NGO, il revient aussi aux élus de demander/lire/décider en prenant en compte les évaluations. Without elected officials to command and use evaluation at the highest level, evaluation is quite restricted while it could have broader impacts. Nous proposons de brainstormer sur les initiatives en cours et à venir et sur les moyens de rejoindre les élus. We will start by a coffee ! and a short up-date of what we collected as initiatives around the globe. Après avoir présenté les initiatives connues, discutons des actions à fort potentiel de mobilisation, et les obstacles à entrevoir . Targeted questions will include : promising initiatives, ideas for advocacy, obstacles to foresee. Cette discussion alimente la réflexion sur la promotion de l'évaluation dans l'espace public démocratique,	Breakfast roundtable
Michael	Strong	Pushing Past the Edge with RATE: Faster, Better, and Cheaper Teacher Evaluation	State-of-the-art teacher evaluation is defined by its limits. The observational tools most widely used throughout North America to evaluate teachers tend to be cumbersome, expensive, and uninformative. They represent the current edge of our evaluation capability. We present new research findings that RATE--The Rapid Assessment of Teacher Effectiveness--has pushed past the edge. Using only 20-minutes of video and a six-item rubric, RATE has performed as well or better than other popular teacher observation methods. Moreover, rather than summing up past performance, RATE has been designed by researchers to predict the future effectiveness of teachers. This has sparked heated debate about what educational research can tell us about the limits of teacher evaluation and the burden of evidence when one attempts to step beyond those limits. We describe the instrument, summarize previous validation research, discuss the reaction of education researchers to it, and present new validity evidence from field tests.	Paper
Hillory	Tenute	From East to West: Bridging Program Evaluation Gaps in an Indigenous Context through Decolonized Methodologies	Accompanied by literature and concrete examples, this presentation will explore decolonized methodologies as a best practice for program evaluators when engaged in research involving indigenous communities and context. Historically, research involving indigenous communities and contexts has alienated indigenous notions of knowledge and epistemologies. In response to these instances, decolonized methodologies have been developed to ensure that data collection, stakeholder engagement and solution building strategies are culturally appropriate and aligned with indigenous worldviews. When operationalized within an evaluation context, decolonized methods eliminate hierarchical structures of the evaluator-participant relationship by engaging the community throughout the entire stage of the evaluation, removing conceptual assumptions about the research process and context, and developing tools and frameworks that reflect indigenous understandings of the evaluation content.	Paper

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Shannon	Townsend	Navigating the Unchartered Waters of INAC's Performance Story: Where program outcomes meet community impacts	This presentation is about navigating the complex departmental and community dynamics of developing an evidence-based performance story. INAC funding recipients are individuals on and off-reserve, are over 600 diverse communities, and are third party delivery partners. Data gathering has been chaotic, until 2014! INAC's Performance Measurement Strategy Action Plan provided the impetus for innovative thinking and a complete overhaul of performance measurement processes that continue to evolve. This presentation will take participants on INAC's performance journey discussing how we have navigated the different players and the differing data needs. Through an interactive sharing of tools and databases, we will demonstrate how a highly integrated data gathering process is possible and replicable. We will conclude with an open discussion on the trends moving forward: 1) how community-level and departmental-level planning and reporting can intersect, and 2) how a centralized performance database will support more efficient evaluations.	Expert lecture
Anouk	Utzschneider	Incorporating Geographical methods and tools into evaluation	Geography is primarily the science of space, and it has its place wherever one asks about the location of people or events or the distance between two places. It becomes even more interesting when you add a time dimension by asking how the location of people or events evolve in time. Spatial information that can be useful for evaluators, however, often appears difficult to access, complicated to handle or to present. Spatial information is indeed difficult to translate into graphs, tables and simple figures. As part of this presentation, I will present methods and tools specific to geography that will help you gather valuable spatial information and present it on maps. I will present simple tools that can be easily handled and other more complex and powerful tools. When properly made, maps are percussive tools that summarize at a glance results that would require several pages of explanations!	Paper
Kim	van der Woerd	Truth and Reconciliation: The Role of Evaluation and Evaluators	In December 2015, the Truth and Reconciliation Commission (TRC) released their report regarding the Residential School system and Canada's colonial history with Aboriginal people. This report included 94 recommendations for reconciliation, which underscore the importance of evaluating progress in areas in which Aboriginal people face significant inequities. Historical and cultural contexts, along with the community's past experience with research and evaluation, can mean that evaluation approaches and tools that work well in some communities are not appropriate in others. Research with Aboriginal communities is rapidly changing, where there are increased numbers of Aboriginal researchers who are conducting research, and contributing to the knowledge base on ethics and methodology. This session includes a brief review of the TRC report and the role of evaluators in reconciliation. Participants will engage in a facilitated discussion to draw on	Breakfast roundtable

