




The Muttart Fellowships



**Community Based
Organization (CBO)
Survey Results**

Tom Seeley

Each item in The Muttart Fellowship Products Series carries “the look” designed for the program. The concept incorporating pebbles and water fits with the Zen-like qualities of the visual identity of the Fellowship Program.

Each front-cover pebble is different—representing the uniqueness of each fellow and what s/he has to offer. Applicants are like pebbles among pebbles. After each is refreshed and renewed through the Fellowship year, s/he has an impact on the nonprofit charitable sector like the rings the pebble creates on a pond of water.

The varied use of this design recognizes the individuality of the Fellows while also creating a unified look to the Muttart Fellowship Products Series.

The Muttart Fellowship Program—unique in Canada—was created in 1996. A project of The Muttart Foundation, a private foundation based in Edmonton, Alberta, the program is designed to:

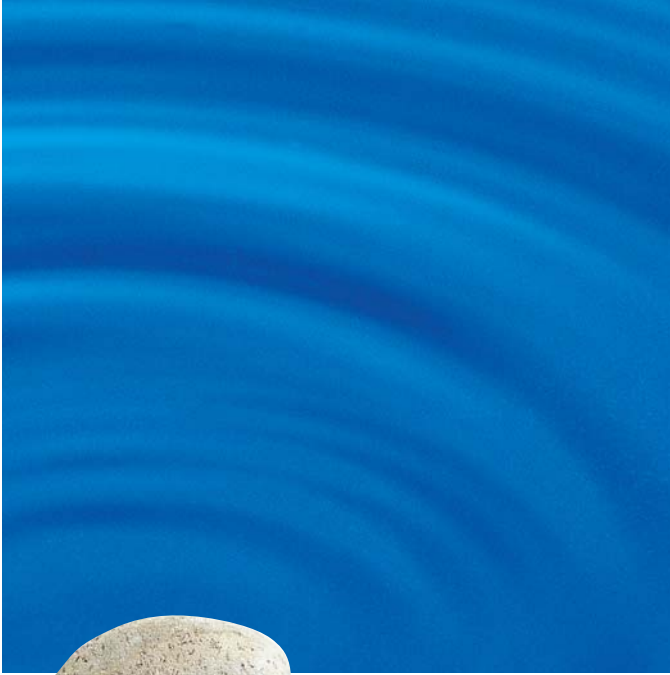
- develop research and other materials that will benefit the charitable sector in Canada.
- provide senior managers within the social-services sector with an opportunity for a sabbatical year—a chance to recharge and renew themselves.

Up to five fellowships are awarded each year to people working in senior-management positions in social-service charities within the Foundation's funding area—Alberta, Saskatchewan, Northwest Territories and Yukon.

During the Fellowship year, the Fellow leaves his or her agency to work on the chosen project. The Foundation makes a grant equal to the salary and benefit costs for the Fellow's position, and provides a budget for expenses related to the project. At the end of the Fellowship year, the Fellow returns to his or her agency for at least a year.

For more information about the project, please contact:

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Tom Seeley

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Introduction

When I embarked on my sabbatical year on September 1, 2000, I did so with some considerable trepidation. The field of study I had chosen, “Outcome Evaluation in Voluntary and Not-for-Profit Organizations”, was large and complex. I knew that evaluating outcomes was important for service deliverers and consumers of services alike to learn if programs are really making a difference. My own knowledge of outcome evaluation was limited, thus one of my objectives during the year was to advance my own comprehension of the subject.

Initially I had a number of misconceptions. One was that there was little available resource material to assist agencies with outcome evaluation. I couldn’t have been more mistaken. Once one had the time to look, the number of kits, books, articles and web sites abounded. Because of this, I decided to create an annotated listing of some of the best resources I had encountered during my research.

I was also interested in learning about the prevailing level of knowledge concerning outcome evaluation in Saskatchewan voluntary and not-for-profit agencies, and about their level of interest in acquiring more knowledge. As you will note from the survey results which follow, there is ample evidence of enthusiasm within large, mid-sized and small agencies to acquire more information on outcome evaluation, although many of them are very aware of the challenges involved in actually implementing an outcome evaluation process.

There is an immense amount of work yet to be done in the area of outcome evaluation in voluntary and not-for-profit agencies in Saskatchewan and undoubtedly throughout Canada. A key finding during my year of study was that an outcome evaluation process must engage all levels of the agency in the process, and that the effort will be doomed if there is not a strong “buy in” particularly from field staff and support staff.

It is my hope that the resource listing may assist at least some agencies and individuals in their outcome evaluation initiatives. Also, it is to be hoped that the results of the survey will provide encouragement and useful information to all those seeking to work with agencies to advance the quality of their outcome evaluations.

Tom Seeley

**Community Based
Organization (CBO)
Survey Results**
(Survey Conducted between
February 1, 2002 and
March 12, 2002)

Community Based Organization (CBO) Survey Results

1. Purposes of the Survey

- to determine the level of satisfaction with methods of program evaluation utilized by a sampling of Saskatchewan CBO's;
- to determine the level of interest in subsidized training concerning program evaluation and specifically outcome evaluation in a sampling of Saskatchewan CBO's;
- to obtain some data on CBO's assessment of their knowledge of outcome evaluation;
- to obtain some data on CBO's assessment of their agency's capacity to provide financial and staffing resources to a program evaluation process;
- to obtain some identifying and descriptive information on each of the agencies surveyed.

