




## **INSIGHT CONSULTING**

A Proposed Evaluation of the Standards Program  
Prepared for: Imagine Canada  
February 6<sup>th</sup>, 2016



February 6<sup>th</sup>, 2016

To: Imagine Canada  
Re: Standards Program

Insight Consulting is pleased to have the opportunity to work with the Imagine Canada and facilitate the evaluation of the Standards Program.

We commend Imagine Canada for undertaking an evaluation of the Standards Program and trust that the comprehensive evaluation plan developed by Insight Consulting will meet your needs. Enclosed are the following components, as per your request:

- Standards Program overview
- Program logic model
- Evaluation design and methodologies
- Evaluation matrix
- Anticipated challenges and mitigation strategies
- Competencies for Canadian evaluation practice

Our clients choose us for our innovative approach to evaluation and our demonstrated ability to work with large organizations. Our consulting team, comprised of credentialed evaluators, has extensive experience using both quantitative and qualitative methodologies, and several of our members are particularly well-versed in utilization-focused evaluations. Given our combination of strong methodological abilities as well as expertise in evaluating administrative programs, we are confident that this evaluation will be successfully carried out.

We sincerely hope that this evaluation proposal will benefit Imagine Canada. We thank you for this opportunity and look forward to discussing our evaluation plan with you further.

Regards,

Insight Consulting



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## 1. Overview of Standards Program and Program Logic Model

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Created for the purpose of strengthening a shared vision of Canadian non-profit and charity practices, Imagine Canada's Standards Program brings together numerous voices and codes from this sector to improve innovation, transparency and accountability, ethical conduct, governance, inclusivity, and collaboration. The program's initiation began with a 2011 pilot that grew out of Imagine Canada's former Ethical Code Program, as well as extensive consultations with leaders in the charitable and non-profit organization sector. A major outcome of this consultation was the development of the Standards Program Handbook, which lists 73 standards across five major areas. For example, under Volunteer Involvement, it is mandated that "The organization has appropriate screening processes for volunteers" (Imagine Canada, 2014).

As part of the Standards Program, Canadian non-profit and charitable organizations are provided with supports from Imagine Canada, ranging from technological resources such as the gap analysis tool and the online application, to volunteer coaching and peer review, in order to facilitate their accreditation. Our program logic model (please see Appendix A) captures the latter activities, and identifies the outcomes desired by the program, as described in the request for proposal. Namely, we understand that the Standards Program hopes to bring about the following short-term goals for those who participate: increased knowledge of the five main area standards, increased identification of internal organizational deficits, increased connections to fellow organizations, and an increased desire to reach and maintain accreditation standards.

In turn, organizations are expected to increase their transparency and improve overall practices. Given these improvements, it is expected that charitable and non-profit organizations across Canada will move toward a more consistent implementation of standards in the five major areas; that is, board governance, financial accountability and transparency, fundraising, staff management, and volunteer involvement. Lastly, we expect increased rates of accreditation to bridge into the long-term outcomes we have identified: increased public confidence in the charitable sector, and a more broadly strengthened charitable sector. We understand a strengthened charitable sector as one that has a more cohesive, collaborative voice, and that is able to generate more funds.

### **Assumptions and External Factors**

Embedded within the program are numerous assumptions. Chief amongst these are that a peer review-based model is appropriate for assessing whether organizations are meeting accreditation standards. Conflicting evidence within the social science literature exists on this topic. In addition, the Standards Program assumes that current fee tiers are appropriate for all organizations, despite an exceedingly large amount of variation in the structures and capacity of these organizations. Similarly, that accreditation is itself a desirable feature as perceived by organizations and their funders is an assumption for which robust data are not available. External factors that may affect the Standards Program are the economy and political landscapes; changes in either will impact the sector as a whole with regard to sustainability and other factors. Finally, the perceptions and awareness of the general public remain a concerning external factor for the program, given its purported link to eventual charitable support and trust. We will address the latter factors and assumptions within our evaluation proposal, as well as the primary evaluation

services required by Imagine Canada: the current impact of accreditation, perceptions to the application process, and matters of participation in the Standards Program.