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			their expertise in the development of a framework for evaluating reconciliation in Canada (link to w8f2u7).	
Valerie	Walker	Re-thinking the edge: How Mitacs is employing a lighter, quicker and more nimble approach to innovation program evaluation	Mitacs uses the same rigorous methodology as that of external evaluators to self-evaluate its programs. Internal evaluations drive program improvement and outwardly demonstrate the impacts and long-term outcomes of our programs. Mitacs sees evaluative thinking and practices as cornerstones of its mission to be Canada's university-based innovation platform, working with universities to improve innovation and productivity by focusing on talent, ideas and connections. This presentation will describe Mitacs' success in practicing evaluation and performance measurement using novel, innovative approaches. It will focus on the way we use evaluation theory to inform our methodology, and how we gather and analyze relevant data but present it different ways for specific audiences. We're taking the 'long' out of longitudinal survey, but still capturing the impacts and outcomes of our programs. In this presentation, we will elaborate on our approaches to the evaluation of innovation programs, and explain how we maintain integrity through our evaluation strategy.	poster presentation
Gill	Westhorp	Realist approaches for large scale evaluation	Realist evaluation has become well established in a number of fields, but it is only in recent times that it has been applied to large scale programs. Doing so requires attention to a number of important methodological questions. For example, how can underlying causal processes (mechanisms) be conceptualized and investigated in large scale programs? How can formal theory be used when programs work through multiple levels of systems? How can different realist methods be combined to best answer questions in large scale evaluations? How can knowledge translation be approached across contexts? This presentation challenges arguments that realist approaches are most appropriate for small scale programs, demonstrating novel approaches that are being applied in large scale program evaluations. The approaches are relevant for multisectoral, national and international development evaluations. The presenter, Gill Westhorp, is a recognised expert in realist methodologies.	Expert lecture

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Dr. Jo-Anne	Willment	Edgy Transformations to a Graduate Program Evaluation Course	Research suggests the opportunity to blend work and education together continues to be central to the development of Canadian workplaces today. This is demonstrated by learner reflections (Willment, 2008), Statistics Canada (2012); Continuing Education advocates (Pratt & Grande, 2016) and international research symposiums (Workplace & Career Education, 2016). To make such a transformation, however, requires a good deal of risk and "edginess" for the faculty member and learners. In this presentation, presenters will learn the reasons, results and conclusions that arose as a result of major transformations made to a graduate program evaluation course in 2015. Learners were drawn from an interdisciplinary content areas within education. The outcome of the course produced a professional proposal which responded to workplace and research demands of Canadian and international learners and employers. Questions will be invited and issues of professional learning, competence and self-reflection benefits will close the session.	Paper

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**Strand 4: Perspectives from beyond the edge/ Perspectives au-delà de la pointe**