2. Methodology

The intent of the survey was identify a cross section of community based organizations across Saskatchewan. An attempt was made to send out surveys to 180 CBO's in nine pre-selected regions of the province (20 surveys per region). Only 174 surveys were actually sent out due to an inability to identify 20 CBO's in Northern Saskatchewan. Agencies were selected by asking an agency in each of the pre-selected regions to provide names of CBO's in their area which were operational and might be likely to respond to a questionnaire. Some local representatives from Saskatchewan Social Services were also used to identify agencies in some areas. Those contacted were requested to return their completed forms within two weeks. Results were collected from surveys returned up to six weeks subsequent to the mailing of the survey. In the accompanying letter, it was requested that the person generally considered to be in charge of the organization complete the questionnaire. Confidentiality of individual responses was assured

3. Summary of Results

- A significant number of agencies responding to the survey indicated they are not satisfied with their program evaluation (69% of all agencies surveyed);
- A majority of agencies in the three major categories of agency types indicated they are not satisfied with their program evaluation, but dissatisfaction is most acute in agencies serving disabled adults (85% of agencies serving disabled adults indicate they are not satisfied with their program evaluations);
- Some 80% of agencies surveyed felt they had at some deficiencies in their expertise in program evaluation (80% rated their expertise at 3 out of 5 or lower);
- An overwhelming number of agencies (92%) indicated an interest in training in program evaluation in general with some specific information on outcome evaluation, if the most of the cost of the training was subsidized;

- Almost all agencies types expressed a strong interest in training. This interest was strongest in agencies serving adults with disabilities (100% of these agencies expressed an interest in attending a training event);
- Some 49% of all agencies indicated some capacity (3 or more out of 5) to contribute resources to a program evaluation process in their agency;
- Some 43% of agencies not satisfied with their program evaluations indicated some capacity (3 or more out of 5) to contribute resources to a program evaluation process in their agency;
- A total of 55% of agencies not satisfied with their program evaluations indicated limited capacity (2 or less out of 5) to contribute resources to a program evaluation process in their agency;
- It appears the larger the agency budget, the less likely it is for that agency to have resources to contribute to a program evaluation process within their agency. A total of 59 % of agencies with budgets over the average indicated a limited capacity to contribute resources to an agency evaluation process, while 50 % of the agencies below the average budget level indicated limited capacity to contribute resources to an program evaluation process in their agency.

Agencies were given an opportunity to indicate in their own words, how their agency would benefit from training in program evaluation.

- Some 60% of the responding agencies indicated (in essence) that through the training, they would like to improve their ability to do effective program evaluations;
- The above response was echoed in the “Comments” section on a question concerning satisfaction with their program evaluation process where most of the comments indicated a desire to improve the agency’s capacity and effectiveness in evaluation of programs;

- Some 27% of the responding agencies indicated they would like training in evaluation so that they could improve their programs and services;
- A total of 15% of the responding agencies indicated they would like training so that they could better inform their funding sources.

4. Total number of surveys sent	174
5. Total number of surveys returned by March 12, 2002	72
6. Percentage of total sent who responded	41 %
7. Percentage of total responding who provide services to families, children and individuals (hereafter referred to as general services)	43 %
8. Percentage of total responding who provide services to primarily adults with disabilities	27 %
9. Percentage of total responding who provide services to children, children and youth or to youth	23 %
10. Percentage of total responding who are identified as primarily aboriginal agencies	4 %
11. Percentage of total responding who are primarily community development agencies	1%

12. Budget Data

(12 agencies or 15 % of the agencies reporting did not provide budget information)

a. Total of all budgets reported by agencies	\$47,390,302
b. Lowest budget reported	\$22,000
c. Highest budget reported (Agency X)	\$19,000,000
d. Total of all budgets reported minus Agency X's budget of \$19,000,000	\$28,390,302
e. Mean between highest and lowest (excluding Agency X)	\$993,548
f. Average budget per agency reporting (excluding Agency X)	\$473,171
g. Number and % of agencies with budgets over the average	24 -40 %
h. Number and % of agencies with budgets under the average	36 - 60 %

13. Staff and Volunteers

a. Total number of paid staff reported by all agencies	1294
b. Total number of paid staff reported excluding Agency X	974
c. Average number of paid staff per agency (excluding Agency X)	14
d. Percentage of agencies reporting 10 or more paid staff	51 %
e. Percentage of agencies reporting fewer than 10 paid staff	49 %

f. Total number of volunteers reported by all agencies	2261
g. Total number of agencies reporting at least one volunteer	57
h. Average number of volunteers per agency reporting volunteers	40

14. Agencies Satisfied/Not Satisfied With Their Program Evaluation Methods

	Number	Percentage of Total
a. Number of agencies indicating satisfaction	22	31 %
b. Number of agencies not satisfies with their program evaluation	49	69 %
c. General Service agencies satisfied with their program evaluation methods	11	35 %
d. General Service agencies not satisfied with their program evaluation methods	25	65 %
e. Agencies providing services to disabled adults satisfied with their program evaluation methods	3	15 %
f. Agencies providing services to disabled adults not satisfied with their program evaluation methods	16	85 %
g. Agencies serving children, children and youth or youth, satisfied with their program evaluation methods	7	41 %
h. Agencies serving children, children and youth or youth, not satisfied with their program evaluation methods	10	59 %