## **2. Scope and type of evaluation**

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The purpose of the proposed evaluation is to determine whether the Standards Program is operating as it was intended, whether program activities could be improved, and the impact of the accreditation process is having on non-profit organizations. We recommend a combined formative process and outcome evaluation of this program. A formative evaluation is undertaken to improve the program by making its activities more effective and efficient and, consequently, maximizing the potential for desired impacts to be achieved. Furthermore, the Standards Program has expressed a desire to evaluate whether or not activity implementation can be improved. This can be achieved using a process evaluation, which involves measuring for correspondence between program delivery and design (Rossi, Lipsey, & Freeman, 2004). The process evaluation will comprise of a focus on the fidelity of activity implementation, which stresses developing an understanding of the extent to which the program activities are being carried out as they were intended to be (Century, Rudnick, & Freeman, 2010). The accompanying outcome evaluation will allow us to investigate whether non-profit and charitable organizations are experiencing the Standards Program's intended short, intermediate, and long term impacts and goals (Appendix A). The outcome evaluation will specifically investigate the impact of the Standards Program accreditation process. Additionally, the results from an outcome evaluation can help inform how the Standards Program's service delivery may be improved for non-profit and charitable organizations.

## **3. Theoretical approach**

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We recommend the proposed evaluation be led by two theoretical approaches. These are contribution analysis (CA; Mayne, 2012) and a utilization-focused approach (Patton, 2012). CA is suggested because of Imagine Canada's request to assess the short, intermediate, and long term impacts of the Standards Program. This approach will allow Imagine Canada to know whether the Standards Program is an effective way to achieve the outcomes of interest. This is because a CA approach can infer causality as long as the evaluation can find evidence for the following:

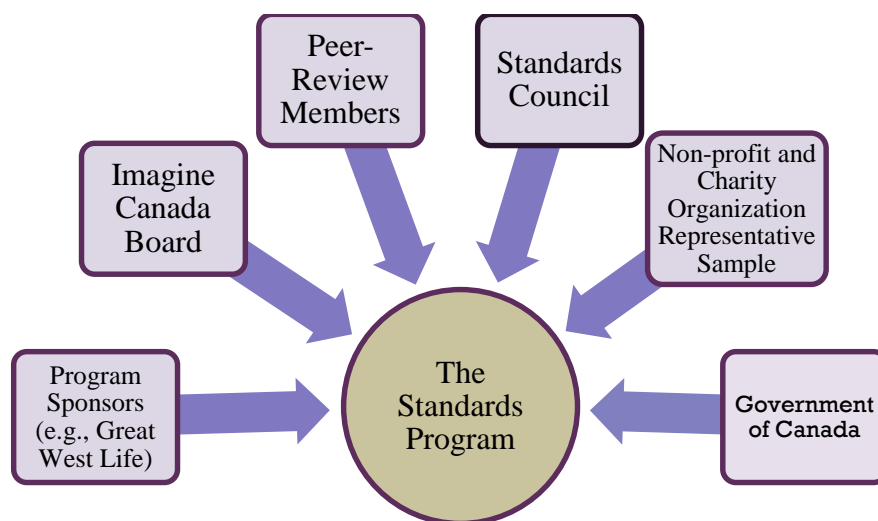
1. The program is based on a well-structured theory of change: the programs expected outcomes are reasonable and logic as to why the program should work is supported by external sources, such as literature, existing research, and key stakeholders.
2. The program activities are being implemented as they were intended.
3. The evaluation finds evidence that the expected outcomes occur and that the theory of change is effective.
4. External alternative factors for outcomes have been accounted for (Mayne, 2012).

We also suggest the implementation of a utilization-focused approach because it keeps the focus of the evaluation on gathering information that will be most useful and relevant for the Standards Program. This approach also calls for evaluators to make all decisions in collaboration with an identified group of primary users (Patton, 2012). Therefore, we suggest the creation of an Evaluation Steering Committee (ESC; Figure 1) that includes representation from all stakeholder

groups. This committee will help guide, support, and be involved with the evaluation process. As a result, we have identified the key stakeholders involved with the Standards Program and represented them in the diagram below. Insight Consulting considers each stakeholder group as vital to the evaluation process and a valuable member of the ESC.