First Name/ Pre-Nom	Last Name/ Nom	TITLE	SUMMARY/SUMMAIRE	Type
Sandy	Brennan	Lessons from the Edge: Evaluating Public Engagement at Memorial University of Newfoundland	Memorial University of Newfoundland is an innovative international leader in public engagement. The Office of Public Engagement at Memorial stewards the newest university framework, provides oversight to a number of reporting units and related projects, and provides leadership of strategic external relations. Approved in 2012 and launched in 2013, the Public Engagement Framework aims to bring alignment to Memorial's public engagement activities, supporting and celebrating successes and building bridges between the public and the university.  This presentation will briefly explore the development of the Framework and the types of monitoring and evaluation activities undertaken to date. Presenters will outline the evaluation plan for the Public Engagement Framework and invite discussion from attendees on how to strengthen framework monitoring and evaluation and apply best practices. 	Paper
Kathleen	Douglas-England	Bricks and mortar: Laying the foundation for evaluation in an organization	In 2015, a large primary care network in Alberta with more than 100 physician members launched a four pillar approach for measurement and evaluation across its organizational programs. This presentation describes the journey to date in building capacity across the organization and creating the foundation for future evaluations and better performance monitoring. Multiple methods were used to engage and build capacity with non-evaluation staff. The resulting actions and leadership of non-evaluator staff were the key to success. This project also illustrates the importance of collaboration in creating a culture and foundation for evaluation within an organization. Key milestones in the process will be described and feedback from non-evaluators will be presented.	Paper



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Josh	Folkema	Quantitative tools for the social sector	<p>As new partnership and financing models are introduced in the social sector, the need for rigorous analysis of their impact has increased. Furthermore, many successful pilot programs have attracted funds for scaling up, but investors demand hard evidence on the social, environmental, and development outcomes. This paper discusses the theoretical foundations, weaknesses, and strengths of various methodologies developed and used by foundations and Non-Governmental Organizations (NGOs) for the assessment of these impacts.</p> <p>The use of "integrated approach to investment appraisal" for evaluation of social programs is then discussed in the paper and illustrated through 3 case studies: a food fortification program in partnership with private operators, service delivery in refugee camps under a disaster relief fund, and a Social Impact Bond scheme to combat tuberculosis.</p> <p>This paper was done in partnership with the Economics Department at Queens University.</p>	Paper
Yves	Genest	Sharing Knowledge: A Case Study of Blending Evaluation and Audit to Strengthen Findings and Recommendations	<p>Shared Services Canada (SSC) was established to consolidate and modernize the Government of Canada's IT infrastructure. The Department operates in a dynamic context where both cultural and structural changes are happening continuously. To remain relevant and effective in this context, it is necessary to be willing to push boundaries, and be innovative, when and where necessary. At SSC, the audit and evaluation functions are combined in a single Office. This has enabled synergies and cross-fertilization for both of these functions. More specifically, the Evaluation of Distributed Computing Services and the Audit of Demand Management provided opportunities to explore intersections of both approaches. Combined planning, a multi-disciplinary team, and knowledge sharing best practices allowed for the leveraging of audit methodologies and findings to support evaluation evidence, and arrive at stronger, more relevant recommendations in support of positive organizational change. The presentation will explore how SSC ultimately benefited from the collaboration of audit and evaluation.</p>	Expert lecture