15. Agencies interest in training in program evaluation in general with some specific information on outcome evaluations, if most of the costs were subsidized

	Number	Percentage of Total
a. Agencies expressing an interest in training	66	92 %
b. Agencies not interested in Training	6	8 %

	Number	Percentage of Total Agency Type
c. General Service agencies interested in training	28	90 %
d. Agencies serving disabled adults interested in training	20	100 %
e. Agencies serving children and/or youth interested in training	15	88 %

**16. Agencies rating of expertise in program evaluation
(Ratings of 0 - none to 5 - considerable)**

		Number	Percentage of Total
a. Total Agencies	Rating of 5	3	4 %
	4	12	17 %
	3	38	53 %
	2	11	15 %
	1	7	10 %
	0	1	1 %
b. 20 % of agencies rated their expertise in program evaluation 4 or higher out of 5			
c. 80 % of agencies rated their expertise in program evaluation at 3 or lower out of 5			

17. Agencies capacity to contribute resources to a program evaluation process in their agency

		Number	Percentage
a. Total Agencies	Rating of 5	2	3 %
	4	6	8 %
	3	27	38 %
	2	19	26 %
	1	12	17 %
	0	4	6 %
b. 20 % of agencies rated their expertise in program evaluation 4 or higher out of 5			
c. 80 % of agencies rated their expertise in program evaluation at 3 or lower out of 5			

18. Conclusions

While this survey was not scientifically rigorous, it was useful in gaining impressions of some Saskatchewan CBO's views concerning program evaluation. General conclusions from this survey are as follows:

- that a strong majority of responding CBO's are dissatisfied with the way they are evaluating their programs;
- an overwhelming majority of responding CBO's are interested in further training if it is provided at low cost;
- many agencies believe additional resources are required, if they are to be able to carry out a credible program evaluation process withing their agency.

**Community Based
Organization
Questionnaire**

Tom Seeley
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To Community Based Organizations:

I am currently doing some study in the area of program evaluation in general and outcome evaluation in particular, within community based organizations. I am undertaking this study through the benefit of a one year fellowship from the Muttart Foundation.

Prior to the granting of my fellowship in September, 2001, I was the Executive Director of SIGN (Society for the Involvement of Good Neighbors). SIGN delivers a wide variety of programs in Yorkton and area and has approximately fifty staff members.

I would appreciate it if the person generally considered to be in charge of your organization could complete the enclosed questionnaire and return it to me in the enclosed, self-addressed envelope by February 15, 2002, or by e-mail the above address

The individual responses from agencies will not be shared in a way in which the agency can be identified.

The purpose of this survey is to determine the need for more information and training in the area of program evaluation.

Should you have any questions about the questionnaire or about the project, please contact me at the above address, phone number or e-mail address.

Your cooperation with this project is much appreciated.

Sincerely,

Tom Seeley
B.A., B.S.W., R.S.W.

Community Based Organization Questionnaire

Part A: Identifying Information

Name of Organization: _____

Telephone # _____

Mailing Address: _____

FAX # _____

Contact Person: _____

E-mail address: _____

Part B: Organizational Information

Mission Statement of your organization:

of paid staff: _____

of volunteers: _____

annual budget: _____

Part C:
Program Evaluation Questions

1. Are you currently satisfied with method with which you are evaluating your agency's programs?: Yes____ No____

Comments:

2. If a two day training session was offered on program evaluation in general and with some specific information on outcome evaluation, with most expenses covered, would someone from your agency be interested in attending? Yes____ No____

3. In a few words, please indicate how you think such a training session might benefit your agency:

4. Please circle the value which might best describe your knowledge of outcome evaluation:

0 1 2 3 4 5
none little elementary average considerable extensive

5. Please rate the capacity of your agency to provide financial and staffing resources to a program evaluation process. (eg. staff or volunteer time, board commitment etc.)

0 1 2 3 4 5
none considerable

**Resources-
Program Evaluation**

Resources- Program Evaluation

1. Books Recommended:

Gray, Sandra Trice (and Associates). *Evaluation With Power - A New Approach to Organizational Effectiveness, Empowerment and Excellence*. San Francisco: Jossey-Bass, 1998

This book puts forward a new paradigm for evaluation, which the author terms “*co-evaluation*”. Co-evaluation, as described by the Sandra Trice Gray, is the responsibility of everyone in the organization, addresses the total system of the organization and invites collaborative relationships within the organization and without. Fundamental to an ideal process of co-evaluation are:

- asking good questions;
- assessing progress and changing in ways that lead to greater attainment of the mission;
- drawing everyone into the process;
- nurturing a climate of trust and developing an environment that is as risk free as possible;
- employing simple, cost-effective, user friendly evaluation methods that can be adapted to meet each organizations’ needs and idiosyncracies.

At the back of the book are some useful board governance evaluation forms.

Patton, Michael Quinn. *Utilization-Focused Evaluation The New Century Text (Edition 3)*. Thousand Oaks, California: Sage.