One benefit of a utilization-focused approach will be the development of internal evaluation capacity at participating non-profit and charity organizations. Imagine Canada has stated an interest in strengthening the charitable and non-profit collective voice, to create opportunities for organizations to connect and learn, and to build the sector’s capacity to succeed. Due to this, Insight Consulting recommends that a representative sample of non-profit and charity organizations play a leading role on the steering committee. They will be closely involved in all aspects of the evaluation including analyzing logic models, planning data collection methods and tools, and brainstorming data sources. We believe that this will facilitate the ability for non-profit and charity organizations to conduct preliminary, in-house evaluations and, consequently, help to improve individual organizational practices and policies. It is anticipated that this may develop capacity to help strengthen the charitable sector in Canada.

Figure 1. Evaluation Steering Committee Representation Diagram



#### 4. Methods

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As all methodological approaches have inherent advantages and challenges, Insight Consulting recommends using both quantitative and qualitative methods to address the evaluation questions outlined in Appendix B. This triangulation of data strengthens validity and ensures the highest standard of evaluation of the Standards Program. All instruments will be designed in consultation with the steering committee. Data collection will be guided by the ethical principles of competence, integrity, and accountability adopted by the Canadian Evaluation Society.

## **Literature Review and Environmental Scan**

Insight Consulting recommends a systematic and thorough review of relevant research and business administration literature to determine whether the empirical evidence supports the theory of change underlying the Standards Program. In other words, scholarly peer-reviewed research deemed to be relevant and of high quality will be summarized and synthesized in order to obtain a current and comprehensive knowledge-base concerning what is currently known about outcomes of charitable accreditation processes. An environmental scan (Albright, 2004) is also recommended to determine the level of correspondence between the Standards Program and similar accreditation programs in Western-based organizations (evaluation question 1).

### *Advantages of literature review and environmental scan:*

- Efficient and economical way to ensure Standards Program is empirically supported and obtain data for similar existing programs

### *Limitations of literature review and environmental scan:*

- Research demonstrating positive results and favourable outcomes may be reported more often than those demonstrating negative results and unfavourable outcomes and results in other contexts may not translate to the Standards Program

## **Online Survey**

Insight Consulting will develop an online survey in collaboration with the Standards Program that adheres to best practices with regards to survey design as outlined by Dillman, Smyth, and Christian (2014). Open- and closed-ended questions will be asked to gain in-depth information. To encourage participation, we will offer an incentive of entry in a draw for a Staples gift certificate. French language surveys will be available where appropriate. Non-profit and charitable organizations will be asked questions pertaining to their experiences with the accreditation process and outcomes of accreditation (evaluation questions 1, 2, 3, 4, 5, and 6). These surveys will be tailored to the accreditation status of the organizations, i.e., accredited, non-accredited, and pending accreditation.

Quantitative data will be analyzed using descriptive, bi-variate statistical techniques (e.g., means, correlations) and qualitative data will undergo a content analysis/general inductive approach, which allows for emergent themes related to evaluation questions to become apparent (Thomas, 2006).

### *Advantages of surveys:*

- Relatively simple, quick, and cost-effective
- Can reach a large number of participants, thereby obtaining a more representative sample and more data.

### *Limitations of surveys:*

- Selective completion by those who either had a very positive or a very negative experience with Standards Program; those that volunteer to complete the survey may differ from non-respondents in ways that are difficult to measure
- Does not allow for the opportunity to clarify or ask follow-up questions if no interviewer present

## **Key Informant Interviews**

Insight Consulting recommends conducting semi-structured face-to-face, telephone, or Skype interviews with a purposeful sample of key informants including: 1) program staff; 2) a sample of volunteer coaches; 3) a purposeful sample of incomplete/pending/complete accreditation applicants; and 4) a purposeful sample of the Board of Directors. At least one organization from each province will be interviewed. The goal behind these interviews is to gather detailed information on self-reported experiences with the Standards Program. This will include questions about program implementation (e.g., *In your experience, does the gap analysis tool support organizations in the accreditation process?* - evaluation questions 2, 3, 4). It is thought that interviews will also address the impact of service delivery on the accreditation process (e.g., *In your experience, do organizations experience an increase of understanding about the five areas of standards outlined in the handbook?* - evaluation questions 5, 6, 8, 10). It is anticipated that a large amount of data will be collected within these interviews. This being said, interviews will be tailored to reflect the different levels of engagement with the program experienced among the key informants. This will be partially accomplished by developing questions in conjunction with the steering committee.

