

## CES Web News

Volume 5

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The [CES Member Services Committee](#) is happy to deliver volume 5 of the [CES Web News](#). This occasional publication is based on a database of unpublished evaluation-related articles, conference presentations, book reviews, interviews, and dissertations that may be of interest to CES members. This bulletin allows the [Canadian Evaluation Society](#) to support knowledge transfer, while at the same time promoting further use of the [Canadian Evaluation Society Project in Support of Advocacy and Professional Development](#). The Web News articles are classified according to the categories identified in the findings of this project

We encourage you to access the [unpublished literature bank](#) directly. You are invited to contribute to the CES electronic library by sending your own unpublished documents and by identifying other documents which would be of benefit to CES members. Please forward to: [webmaster@evaluationcanada.ca](mailto:webmaster@evaluationcanada.ca).

This issue again includes articles from the European Evaluation society database. Thank you to Benoit Gauthier the CES Webmaster and his colleagues at EES. You are invited to consult the website of [Evaluation 2005](#), the upcoming October conference co-sponsored by CES and the American Evaluation Society.

### **[Brad](#)'s Hot Hits!**

Hauge, Arild Strengthening Capacity for Monitoring and Evaluation In Uganda: A Results Based Management Perspective (European Evaluation Society, 2002) (**Issue, Topic or Theme Paper; Performance Indicators, Policy Analysis**)  
<http://www.europeanevaluation.org/docs/hauge.pdf>

This reflective report provides an excellent analysis of intended and unintended consequences of using a performance measurement system in international development monitoring and evaluation (M&E). The author elaborates on the potentially harmful effects of elaborate monitoring systems in drawing needed resources away from service provision in the name of meeting ongoing performance reporting requirements. What is needed, suggests the author, is relatively more emphasis on the attainment and cost-effectiveness of results that emanate from public action, as opposed to documentation on activities and compliance with rules and regulations. For me the paper was a grim reminder of the potential for elaborate M&E systems to lead to goal displacement, where compliance with rules and regulations become the goals rather than program improvement, accountability and social betterment.

MacDonald, Joan, Flynn Robert & Basevitz, Paul Report On Snapshot Survey (Weeks Of October 15-29, 2001) of Participants In Programs of Network of Youth Service Providers in the Ottawa Area (Technical Report, 2002) (**Evaluation Report; Needs Assessment; Social Change; Social Services, Youth**)

[http://www.evaluationcanada.ca/distribution/200203\\_macdonald\\_joan\\_flynn\\_robert\\_base\\_witz\\_paul.pdf](http://www.evaluationcanada.ca/distribution/200203_macdonald_joan_flynn_robert_base_witz_paul.pdf)

The study provides an exceptionally detailed profile of high-risk youth participating in 27 programs intended to promote the healthy development operated by 14 agencies belonging to the Ottawa network of youth service providers. The report provides a descriptive breakdown of at-risk youth in terms of a wide range of social, mental health and health indicators and then draws comparisons with national samples of 12 to 15 year Canadian youths in terms of their developmental status and engagement in activities. These needs assessment data would undoubtedly be useful for social and health youth program planning, an observation supported by the collaborative involvement of wide range of community agencies in the study production.

### **Brigitte's Hot Hits:**

Perrin, Burt, Towards a New View of Accountability. (European Evaluation Society Conference, Seville, Spain 2002

<http://www.europeanevaluation.org/docs/perrin.pdf>

The paper was presented as part of a symposium on *Promoting Organizational Learning via Evaluation: The New Accountability?* Even though the author considers the paper a work in progress, it is well worth highlighting. Using the principles of the Learning Organization, he invites dialogue and reader's comments. The paper revisits approaches, definitions and underlying concepts to accountability and provides numerous tables differentiating the characteristics of evaluation for learning/improvement with the characteristics of evaluation for accountability. He supports his argument, that current approaches to accountability do not work well, by pointing to the recent US business scandals. Providing a list of problems encountered by accountability evaluations, the paper also offers a list of solutions.