This book contains a good synthesis of the “evaluation paradigms debate”, vis-a-vis the “Scientific” paradigm, the “Alternative” paradigm and “Utilization-Focussed Evaluation”, which the author describes as the paradigm of choice. Also included are a number of charts summarizing issues which can arise during evaluation.

Patton, Michael Quinn. *Qualitative Research and Evaluation Methods (3 Edition)*. Thousand Oaks, California: Sage Publications, 2002.

As a whole, this book provides very compelling arguments for the utility of qualitative evaluation, and is very rich in the examples provided. While the theoretical basis for the qualitative approach is extensively described, the importance of simplicity and the involvement of all stakeholders is emphasized throughout the book. Part 2 of the book provides extensive information on qualitative designs and data collection. Part 3 deals with analysis, interpretation and reporting. Other exponents of the qualitative approach are quoted extensively, and references are provided, not only for their work, but also for a host of web sites where interactive involvement is possible.

Other Books of Interest:

Banting, Keith G. *The Nonprofit Sector in Canada - Roles and Relationships*. Montreal: McGill-Queens University Press, 2000

The introductory chapter in this book, written by Michael Hall and Keith G. Banting, provides a helpful snapshot and statistical analysis of the non-profit sector in Canada. Problems with terminology and definition are discussed. Trends, including a shifting of the levels and sources of funding are also discussed in this chapter. A chapter titled “Hand-in Hand: When Accountability Meets Collaboration in the Voluntary Sector”, is also of particular interest.

Boulmetis, John & Phyllis Dutwin. *The ABS's of Evaluation - Timeless Techniques for Program and Project Managers*. San Francisco: Jossey-Bass, 2000

This book is written like a text book with exercises at the end of each chapter. The book contains a good outline and a good sample of an evaluation report.

Brock, Kathy L. & Keith G. Banting. *The Nonprofit Sector and Government in a New Century*. Montreal: McGill-Queens University Press, 2001

Brock and Banting provide a good overview of the relationship that is currently developing between government in the nonprofit sector. Individual articles by other authors tackle issues such as nonprofit organizations engaging in for-profit enterprises because of declining support from government funding sources.

Chelimsky, Eleanor & William R. Shadish, eds. *Evaluation for the 21st Century - A Handbook*. Thousand Oaks, California: Sage, 1997

The content of this book is based on the results of the Joint International Evaluation Conference held in Vancouver in 1995. The book represents a thoughtful reflection on the past 30 years of the discipline and the profession of evaluation. Included are descriptions of evaluation initiatives around the world. Articles from an international roster of contributors are a part of this work, including one by the former Auditor General of Canada, L. Denis Desautels titled "Evaluation as an Essential Component of 'Value for Money'".

Cutt, James and Vic Murray. *Accountability and Effectiveness in Non-Profit Organizations*. London: Routledge, 2000.

Much of this book is an assessment of what is going on currently in accountability in non-profit organizations, particularly in Canada. The authors teach in the Faculty of Public Administration at the University of Victoria. Some of the chapters are based on the work of graduate students with agencies, in an effort to develop an evaluation framework with those agencies. Of particular interest is Chapter 6 which reviews the strengths and weaknesses of a wide variety on evaluation tools which are currently being utilized across North America. The authors make some interesting points about why funding sources and agencies alike sometimes pay lip service to more objective programme evaluation instead of being genuinely prepared to work on solid improvements.

Love, Arnold J. (ed.). *Evaluation Methods Sourcebook*. Ottawa: The Canadian Evaluation Society, 1991.

The first two chapters of this book are available on line for members of the Society. The book contains was written to describe evaluation methods clearly and concisely and to utilize Canadian examples. Two of the ten chapters in the book deal with undertaking evaluations with limited resources and on questionnaire design

Mark, Melvin M., Gary T.Henry, & George Julnes. *Evaluation - An Integrated Framework for Understanding, Guiding and Improving Policies and Programs*. San Francisco: Jossey-Bass, 2000

This work would be of more interest to professional evaluators than to those working “in the trenches” in social agencies. The authors propose that the ultimate goal of evaluation is “social betterment” and the success of evaluation should be measured by the extent to which it aids social betterment. [The book contains a brief description of the “paradigm wars” which have been waged concerning program evaluation. Four chapters discuss the four purposes of evaluation: assessment of merit and worth, program and organizational improvement, oversight and compliance and knowledge development.

Patton, Michael Quinn. *How to Use Qualitative Approaches in Evaluation*. Newbury Park, California: Sage Publications, 1987.

This book is a part of the Program Evaluation Kit created by the Centre for the Study of Program Evaluation, University of California, Los Angeles. It is a very thorough description of Qualitative Evaluation and includes a chapter which deals with the arguments for and against qualitative as opposed to quantitative program evaluation. The book contains a very detailed chapter on in-depth interviewing in evaluation.

Rossi, Peter H., Howard E. Freeman & Mark W. Lipsey. *Evaluation - A Systematic Approach*. Thousand Oaks, California: Sage, 1999.

Like the Wholey, Hatry and Newcomer book, this book is a good primer on evaluation, although it would not be the best resource for those agency personnel who have no knowledge on the subject. There are good summaries at the end of each chapter. Peter Rossi also provides an excellent history of evaluative research at the beginning of the book.