Interviews will be audio-recorded, transcribed, and analyzed using NVivo qualitative data analysis software. Theoretical thematic data analysis will follow the framework outlined by Braun and Clarke (2006). Initial codes will be formed for each data segment. Codes will then be amalgamated into themes that emerge in response to the interview questions.

*Advantages of interviews:*

- Can gather in-depth information regarding strengths and weaknesses of the program

*Limitations of interviews:*

- Requires extended time commitment

### **Online Feedback Forum**

Insight Consulting will create an Online Feedback Forum in order to investigate whether the accreditation process is adequately supported (evaluation question 2). Additionally, this will assess how non-profit and charitable organizations view the accreditation process and how any associated activities may be improved (evaluation questions 3 and 4). Finally, it will help determine whether non-profit organizations are able to internally identify organizational deficits and connect with other non-profit organizations (evaluation question 6). It is proposed that an online feedback forum is created and implemented alongside the Standards Program online resources that can enable users to provide feedback and comments on specific activities or policies (Olivier & Richardson, 2007). This online forum will allow non-profit organizations and charities that are currently in the process of obtaining their accreditation to *anonymously* post their views and opinions about the Standards program. They will have the opportunity to express their views on any strengths and weaknesses about specific activities, realism of policies, and general satisfaction they have with the accreditation process. It may also shed light on how obtaining accreditation impacted their organization (e.g. whether they have become more organized, increased funding, etc.). It is anticipated that this method will provide specific details about how service delivery may be improved for future organizations.

Within this online feedback forum, it is proposed that we investigate public perceptions of local accredited non-profit and charitable organizations (evaluation question 11). This will be done in the form of a social media contest using Facebook, Twitter, and Instagram where individuals



across Canada will be encouraged to take pictures or create posts that they feel best represent how an accredited non-profit or charity organization is impacting their community. It is anticipated that the resulting posts will help the evaluation team decipher the degree to which the public has confidence in the charitable sector. Both positive and negative posts will be assessed, as we believe both are important in determining public confidence. Alternatively, positive posts we receive may be used to help non-accredited organizations see the value in becoming accredited through the Standards Program. To encourage participation, participants will be entered into a draw for the chance to win a \$250 gift certificate for Amazon.

*Advantages of Online Feedback Forum:*

- Allows wealth of anonymous data from both non-profit organizations and charities and the public

*Limitations of Online Feedback Forum:*

- Difficulties obtaining public opinions, as such an incentive is provided

### **Records Review**

Insight Consulting recommends a records review of the accredited non-profit and charity organizations to investigate whether accreditation leads to increased organizational transparency and improved practices (evaluation question 7), as well as whether there is increased consistency in the five areas of standards across accredited Canadian organizations (evaluation question 8). A records review of Imagine Canada will also be conducted in order to investigate whether there is an increase in accreditation for non-profit organizations (evaluation question 9). The records review will look at number of accredited organizations and the number of new non-profit and charity organizations seeking accreditation.

*Advantages of records review:*

- Effective and efficient means of obtaining comprehensive pre-existing data

*Limitations of records/documents review:*

- Relies on accuracy and completeness of previously recorded data
- Data are restricted to what already exists

### **Interrupted Time Series Analysis**

We recommend an Interrupted Time Series Analysis to examine whether the charitable sector has been strengthened and whether there is increased public confidence in the charitable sector from the accreditation process (evaluation question 10, 11). An interrupted times series involves analyzing a large series of observations made on the same variable, in this case, organizational inputs of funding, consecutively at various researcher specified times (Shadish, Cook, & Campbell, 2002). We will compare organizations that have been accredited to organizations that have not been accredited through the analysis of archival and current funding data (e.g., personal/private donations and government funding). In this, we are using increased funding as a measure of organizational strength and success. Archival data will be analyzed since the start of the program in 2012.

At Time 1, funding from organizations that are in the process of obtaining accreditation will be compared to organizations that are not accredited or involved in the Standards Program. At Time 2, accredited non-profit organizations involved with the Standards Program will be compared to organizations that are in the process of accreditation as well as to organizations not involved in

the Standards program. Time 3 will compare currently accredited organizations and agencies not involved in the program to organizations that have previously obtained accreditation but lost it due to non-compliance or renewal. The goal of this method is to assess the impact the accreditation program is having on non-profit and charity organizations' ability to gain funding. We believe that this is a strong indicator to determine the relative strength of the charitable sector. By examining the number of and amount of donations from private entities, we may infer the public's confidence in the accreditation process.