Van den Broek, Frank; Rosendal, Piet. The Value of Effectiveness Audits Performed By Supreme Audit Institutions. (European Evaluation Society Conference, Seville, Spain 2002) [http://www.europeanevaluation.org/docs/31\\_vandenbroek.pdf](http://www.europeanevaluation.org/docs/31_vandenbroek.pdf)

The paper discusses performance audits and effectiveness audits in the context of government policy evaluations. The authors describe the challenges associated with policy evaluations when no concrete goals to facilitate utilization of results exist. They present a new audit strategy which incorporates evaluation standards. Similar to the paper above, by Burt Perrin, they emphasize the importance of building capacity by bringing about learning conditions that promote utilization of results and improved decision-making. Accountability and responsibility are addressed from a perspective that may complement and also challenge the view held by Burt Perrin.

### **Jim's Hot Hits**

Fazio, Geraldine K., Evidence -based evaluation – the way forward for the learning and skills agenda in Wales ;(European Evaluation Society, Seville, 2002) (**Issue paper, Project management, Education**) <http://www.europeanevaluation.org/docs/FAZIO.pdf>

“...The NC ELWa is responsible for maximizing the value derived from its multi-million pound investment in post 16 education and training in Wales. It has given a firm commitment to evaluate all that it does and to learn from its actions in order to improve policies, programmes and decision making.” This brief paper address evaluation of the implementation of the culture of evaluation, in an education project in Wales. The author links up human resource development issues with coming-to-scale issues. Several of our jurisdictions in Canada are seeking more effective ways to monitor and promote training among post-16 year-old students. Evidence-based strategies are discussed.

Carrière, Monique; Grégoire, Louise; Fortier, Mireille, Illustration d'une démarche pré-évaluative en santé mentale: Inventaire et analyse des enjeux et objets d'évaluation soulevés par les différents groupes d'acteurs concernés (Rapport, Extraits reliés à l'évaluation de l'évaluabilité, santé)  
[http://www.evaluationcanada.ca/distribution/200405\\_carriere\\_monique\\_gregoire\\_louise\\_fortier\\_mireille.pdf](http://www.evaluationcanada.ca/distribution/200405_carriere_monique_gregoire_louise_fortier_mireille.pdf)

With considerable emphasis on partnerships present in our society, Monique Carrière and her colleagues analyse the various representations that the participants must share to better achieve the evaluation of their activities. This analysis was also presented to a recent Conference of the [Société québécoise d'évaluation de programme](#). The authors claim to clarify the logic model needed for an evaluation which conciliates organizational and professional evaluation issues.

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#### **[Section 4 EVALUATOR PROFESSIONALISM](#) (see Literature review in CES Project in Support of Advocacy... p, 16)**

**Section 5 EVALUATION PROCESS ISSUES (see Glossary of Terms in CES Project in Support of Advocacy..., p 14)**

**Section 1 BENEFITS, CONSEQUENCES AND EFFECTS OF EVALUATION**

Barruet, Josette European policies and French regional specificities. The outlook for European evaluation on territorial policies and their implementation practices. The case of the planning documents 2000-2006, objective 2) (European Commission Planning document 2000-2006 input for European Evaluation Society Conference, Seville, Spain 2002) (**Knowledge and Skills; Governance/Management**)

[http://www.europeanevaluation.org/docs/BARRUET\\_ABSTRACT.pdf](http://www.europeanevaluation.org/docs/BARRUET_ABSTRACT.pdf)

Bultman, Arend; Jansen, Ed; The IB Group: a Case Study on Some Design Questions;(European Evaluation Society, Lausanne, 2000) (**Report, benefits, consequences and effects of evaluation; accountability; governance/management**)

[http://www.europeanevaluation.org/docs/52\\_jansen.pdf](http://www.europeanevaluation.org/docs/52_jansen.pdf)

Bustelo, María The evaluation of gender equality public policies in Spain: A Metaevaluation on the use and utilization of eleven Evaluation experiences at the regional and the national levels (European Evaluation Society, 2002) (**Issue, Topic or Theme Paper: Decision making; Governance / Management**)

[http://www.europeanevaluation.org/docs/62\\_bustelo.pdf](http://www.europeanevaluation.org/docs/62_bustelo.pdf)

Carrière, Monique; Tétreault, Sylvie; St-Onge, Myreille; Bussières, Eve-Line, Giroux, Martine, Béguet, Véronique, Comment faire le focus sur l'objet d'évaluation avec quatre paires de lunettes différents. Le cas de la collaboration entre les parents et les intervenants dans les centres de réadaptation en déficience physique du Québec (Société canadienne d'évaluation, Saskatoon, 2004) (**Présentation thématique, Extraits reliés à la participation des intervenants, services sociaux**)