Wholey, Joseph S., Harry P. Hatry & Katheryn E. Newcomer *Handbook of Practical Program Evaluation*. San Francisco: Jossey-Bass, 1994

This book provides a good overview on evaluation design, (both qualitative and quantitative approaches), on data collection, data analysis and on implementing the results of the evaluation. The book may be somewhat too in-depth for agency personnel who have little or no knowledge of program evaluation.

2. Articles:

den Heyer, Molly. *The Temporal Logic Model™ A Concept Paper*. This paper can be found on the International Research Centre website listed below. The paper gives a brief history of origins of Logical Framework Analysis and its origins in General Systems Theory. A case is made for the Temporal Logic Model which is more dynamic than the more rigid Logical Framework Analysis.

VanderPlaat, Madine, Yolande Samson and Pauline Raven. *The Politics and Practice of Empowerment Evaluation and Social Interventions: Lessons from the Atlantic Community Action Program for Children Regional Evaluation*. This article discusses the importance of maintaining a thoroughly honest commitment to the values of “emancipatory politics” when employing empowerment oriented evaluation strategies. The articles discusses in a very frank way, some of the pitfalls the evaluators encountered as they were evaluating the CAPC programs. The article contains a very interesting section titled “Who Empowers Who? Who is Empowered?”.

3. Reports:

Building on Strength: Improving Governance and Accountability in the Voluntary Sector. This Federal Government report was released in February of 1999. It can be accessed on the internet at <http://www.ccp.ca/information/documents/cp141.htm>

The report was produced by The Panel on Accountability and Governance for the Voluntary Sector, which was chaired by Ed Broadbent. The report may serve as a guiding light for the relationship between government and the voluntary sector and between the voluntary sector and their communities over the next several years. The content of the report was organized around five guiding principles, including:

- the need to encourage the sector’s contribution in building social trust and social capital;
- the need to enhance its role in promoting democracy;
- the need to strengthen the capacity of the sector;
- the need to recognize the diversity of the sector; and
- the need to respect its desire for autonomy and self-governance.

“An Exploration of the Role of Partnerships in the Development of Outcome Measures in the Nonprofit Sector” - Unpublished Master’s Thesis by Mario Siciliano, of the Calgary YWCA. This study fills some of the gap in knowledge in the area of

partnerships and the development of outcome measurements. The findings and conclusions outlined in this study would be extremely helpful to any nonprofit or group of non-profits considering entering into a partnership for this purpose. The thesis also contains a good bibliography.

4. Websites:

Recommended Sites:

<http://www.managementhelp.net/evaluatn/outcomes.htm> -

The information on this site, developed by Carter McNamara, provides the user with a “Reader’s Digest” version of the United Way “Measuring Program Outcomes” material, which is titled “Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations with Very Limited Resources”. Also included on the site is a link to “Basic Guide to Program Evaluation”. Another interesting link concerns “Leaders Circles”. The site contains step-by-step instructions for agencies in how to design, market, organize, facilitate and evaluate their own Leaders Circles program for ongoing networking and collaboration. In the Leaders Circles described, each member:

- works towards a real goal;
- helps other members through sharing;
- holds other members accountable.

There are a number of other resources available on the site’s Free Management Library.

<http://www.vserp.org/> This web-site has been created for use by voluntary sector organizations in Canada. It includes sections titled “news from funders”, “vserp (Voluntary Sector Evaluation Research Project) research”, “evaluation resources”, “community networks”, “discussion form” and “search”

<http://www.evaluationcanada.ca> This site provides access to scores of articles abstracts, a contact list for regional chapters, a list of available courses, and links to other web sites.

<http://sk.evaluationcanada.ca/> This is the web site of the Saskatchewan chapter of Evaluation Canada. Included in the site are a listing of the Executive members and contact information for the chapter, content of a four part “Essential Skills” workshop which is available, notification of coming events, copies of recent newsletters, information on becoming a member and an excellent listing of links to other helpful sites. (Site can be linked from Evaluation Canada Site)

<http://www.tbs-sct.gc.ca/eval/pubs/RMAF-CGRR/rmaf-cgrr-09-e.asp> This website contains a guide to RMAF’s, or Results-based Management Frameworks. The site is a step-by-step guide for managers in measuring and reporting outcomes. This site is essential for those receiving Federal Transfer payments who are required to report to the Treasury Board or other Federal government Departments or Agencies. However the guide is also of value to anyone who is interested in measuring and reporting outcomes.

www.national.unitedway.org/outcomes/ This is part of the United Way of America site. Included are some excerpts from “Measuring Program Outcomes - A Practical Approach” which is one of the more user-friendly manuals on the subject. The site also contains instructions as to how to order the manual and kit.

<http://www.prevention-dividend.com> - This Canadian site has been developed to provide leadership in the area of economic evaluations so that cost and consequences or return on investment can be calculated for charitable and public sector social programs. Of special interest is the “tools” link which lists a host of tools, books and websites as well as a sub-link to “Empowerment Tools”. The project is also compiling case studies that successfully illustrate return on investment.