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Shelly-Ann	Hall	A realistic evaluation of maintenance and preventive home care in Ontario : A research proposal	<p>Due to the aging population in Ontario, there has been a shift in the health sector towards providing more cost-effective care in the home and community. Home care programs have been described as complex social programs that are not easily amenable to investigation using traditional empirical approaches. Studies on home care interventions identified gaps in the evidence, including lack of articulation of the program theory, and lack of understanding of the population and context in which these programs are most effective (Markle-Reid, 2006;Tappenden, 2012;Mayo-Wilson, 2014). Using Pawson &amp; Tilley's (2004) realistic evaluation approach, this research proposal is designed to investigate the effectiveness of preventive home care interventions on community dwelling seniors in Ontario. This presentation will demonstrate how evaluation methods are being used to fill the evidence-gap related to the effectiveness of complex health interventions. Participants will also gain an understanding of some of the challenges associated with evaluating complex health and social programs.</p>	Student paper
Elizabeth	Jackson	Nothing so Practical as a Good Theory of Change	<p>Mayne (2015) states "while there is general agreement on the big picture about theories of change [TOC] ... there is a proliferation of different interpretations of just what in practice a [TOC] entails, how to develop one, and how to depict it." (p. 120). In this presentation, we speak from beyond the edge about our interpretation of what a TOC entails and how we used it to develop, evaluate and scale-up an innovative primary care quality improvement initiative called practice facilitation. As practice facilitators, we tell our story of how, from day one, external evaluators worked closely with us to design a TOC. We explain how the TOC was a guidepost influencing our daily evaluative thinking of program development and improvement. We describe some of the challenges we faced applying it within our complex healthcare environment. Encouraging evaluative thinking among non-evaluators, from program inception, is a rare opportunity which has proven to be exciting and rewarding for all.</p>	Paper

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Eugene	Krupa	Organizational Evaluation Policy and Quality Assessment Framework: Learning and Leading	<p>Organizations that lead/ broker/ management multiple evaluations can benefit greatly from developing an evaluation policy and evaluation quality assurance framework (EQAF). Evaluators that work with them benefit too, from increased clarity and common understanding around evaluation quality. We will outline the rationale, process and early outcomes of the evaluation policy and quality framework developed for Alberta Centre for Child, Family and Community Research (ACCFCR). The collaborative process involved literature review, meta evaluation, key informant interviews with global leaders, and synthesis &amp; testing phases. The Alberta Centre for Child, Family and Community Research (ACCFCR) generates and mobilizes knowledge to improve health and well-being of children &amp; families, with special emphasis on aboriginal and immigrant populations, and those with disabilities, mental health and addictions. They also bring evidence to address issues related to social determinants of health, including poverty and homelessness.</p> <p><a href="http://www.research4children.com/">http://www.research4children.com/</a>).&lt;br /&gt;</p>	Paper
Ellen	MacEachen	Cooperation or Tension: What's Going on in Social Systems and Why Does It Matter?	<p>Program evaluators are keenly aware of the need to consider social interaction. We in a social and political arena and addressing issues such as ethics, stakeholder relations, reflexivity and research collaborations. Models of complex systems have been developed which move beyond the linearity of logic models and integrate issues such as power relationships and unintended consequences. Yet despite these sensitivities, we may be overlooking our fundamental assumptions about the nature of social order. That is, evaluators may be examining program complexities without considering harder-to-see assumptions that are embedded in policies and programs about the nature of social systems and interaction. Engaging with these ontological issues may be key to constructive advice for program change and improvement. In this presentation, I will draw from my own program evaluations to show how assumptions about social interaction as oriented to 'conflict' or 'consensus' helped make sense of the program being evaluated.</p>	Paper

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Andraya	MacMillan	Shaping and growing community programs through evaluation-based partnerships	<p>Highlighting the growing partnership between community agency Sarnia Lambton Rebound and the provincially-focused Centre for Addiction and Mental Health, this poster explores the potential of an evaluation-based partnership to shape program growth and build agency capacity. Found in multiple cities across Ontario, the promising best-practice program, Choices, provides youth an opportunity to develop resilience, drug awareness and life skills through goal setting and relationship building in a structured, skill-based environment. Following a successful pilot project the program has expanded, and with it the need for a sustainable and context-driven evaluation process. CAMH has provided evaluation coaching and coordination for all program sites using Implementation Science principles, focusing on developing agency capacity and creating integrated processes for program improvement. We hope to share how this relationship came to be, has grown and continues to thrive as a collaborative learning environment.</p>	Poster presentation
Andy	Rowe	Evaluation, Governance and the Public Interest	<p>Most major challenges the public wants government to address such as climate change, economic growth, population health, poverty reduction require "whole of government" or at least multi-departmental action and accountability. Departmental structures and budget allocations make this very difficult -- the most important things government does are often "extra workload", corner of desk, "outside the mandate" activities. By the same token accountability and evaluation capacities and budget structures are organized vertically. Sir John will describe the important Scottish example with the entire government structure organised around defined goals, constant, real time measurement and the capacity to almost instantly stop programs, alter course or create new ones based on tracking of outcomes. Rick Williams led efforts to consider this approach for Nova Scotia. Eleanor Chelimsky will draw on her writing and thinking about the need for evaluation and public programs to reach to public policy goals to comment on the Scottish effort and US prospects.</p>	Fellowship panel