[http://www.evaluationcanada.ca/distribution/200405\\_carriere\\_monique\\_tetreault\\_sylvie\\_st-onge\\_myreille\\_bussieres\\_eve-line\\_giroux\\_martine\\_beguet\\_veronique.pdf](http://www.evaluationcanada.ca/distribution/200405_carriere_monique_tetreault_sylvie_st-onge_myreille_bussieres_eve-line_giroux_martine_beguet_veronique.pdf)

Gervais, Marie; Pépin, Geneviève. TRIAGE: A new group technique to discover in evaluation. (European Evaluation Society Conference, Seville, Spain 2002) (**Evaluation Planning and Design; Health Science**)

[http://www.europeanevaluation.org/docs/GERVAIS\\_2\\_GB.pdf](http://www.europeanevaluation.org/docs/GERVAIS_2_GB.pdf)

Heddebaut Odile, Casthelain, Franck, Grezil Ghislaine, L'évaluation au service de la stratégie ? L'exemple des transports urbains régionaux.( European Evaluation Society Conference, Seville, Spain 2002)( **Présentation thématique, Cohésion et collaboration, Prise de décisions, Transport**)

[http://www.europeanevaluation.org/docs/Papier\\_Heddebaut\\_Casthelain\\_Grezil\\_INRETS\\_LMCU.pdf](http://www.europeanevaluation.org/docs/Papier_Heddebaut_Casthelain_Grezil_INRETS_LMCU.pdf)

Potter, Phillip. Learning through cluster evaluation in urban planning: the 'Experimental housing and urban design' programs in Germany (European Evaluation Society, 2002) **(Issue, Topic or Theme Paper: Outcome/Impact Evaluation; Social Services)**  
[http://www.europeanevaluation.org/docs/61\\_potter.pdf](http://www.europeanevaluation.org/docs/61_potter.pdf)

Taurelli, Siria. Organizational Learning from Evaluations, in the context of Aid to Development (European Evaluation Society, 2002) **(Issue, Topic or Theme Paper: Benefits, consequences, and effects of evaluation; advocacy/capacity building; stakeholder involvement; International development)**  
[http://www.europeanevaluation.org/docs/TAURELLI\\_ABSTRACT.pdf](http://www.europeanevaluation.org/docs/TAURELLI_ABSTRACT.pdf)

## **Section 2 EVALUATION OUTPUTS**

Aubry, Tim; Flynn, Robert; Ready, Taryn Program Monitoring Results of the City of Ottawa's homelessness Initiative. (Final Report prepared for: City of Ottawa Housing Branch, 2003) **(Program Monitoring; Social Services)**  
[http://www.evaluationcanada.ca/distribution/200312\\_aubry\\_tim\\_flynn\\_robert\\_ready\\_taryn.pdf](http://www.evaluationcanada.ca/distribution/200312_aubry_tim_flynn_robert_ready_taryn.pdf)

Carrière, Monique; Grégoire, Louise; Fortier, Mireille, Illustration d'une démarche pré-évaluative en santé mentale: Inventaire et analyse des enjeux et objets d'évaluation soulevés par les différents groupes d'acteurs concernés (Rapport, Extraits reliés à l'évaluation de l'évaluabilité, santé)  
[http://www.evaluationcanada.ca/distribution/200405\\_carriere\\_monique\\_gregoire\\_louise\\_fortier\\_mireille.pdf](http://www.evaluationcanada.ca/distribution/200405_carriere_monique_gregoire_louise_fortier_mireille.pdf)

Cousins, Brad; Aubry, Tim; Basevitz, Paul; Tsarouhas, Afroditi; Farrell, Susan; LaFerriere, Diane; Evaluation of Concurrent Disorders Group Treatment Program; (Centre for Research on Community Services, Faculty of Social Sciences, University of Ottawa, 2003) **(report; implementation evaluation; mental health)**  
[http://www.evaluationcanada.ca/distribution/200303\\_cousins\\_brad\\_aubry\\_tim\\_basevitz\\_paul\\_tsarouhas\\_afroditi\\_farrell\\_susan\\_lexerriere\\_diane.pdf](http://www.evaluationcanada.ca/distribution/200303_cousins_brad_aubry_tim_basevitz_paul_tsarouhas_afroditi_farrell_susan_lexerriere_diane.pdf)