<http://www.muttart.org> This is the site of the Muttart Foundation which was founded by Merrill and Gladys Muttart in 1953. Through its various funding initiatives and programs, the Foundation has assisted in capacity building in Saskatchewan, Alberta and Northern Canada Charities. Of particular interest on the website is information on “Healthy Charities”, technological grants and publications of the Foundation.

<http://www.ccp.ca> This website of the Canadian Centre for Philanthropy contains supportive material for Canadian Charities. It includes a “Directory to Foundations and Grants”, the “Ethical Fund Raising and Financial Accountability Code”, a list of publications and links to “Imagine” , NSGVPonline (National Survey of Giving, Volunteering, Participating” and nonprofitscan.org.

<http://www.socio.com> The Sociometrics Corporation is a for-profit research and development firm which specializes in social science applications. The “Program Evaluation” link on the site provides a listing of the company’s evaluation publications, training and services.

Other Sites of Interest:

www.innonet.org - This site is operated by Innovation Network, Inc. which is an organization dedicated to helping small to medium sized non-profit organizations successfully meet their missions. Innonet has two services to meet this end: a search service to find model programs and an evaluation service which guides agencies through a planning and evaluation process.

<http://www.wkkf.org/Documents/WKKF/EvaluationHandbook/sources.asp> This is part of the Kellogg Foundation web site. It contains a fairly extensive bibliography on resources on program evaluation. Anne C. Petersons 1998 “Evaluation Handbook” can also be found on site. Also included is a good discussion on various research/evaluation paradigms including: hypothetical-deductive, interpretivism-constructivism, feminist, participatory and theory based evaluation.

<http://www.sasked.gov.sk.ca/P/departmental/index.html> - This site contains the “Evaluation Policy and Framework” for the Saskatchewan Department of Post-Secondary Education and Skills Training”. It includes a good description of what one might expect vis-a-vis evaluation, in any dealings with the Department. It contains a description of the Department’s underlying beliefs concerning evaluation, and gives a good outline of the phases in the evaluation process. Also included are the Canadian Evaluation Society Guidelines for Ethical Conduct.

http://www.idrc.ca/evaluation/index_e.html - This is a sub-site of the International Research Centre - Although focussed on international development, some of the papers can be applied to work in Canadian CBO's. There is a section including several papers on the subject of "Outcome Mapping".

<http://www.asanet.org> - This is the site of the American Society of Association Professionals. There is some good references to upcoming conferences and reviews of new books of interest to Association Professionals.

<http://www.cen.org> - This is the site for the Center of Excellence in Non-profits. The site includes a good deal of material on best practises in non-profits and has a good list of publications. There is, however, little direct information on program evaluation.

<http://www.Indepsec.org> - This is the site for The Independent Sector, whose mission is "To promote, strengthen and advance the nonprofit and philanthropic community to fosters initiatives for the public good". They have a helpful section on available books. The site contains an executive summary of Harry Hatry, Elaine Morley and Elisa Vinsa's book titled "Outcome Measurement in Nonprofit Organizations: Current Practises and Recommendations", which contains a concise helpful set of recommendations for agencies concerning practical things they can do to improve their capacity to do outcome evaluations.

<http://www.pfdf.org> - This is the site for the Peter F. Drucker Foundation, a nonprofit organization which was formed to assist nonprofit organizations. The site has good references to resources, books and conferences of interest to nonprofit agencies. There is also information on the Drucker Foundation self-assessment tool which asks five questions of nonprofits: "What is our mission?", "Who is our customer?", "What does the customer value?", "What are our results?", and "What is our plan?".

<http://www.NonprofitsCan.org> This site is an initiative of the Canadian Centre for Philanthropy. It contains on-line research resources, descriptions of research projects in progress in Canada, listings of conferences and events in Canada as well as listings of links to other useful sites.

<http://www.ncnb.org> This is the site of the National Centre for Nonprofit Boards. This organization is dedicated to increasing the effectiveness of nonprofit organizations by strengthening their boards of directors. It indicates it:

- provides solutions and tools to improve board performance;
- acts as a convenor and facilitator in the development of knowledge about boards;
- promotes change and innovation to strengthen governance;
- serves as an advocate for the value of board services and the importance of effective governance.

The organization claims to be the world's largest, most comprehensive publisher of material on nonprofit governance.

The site also has a very comprehensive listing of links to other sites which may be of interest to nonprofit organizations.

<http://www.allianceonline.org> The Alliance for Nonprofit Management is a professional association of individuals and organizations dedicated to improving the management and governance capacity of Nonprofits. It includes a listing of publications and conferences.

<http://management.bu.edu/gpo/prnp/index.asp#> This is the site of the Boston School of Management which offers an MBA program in Public and Nonprofit Management

<http://www.nonprofits.org> This is the site for The Internet Nonprofit Centre. The site offers information for and about nonprofit organizations. The site has links to a number of papers on various issues concerning evaluation and also has link papers about other issues relating to nonprofit organizations.

<http://www.thcu.ca> This is the site for the Communications Unit for the Centre for Health Promotion. Included on the site is a manual concerning the evaluation of health related programs, which can be downloaded.

www.nnfr.org/eval The Family Violence Training Program National Network for Family Resiliency created this site. "How To" material on program evaluation is available for downloading.