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Christine	Sheppard	Building Evaluation Capacity in a Non-profit Organization of Older Adult Centres	The Older Adult Centres' Association of Ontario is a non-profit organization providing resources to 150 older adult centres offering health and recreation programs to seniors. To examine existing evaluation capacity, we conducted an e-survey (79 invitees (59%) completed) and 16 follow-up interviews. Centres varied greatly in size (12 to 750 daily attendees), staff (0 to 69) and budget (\$13K to over \$700K). Apart from age and sex, little information was being collected on participants; 10% collected none. The majority (81%), particularly municipal centres (p<.05), did not use standardized outcome measures. Only 23% had a logic model and 45% did strategic planning. Only 21% were very confident in their ability to do evaluations and present credible results. Centre size was not related to confidence. The interviews revealed challenges doing evaluation, notably pushback from participants, time, and the belief that they already knew their members. Next steps are to provide evaluation training and resources (workshops), consultation on centre-led projects and leadership training.	Student paper
Curtis	Slater	The long journey to square one	This presentation will highlight the learning process a non-profit in the disability sector went through as they made the shift towards an outcomes based service delivery model. As the process unfolded, many questions were raised, and this soon became a vibrant learning opportunity to clearly define the essential elements at the core of the organization. The Monitoring and Evaluation manager responsible for overseeing this shift will share his key insights into this process and provide recommendations and guidelines for other organizations looking to integrate monitoring and evaluation practices into their daily work.	Paper

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M. Elizabeth	Snow	Quick wins: The benefits of applying evaluative thinking to project development	The Clinical & Systems Transformation (CST) project aims to transform healthcare in Vancouver by standardizing clinical practice and creating a shared clinical information system across 3 health organizations. Ultimately, the system will be used by 40000 users at 40 hospitals, residential care homes, etc. The project includes an evaluation team tasked with answering the question "Once implemented, does CST achieve what it set out to achieve?" By being engaged early in the project, the evaluation team has been able to use evaluative thinking and evaluation tools to influence non-evaluators to advance the project, long before "the evaluation" itself is implemented. This presentation will explore the ways in which the early work of the evaluation team has influenced the development of the project -- including facilitating leadership to articulate goals and helping the project use those goals to guide decisions -- at the levels of individuals, project sub-teams, and the project as a whole.	Paper
Katharina	Wolff	Leaping over the Edge: Ontario's Local Poverty Reduction Fund	In this presentation we will highlight the Government of Ontario's innovative approach to bring evaluation to non-evaluators in community organizations by presenting on the \$50 million Local Poverty Reduction Fund. This is the Poverty Reduction Strategy Office's effort to incentivize the use of rigorous evaluation to measure the effectiveness of poverty reducing initiatives across Ontario. The objectives are threefold:  - To identify which innovative programs are having a meaningful impact on client outcomes that could be of benefit in other communities in the Province - To build evaluation capacity in the social services sector to ultimately influence culture change  - To break down barriers and enable knowledge sharing that can lead to reflection, evidence use and improvement The goal of the presentation is to share the Government of Ontario's unique approach, a brief overview of the program and its criteria, key highlights of the first round of applications, and a short description of the lessons learned about applied evaluation in the government context.  	Paper