Frölich, Markus; Heshmati, Almas; Lechner, Michael A Microeconomic Evaluation of Rehabilitation of Long-term Sickness in Sweden (European Evaluation Society, Lausanne, 2000) **(Outcome/Impact Evaluation; Business/Industry/Labour)**  
[http://www.europeanevaluation.org/docs/72\\_froelich.pdf](http://www.europeanevaluation.org/docs/72_froelich.pdf)

Goldsworthy, David. Building evaluation capability in Supreme Audit Institutions: Experiences in Central and Eastern Europe (European Evaluation Society, 2002) **(Issue, Topic or Theme Paper; Audit, Policy Analysis; Data Analysis and Interpretation; International Development)**  
<http://www.europeanevaluation.org/docs/goldsworthy.pdf>

Keskitalo, Elsa; Ala-Kauhaluoma, Mika; Mannila, Simo; An Evaluation of a Proactive Social Policy Reform and Local Activation;(European Evaluation Society, 2002) **(Report, Process And Outcome Evaluation, Human Resource Development)**  
<http://www.europeanevaluation.org/docs/KESKITALO.pdf>

MacDonald, Joan, Flynn Robert & Basevitz, Paul Report on snapshot survey (weeks of October 15-29, 2001) of participants in programs of network of youth service providers in the Ottawa area (Technical Report, 2002) **(Evaluation Report; Needs Assessment; Social Change; Social Services) (See also Pantin, J et al below)**  
[http://www.evaluationcanada.ca/distribution/200203\\_macdonald\\_joan\\_flynn\\_robert\\_basevitz\\_paul.pdf](http://www.evaluationcanada.ca/distribution/200203_macdonald_joan_flynn_robert_basevitz_paul.pdf)

Mato, Javier; Cueto, Begona; Davila, Monica; Spanish Evidence about the Influence of Labour Force Attachment on the Impacts of Employment Policies;(European Evaluation Society, Seville, 2002) **(Report, Policy Analysis, Human Resource Development)**  
<http://www.europeanevaluation.org/docs/mato.pdf>

Pantin, Sarah; Flynn, Robert, Rapport sur le sondage cliché (Semaine du 10 au 16 avril 2000) auprès de la clientèle des programmes du réseau des fournisseurs de service jeunesse dans la région d'Ottawa-Carleton (Centre de recherche sur les services communautaires Université d'Ottawa) **(Rapport d'évaluation, evaluation des besoins, Changement social, Services sociaux) (voir aussi: MacDonald, J, el al ci-dessus)**  
[http://www.evaluationcanada.ca/distribution/200010\\_f\\_pantin\\_sarah\\_flynn\\_robert.pdf](http://www.evaluationcanada.ca/distribution/200010_f_pantin_sarah_flynn_robert.pdf)

Shadish, William R. Meta-Analysis in the United States: Some Observations (European Evaluation Society, 2002) **(Issue, Topic or Theme Paper; Policy Analysis; Data Analysis and Interpretation; Contribution to evaluation knowledge base; Governance/Management)**  
[http://www.europeanevaluation.org/docs/shadish\\_paper\\_sevilla\\_2002.pdf](http://www.europeanevaluation.org/docs/shadish_paper_sevilla_2002.pdf)

### **Section 3 EVALUATOR KNOWLEDGE, SKILLS AND COMPETENCIES**

Dawe, Susan; **Basing** Policy and Practice on Sound Evidence; (2003 Australasian Evaluation Society International Conference)  
**(Topic Paper, Evaluation Planning And Design; Education)**  
[http://www.evaluationcanada.ca/distribution/20030917\\_dawe\\_susan.pdf](http://www.evaluationcanada.ca/distribution/20030917_dawe_susan.pdf)

Fazio, Geraldine K., Evidence -based evaluation – the way forward for the learning and skills agenda in Wales ;(European Evaluation Society, Seville, 2002) **(Issue paper, Project management, Education)** <http://www.europeanevaluation.org/docs/FAZIO.pdf>