<http://hogg1.lac.utexas.edu/Gen> This website was created by the Grant Makers Network in order to assist the evaluation process by advocating for improved evaluation while providing information on best practises.

<http://www.gse.harvard.edu/~hfrp> This site contains good resources on strategic planning, program evaluation, research results and a host of other materials concerning services to children and families.

<http://www.wsu.edu> This web-based learning opportunity out of Washington State University is for people who work with volunteers. The Volunteer Management Certificate Program covers the training, recruitment, management and recognition of volunteers.

<http://www.yale.edu/divinity/ponpo/> The Yale Program on Non Profit Organizations does a good deal of research on non-profit issues. The program hosts weekly seminars and publishes a number of working papers.

<http://www.uwgt.org/> After arriving at this site, click on to “United Way PEOD Clearinghouse. This site lists a host of excellent resources (many of them Canadian) related to program evaluation. The “Overview” section lists a number of web sites which cover a wide range of evaluation topic. The “Evaluation Guide” section includes a number of Canadian resources. The “Evaluation Instruments” section lists a number of resources which can be downloaded free of charge. The “Bibliographies” section includes links to a number of key bibliographies and resources listings concerning evaluation.

<http://oerl.sri.com/> This site is called the “Online Evaluation and Resources Library. The site includes a listing of resources on evaluation plans, evaluation instruments, evaluation reports and project types.

<http://www.gov.sk.ca/finance/account/default.htm> This site describes a 1999 comprehensive accountability project by the Government of Saskatchewan. Government departments will clearly spell out their goals and achievements in their annual reports. The idea is to develop clear measures to determine the degree to which the government is achieving its public policy objectives.

<http://www.eval.org> This site of the American Evaluation Association includes T.I.G.'s (Topical Interest Groups) for areas such as collaborative, participatory and empowerment evaluations.

www.bja.evaluationwebsite.org/ This site has been created by the Bureau of Justice Assistance (in the United States). The site is of value to those interested in evaluating criminal justice programs.

<http://www.cyfernet.org/> This site is part of the United States Department of Agriculture's Child, Youth and Families at Risk initiative. Included is useful information for evaluating programs serving children, youth and families.

<http://www.cof.org> The Council of Foundations (in the U.S.A.) developed this site, which contains some good resources on program accountability in non-profit organizations.

<http://www.stanford.edu/~davidf/institute.html> This is the website of the Empowerment Evaluation Institute and would be of interest to those desiring information on empowerment evaluations.

<http://hogg1.lac.utexas.edu/Gen> This website was created by the Grant Makers Network in order to assist the evaluation process by advocating for improved evaluation while providing information on best practises.

<http://www.mentoringcanada.ca> This site, developed by Big Brothers Big Sisters of Canada, contains over 400 downloadable resources to assist not-for-profit organizations. It includes training modules on board development and on developing Mentoring programs.

<http://www.policy.ca> This site claims to be a "non-partisan" resource for the public analysis on Canadian Policy Issues. "Areol" (Action Research and Evaluation On Line) is a 14 week public course offered by Southern Cross University and Southern Cross Institute of Action Research. Action research is defined as "a family of research methodologies which pursue action (or change) and research (or understanding) at the same time. Further information about the course is available at <http://www.scu.edu.au/schools/gcm/ar/areol/areolhome.html>

5. Kits:

Cooper, Merrill. *Outcome Measurement Tool Kit*. Edmonton: Muttart Foundation, 1999

This kit is specifically designed for Canadian agencies and is useful for agencies without a great deal of technological capacity. It includes software which can be run on a fairly primitive computer system. Especially useful in the “Tips” section is a frank discussion about the politics of outcome measures and about the concerns which are frequently raised by agencies.

Gerding, Jean et al. *Measuring Program Outcomes Training Kit*. United Way of America, 1996

The kit is a trainer’s companion to the very useful United Way of America publication *Measuring Program Outcomes - A Practical Approach*. The kit is comprehensive including transparency originals for each section. This resource would serve as a read to use blueprint for an outcomes trainer who has some fundamental knowledge of outcomes theory and practice.

The Program Evaluation Kit - This kit, outlined on the following site, http://www.uottawa.ca/academic/med/epid/chru_eng.htm (click on the Resource/Tools Link) provides a description of a logic model and describes components and activities and the who, what and why’s of a logic model.

CAPC (*Community Action Plan for Children*)*Program Evaluation Tool Kit* - Tools and Strategies for Monitoring and Evaluating Programs Involving Children, Families and Communities. This kit was prepared by Mike Boyes of Ogden/Boyes Associates Ltd., 2407 Juniper Road NW, Calgary, Alberta, T2N 3V3 (403) 560-9171 in May, 2001. The kit provides a good survey of the principles and issues in program evaluation. The kit also provided an extensive listing of measurement tools (some under copyright, some public domain) and well as a detailed assessment of these tools.

CIDA (Canadian International Development Agency) Evaluation Guide - January, 2000. This guide, prepared by Robert C. Jones and Chris Stanley, openly states that it is a “work in progress” and welcomes feedback from readers. The guide is essential for any agency receiving funding from CIDA, but would also be of interest to Not-for-Profits and Charities attempting to establish an evaluation process in their agency. The manual has good sections on “Result-Based Management”, on preparing terms of reference and on selecting and evaluator and preparing evaluation work plans.

A later series of booklets on individual subject areas is available from CIDA. Individual titles include in this “How to Perform Evaluations” series include:

No. 1 - Getting Started (March, 2000)

No. 2 - Model TOR (Terms of Reference - April, 2000)

No. 3 - Participatory Evaluations (March, 2001)

No. 4 - Gender Equality (May, 2001)

No. 5 - Evaluation Work Plans (November, 2000)

No. 6 - Information Collection and Analysis (October, 2001)

Framework of Results and Key Success Factors (March, 2000)

Outcome Measurement: A Practical Guide for Clinicians and Families - This manual was written by the Professional Advisory Committee of the Ontario Association of Children’s Rehabilitation Services (OACRS). The manual, which was designed to provide basic information about outcome measurements, can serve as a companion to the software package. Further information is available at <http://www.oacrs.com/outcomes.html>

Saskatchewan Human Services Interagency Projects - An Evaluation Guide (March 97) This 59 page guide provides and agency with some good information on how to plan an effective program evaluation. The guide includes sections on

preparation, planning, implementing the plan, analyzing the data and reporting the conclusions. This guide is available from: ADM's Forum on Human Services, Interdepartmental Working Group, c/o Saskatchewan Education, 2220 College Avenue - 2nd Floor, Regina, SK S4P 3V7.

<http://www.cdc.gov/eval/resources.htm#manuals> This site, developed by the United States Centre for Disease Control Evaluation Working Group contains a listing of 18 different evaluation manuals and guides that are available via the internet. Several of the listings are Canadian.

<http://www.ccp.ca/information/documents/gd44-hd.htm> This site was developed by the Canadian Centre for Philanthropy to provide an assessment of some twenty-two evaluation tools or resources. The results indicated that some fourteen of the resources appear to be of some value to voluntary organizations. The strengths and weaknesses of each evaluation tool is discussed

6. Projects:

Building Capacity in the Family Resource Program Field -
Contacts: Peter Gabor (Principle Researcher) , University of Calgary, 4401 University Drive West, Lethbridge, Alberta, T1K 6B2, Phone (403) 329-2386, Email: gabor@uleth.ca; or Janice MacAulay, FRP Canada, 707 - 331 Cooper Street, Ottawa, Ontario K2P 0G5, Phone: (613) 237-7667 x222; Email: maculay@frp.ca

FCSS: Making a Difference - An Outcome Evaluation System -
Contact Lana Wells, Project Consultant - (403) 268-8299 E-mail wells lana@hotmail.com. This project has been developed over a period of some years, with a heavy emphasis on extensive consultation and input from the 211 Family and Community Support Agencies in Alberta. The system is based on a continuous improvement philosophy. There has been an extensive "buy-in" on the part of the FCSS agencies. From 20 - 60 agencies will be selected to start the process in 2002. In the "Literature Review" section of the Phase 1 Report is an extremely comprehensive survey of relevant literature, web-sites and evaluation tools, including an extensive listing of international sources.

The Voluntary Sector Evaluation Research Project (VSERP).

This three year project, national in scope, has five phases, including an assessment of the capacity and needs of the voluntary organizations in the area of evaluation research, developing recommendations for building evaluation capacity and resources, implementing those recommendations, creating local demonstration projects and disseminating evaluation resources and building capacity in voluntary organizations. Contact for the project is Dr. Michael Hall, Vice-President, Research, Canadian Centre for Philanthropy, 425 University Avenue, Suite 700, Toronto, Ontario, Canada M5G 1T6 Tel (416)-597-2293 x2261; Fax (416) 597-2294, web www.ccp.ca www.nonprofitcan.org

HOMES- Muttart Research Project - This project began as an effort to develop software for evaluation for stand-alone and networked computers. However, in the second stage of its development, HOMES became an on-line service, with the possibility of some on-site support available for agencies to start up with the service. Further, it has evolved into the Canadian Outcome Institute. There is a reasonable fee for an agency to register with the system. The system is based on agencies building capacity to conduct pre and post outcome measurements using multiple measures. More information can be obtained by contacting Kelly Ernst at **(403) 699-8802, ext. 225** or by contacting the Website at <http://www.hmrp.net/>



The Muttart Fellowships



Tom Seeley

2001 Muttart Fellow

Tom has been employed as Executive Director of SIGN (The Society for the Involvement of Good Neighbors), a multi-program human service organization operating out of Yorkton, Saskatchewan, for the past eight years. During his work at SIGN Tom developed an interest in program evaluation. This interest spawned his successful application for a Muttart Foundation Fellowship to do further study and research in the area. Tom's interest in the relationship between government and the voluntary sector has resulted in his appointment to the Premier's Voluntary Sector

Initiative in Saskatchewan. Prior to his work at SIGN, Tom worked with Big Brothers/Big Sisters of Canada. Earlier in his career, Tom worked with the Provincial Department of Social Services (now Community Resources and Employment).

Tom received a Bachelor of Arts degree from the University of Saskatchewan in 1971 and a Bachelor of Social Work Degree from the University of Regina in 1982. His wife of 34 years, Wendy, works as a Psychiatric Nurse in Yorkton. They have two children, Tracy of Toronto and Twila, of Vilcabamba, Ecuador.