Gervais, Marie. A Journey Through Four Evaluation Projects with a Same Analysis Framework (Australasian Evaluation Society, 2003) **(Issue, Topic or Theme Paper; Evaluation Planning and Design, Project Management; Health Services)**  
[http://www.evaluationcanada.ca/distribution/20030917\\_gervais\\_marie.pdf](http://www.evaluationcanada.ca/distribution/20030917_gervais_marie.pdf)

Henry, Gary T.; Mark, Melvin M. A Theory of evaluation influence: The multiple mechanisms and pathways through which evaluation can influence attitudes and action. (European Evaluation Society Conference, Seville, Spain 2002). (**Communication and Reporting; Governance/Management, Organizational Development**)  
<http://www.europeanevaluation.org/docs/henry.pdf>

Heddebaut, Odile, Decentralization and evaluation: the problems caused by the various levels of decision and the length of the observation period (European Evaluation Society, Lausanne, 2000) (**Theme paper, evaluation planning and design, Transportation and Tourism**) [http://www.europeanevaluation.org/docs/22\\_heddebaut.pdf](http://www.europeanevaluation.org/docs/22_heddebaut.pdf)

Leeuw, Frans L.; Assumptinal Analysis, Log Frame Analysis and Other Methods of Evaluating Program Logic; (European Evaluation Society, Lausanne, 2000) (**Theme Paper; Knowledge, Skills And Competencies; Program Logic; Governance/Management**)  
[http://www.europeanevaluation.org/docs/leeuw\\_pre\\_sess.pdf](http://www.europeanevaluation.org/docs/leeuw_pre_sess.pdf)

Mizikaci, Fatma; A Theory-Based Evaluation Model for Total Quality Management in Higher Education;(European Evaluation Society, Seville, 2002) (**Theme Paper; Evaluation Planning And Design; Education**)  
<http://www.europeanevaluation.org/docs/MIZIKACI.pdf>

Mulvey, Kevin, Hayashi, Susan, Hubbard, Susan, & Huang, Judy. Tailored Design Method, Response Rates & Systemic Limitations: A Comparative Study (European Evaluation Society, 2002) (**Issue, Topic or Theme Paper; data collection; evaluation planning and design; Community Mental Health, Youth**)  
[http://www.europeanevaluation.org/docs/mulvey\\_2.pdf](http://www.europeanevaluation.org/docs/mulvey_2.pdf)

Nouko-Juvonen, Susanna. Evaluation of the Finnish services for the people with psychiatric disabilities. (European Evaluation Society Conference, Seville, Spain 2002-summary only ) (**Data Analysis and Interpretation; Governance/Management**)  
[http://www.europeanevaluation.org/docs/NOUVO\\_ABSTRACT.pdf](http://www.europeanevaluation.org/docs/NOUVO_ABSTRACT.pdf)

Roy, Simon, Managing Online Surveys, (Canadian Evaluation Society, January 2003) (Topic, data collection, data analysis and interpretation, Management/ technology)  
[http://www.evaluationcanada.ca/distribution/20030129\\_roy\\_simon.pdf](http://www.evaluationcanada.ca/distribution/20030129_roy_simon.pdf)

Segone, Marco; Evaluating Child Poverty in Niger: a Participatory Learning Process;(European Evaluation Society, Seville, 2002) (**Topic Paper; Evaluation Planning And Design; Social Services, International Development**)  
<http://www.europeanevaluation.org/docs/SegoneEESa.pdf>

Seppänen-Järvelä, Riitta; Utilization-Focused Evaluation of a Management Development Intervention;(European Evaluation Society, Seville, 2002) (**Report; Stakeholder**)

## **Involvement; Governance/Management)**

[http://www.europeanevaluation.org/docs/SEPPANEN\\_JARVELA.pdf](http://www.europeanevaluation.org/docs/SEPPANEN_JARVELA.pdf)

## **Section 4 EVALUATOR PROFESSIONALISM**

Beaulac, Julie; Goodine, Laura; Aubry, Tim Report Card methodology and Indicators: Development of the Report Card on Homelessness in Ottawa (Report Prepared for the Alliance to End Homelessness in Ottawa, August 2004) **(Report, Contribution to Evaluation Knowledge Base; Social Services)**

[http://www.evaluationcanada.ca/distribution/200408\\_beaulac\\_julie\\_goodine\\_laura\\_aubry\\_tim.pdf](http://www.evaluationcanada.ca/distribution/200408_beaulac_julie_goodine_laura_aubry_tim.pdf)

Bezzi, Claudio; Do we need European Evaluation Standards?;(European Evaluation Society, Seville, 2002) (Issue Paper-Roundtable; Standards of Practice)

<http://www.europeanevaluation.org/docs/bezzi.pdf>

Horelli, Liisa Network Evaluation From The Everyday-Life Perspective - A Tool For Capacity Building And Voice (European Evaluation Society, 2002) **(Issue, Topic or Theme Paper; advocacy/capacity building; evaluation planning and design; stakeholder involvement; Youth)**

<http://www.europeanevaluation.org/docs/HORELLI.pdf>

Mickwitz, Per. Institutional capacity building for evaluation of environmental policy - A cross country comparison. (European Evaluation Society Conference, Seville, Spain 2002) **(Contribution to Evaluation Knowledge Base; Environment)**

<http://www.europeanevaluation.org/docs/mickwitz.pdf>

Tieleman, Barbara; Crabbé, Ann; Leroy, Pieter Developing capacity on the evaluation of environmental policy in Flanders. (European Evaluation Society Conference, Seville, Spain 2002). **(Contribution to Evaluation Knowledge Base; Environment)**

<http://www.europeanevaluation.org/docs/TIELEMANCRABELEROY.pdf>

## **Section 5 EVALUATION PROCESS ISSUES**

Ariza, Carlos Rodriguez; Jerez, David Pereira, Revision of the published international cooperation evaluations by the Evaluation and Planning Office (Oficina de Planificación y Evaluación (OPE)) of the International Cooperation State Secretary (Secretaría de Estado de Cooperación y Para Iberoamérica

(SECIPI)) of the Spanish Foreign Affairs Ministry. **( Report, Process Evaluation Outputs, Outputs spanning all types of Evaluation, Development evaluation)**

[http://www.europeanevaluation.org/docs/rodriguez\\_ariza.pdf](http://www.europeanevaluation.org/docs/rodriguez_ariza.pdf)

Brown, Nicole, Dallas, Diana, Donnelly, Tricia, Roorda, Mathea, & Stanton & Tania Keeping Evaluation Safe? Reflections on the use of advisory groups in the public sector. (Australasian Evaluation Society 2003) **(Issue, Topic or Theme Paper; Stakeholder involvement; Policy Analysis; Social Services)**

[http://www.evaluationcanada.ca/distribution/20030917\\_brown\\_nicole\\_dallas\\_diana\\_donnelly\\_tricia\\_roorda\\_mathea\\_stanton\\_tania.pdf](http://www.evaluationcanada.ca/distribution/20030917_brown_nicole_dallas_diana_donnelly_tricia_roorda_mathea_stanton_tania.pdf)

Foresti, Marta; Lawson, Max; Wilkinson, John; What Role for Civil Society in Monitoring Poverty Reduction Policies? (European Evaluation Society, Seville, 2002) **(Issue Paper-Roundtable, Participatory Evaluation; Social Services)**  
<http://www.europeanevaluation.org/docs/marta.pdf>

Hauge, Arild Strengthening Capacity for Monitoring and Evaluation In Uganda: A Results Based Management Perspective (European Evaluation Society, 2002) **(Issue, Topic or Theme Paper; Performance Indicators, Policy Analysis)**  
<http://www.europeanevaluation.org/docs/hauge.pdf>

Van de Putte, Robert A. Learning from evaluations in humanitarian organizations. (European Evaluation Society Conference, Seville, Spain 2002). **(Stakeholder involvement; Organizational Development)**  
[http://www.europeanevaluation.org/docs/van\\_de\\_putte.pdf](http://www.europeanevaluation.org/docs/van_de_putte.pdf)

Von Leoprechting, Rainer How to manage evaluations in a decentralized governance environment? The European Commission's experience. (European Evaluation Society Conference, Seville, Spain 2002). **(Stakeholder involvement; Governance/Management)**  
[http://www.europeanevaluation.org/docs/24\\_von\\_leoprechting.pdf](http://www.europeanevaluation.org/docs/24_von_leoprechting.pdf)