*Advantages of Interrupted Time Series Analysis:*

- Accurate method of measuring the effectiveness of the Standards Program

*Limitations of Interrupted Time Series Analysis*

- May be difficult to get participation from organizations that have lost accreditation

## 5. Potential challenges and proposed solutions

In considering data collection and analysis methods, the Insight Consulting team has identified the following challenges and proposed appropriate solutions.

Potential Challenges	Proposed Solutions
<p><b>Participant Recruitment</b></p> <ul style="list-style-type: none"> <li>• Given that the Standards Program includes non-profit and charitable organizations from across Canada, participants may be difficult to contact.</li> <li>• Evaluation question 11 specifically addresses public perceptions of local non-profit and charitable organizations, which may be difficult to collect.</li> </ul>	<ul style="list-style-type: none"> <li>• To address this issue, evaluators will incorporate a variety of data collection methods, such as online approaches (e.g. survey, forum) and various communication techniques (e.g. telephone, Skype). Evaluators will also be willing to travel to various locations to collect necessary data that cannot be provided electronically.</li> <li>• Evaluators will also use a representative sample (i.e. organization from every province/territory) for more intensive data collection methods (e.g. Key Informant Interviews).</li> <li>• To access the greater public and encourage participation, evaluators will organize a Social Media Contest (i.e. via Twitter, Facebook, and Instagram), in which participants have an opportunity to win a \$250.00 gift certificate to Amazon.ca.</li> </ul>
<p><b>Diverse Organizational Structures and Reporting Methods</b></p> <ul style="list-style-type: none"> <li>• Given that the Standards Program includes non-profit and charitable organizations differing in size and capacity, evaluators may experience difficulty collecting and analyzing data (e.g. small, volunteer run organizations do not have the same policies and reporting methods as large, multi-million dollar organizations).</li> </ul>	<ul style="list-style-type: none"> <li>• To address this issue, evaluators will practice triangulation of data sources and methods of data collection.</li> <li>• Evaluators will also include various qualitative methods of data collection that do not rely on specific reporting methods and quality of records (e.g. Key Informant Interviews).</li> <li>• Evaluators will appropriately adjust record keeping expectations based on the three standards levels outlined in the Standards Handbook.</li> </ul>
<p><b>Resistance from Participants/Response Rate</b></p> <ul style="list-style-type: none"> <li>• In consideration of the various challenges revealed during the 2011 pilot project, evaluators may experience participatory resistance from non-profit and charitable organizations (e.g. organizations may not see the value in becoming accredited, and therefore decline the opportunity to participate in the evaluation).</li> <li>• Given that the Standards Program includes non-profit and charitable organizations from across Canada, evaluators may also experience language barriers.</li> </ul>	<ul style="list-style-type: none"> <li>• To address the issue of resistance, evaluators will explicitly outline the benefits to becoming accredited to non-profit and charitable organizations.</li> <li>• Evaluators will also describe how the information provided for the evaluation can be used to improve the accreditation process, as well as its feasibility.</li> <li>• Evaluators will ask participating non-profit and charitable organizations to sign an informed consent form, which will outline the confidentiality of all materials provided to the evaluation team. A detailed description of how these materials</li> </ul>

	<p>will be used and disseminated will be provided to participants prior to obtaining consent.</p> <ul style="list-style-type: none"> <li>• Evaluators will also provide non-profit and charitable organizations with an incentive to participate in the online survey (i.e. opportunity to win a Staples gift certificate to purchase supplies).</li> </ul>
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### 6. Competencies for Canadian Evaluation Practice

The Insight Consulting team is made up of evaluators credentialed through the Canadian Evaluation Societies Professional Designation Program (PDP). As such, the three pillars of the PDP credentialing program will guide the recommended evaluation design and data collection methods outlined in this report. The three pillars include: the code of ethics, the standards of practice, and the evaluation competencies (CES, 2010). The way we have designed our proposed evaluation demonstrates the following five competencies in particular:

Competency	Evidence of Demonstration
Reflective Practice Competency 1.1: Applies Professional Evaluation Standards	As demonstrated by our proposed evaluation, Insight Consulting: <ul style="list-style-type: none"> <li>• Clearly applies Canadian/US Joint Committee Program Evaluation Standards available at: <a href="http://www.wmich.edu/evalctr/jc/">http://www.wmich.edu/evalctr/jc/</a>.</li> <li>• Applies the five dimensions of the Standards: feasibility (e.g. representative samples), propriety, utility, accuracy (e.g. variety of quantitative and qualitative data collection methods) and meta-evaluation.</li> <li>• Recognized that the Standards are illustrative and to be used with discernment as required in diverse context and propriety obligations (e.g. adjusted expectations based on size and capacity of organization).</li> </ul>
Technical Practice Competency 2.9: Develops Reliable and Valid Measures/Tools	As demonstrated by the use of various innovative data collection methods (e.g. Online Feedback Forum, Interrupted Time Series Analysis), Insight Consulting: <ul style="list-style-type: none"> <li>• Employs sampling strategies appropriate to the research design, choosing from a wide range of strategies including:               <ul style="list-style-type: none"> <li>○ Random systematic sampling, stratified sampling, proportionate stratified sampling, disproportional stratified</li> <li>○ Purposeful sampling (including maximum variation, homogenous, emergent, snowball, criterion based, typical case, critical case, extreme case, theory based, purposeful random, stratified purposeful)</li> </ul> </li> <li>• Identifies and develops effective data collection tools, such as: questionnaires, interview guides, performance measures, standardized tests, pre and post tests that will address the issues.</li> </ul>
Situational Practice Competency 3.3: Identifies Impacted Stakeholders	As evidenced by our stakeholder diagram, Insight Consulting has: <ul style="list-style-type: none"> <li>• Identified the key stakeholders for the evaluation.</li> <li>• Identified stakeholders impacted indirectly by the evaluation.</li> </ul>
Management Practice Competency 4.7: Identifies and Mitigates Problems/Issues	As demonstrated by our proposal’s anticipated challenges and mitigation strategies section, Insight Consulting has: <ul style="list-style-type: none"> <li>• Identified potential problem areas to inform the steering committee of the potential challenges, and provided remedial suggestions.</li> <li>• Identified and decreased the probability and impact of negative events on the evaluation.</li> <li>• Considered previous lessons learned in evaluation (e.g. 2011 pilot project) and applied them to this project.</li> </ul>

Interpersonal Practice Competency  
5.1: Uses Written Communicative  
Skills and Technologies

As demonstrated by our proposed evaluation plan, innovative data collection methods and program logic model, Insight Consulting:

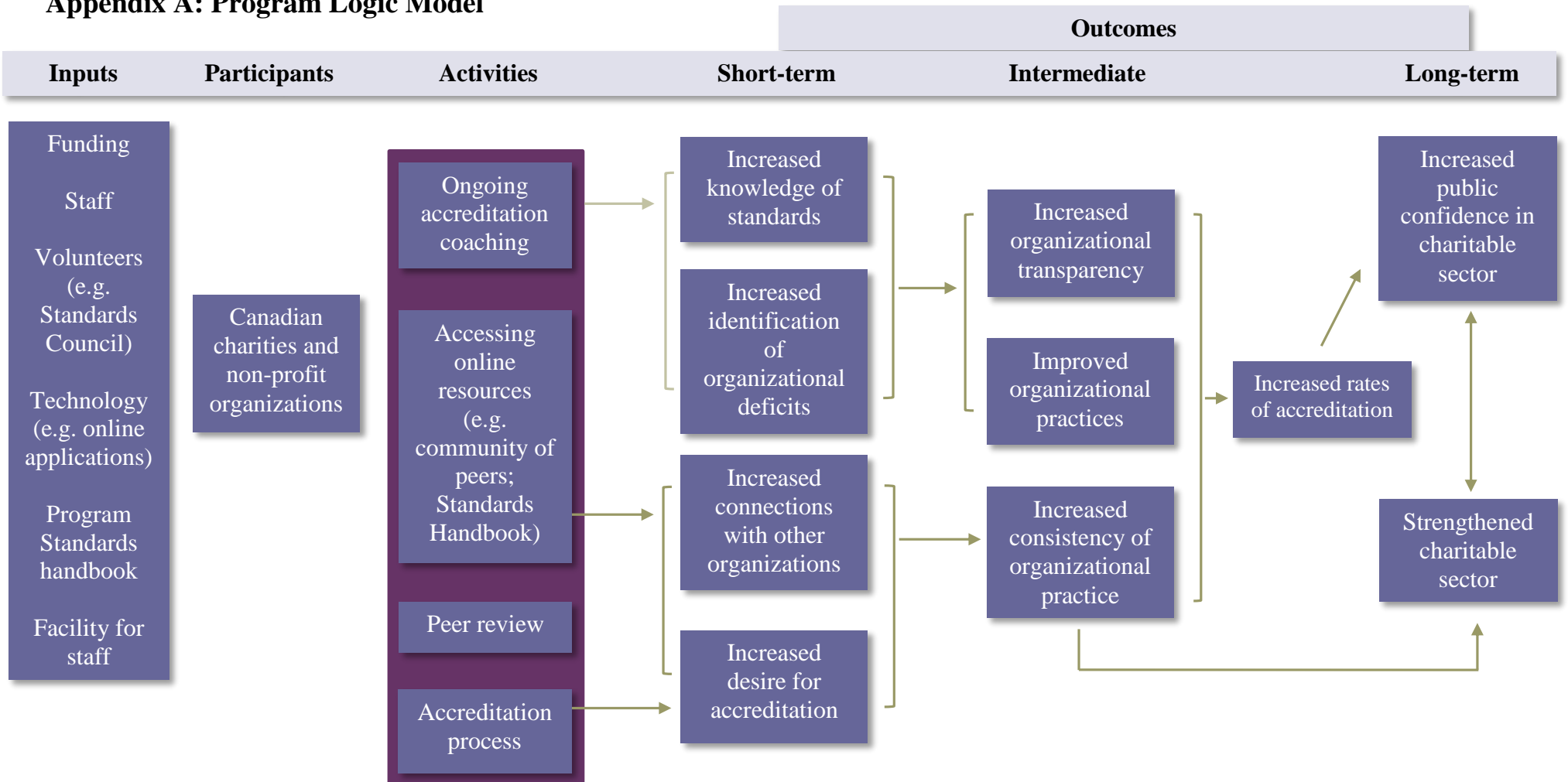
- Describes the program, its context and environment and assumptions in clear and understandable language that is easily accessible to the stakeholders addressed.
- Writes reports that effectively communicate the processes of the evaluation
- Writes concise summary reports for different audiences
- Write conclusions and recommendations that can be easily understood and assimilated.
- Communicates negative findings with a view to learning an improvement
- Uses communication technology effectively (e.g., emails, social networking tools, etc.)

The current proposal reflects our initial evaluation plan; however, Insight Consulting looks forward to working closely with the steering committee at all stages of the evaluation in order to ensure it best reflects the specific needs of the Standards Program. We believe we have developed a proposal that begins to address the specific evaluation services that are requested. It was our intention to reflect this ability in the evaluation framework chosen, the evaluation questions specified (Appendix B), the methodology proposed, and the anticipated challenges and proposed mitigations associated with this proposal. To further ensure maximal quality and integrity while conducting this evaluation, Insight Consulting will adhere to the standards set out by the Joint Committee on Standards for Educational Evaluation (JCSEE; Yarborough, Shulha, Hopson, & Caruthers, 2011), which have been adopted by the Canadian Evaluation Society.

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## Appendix A: Program Logic Model



### Assumptions:

- Peer review process works
- Accreditation is a desirable feature for non-profit and charitable organizations and funders
- Current fee levels are appropriate for non-profit organization

### External factors:

- State of Canadian economy and political landscape
- Low recognition of accreditation status

## Appendix B: Evaluation Matrix

Evaluation Questions	Indicators	Methods
<b>Program Relevance</b>		
<b>1. Is theory of change underlying the program supported?</b>	<ul style="list-style-type: none"> <li>• Correspondence with social science literature (e.g. Peer-review models) and business administration literature (e.g. organizational standards).</li> <li>• Correspondence with similar accreditation programs for Western-based organizations.</li> <li>• Organizational self-reported congruence with theory of change.</li> </ul>	<ul style="list-style-type: none"> <li>• Literature Review</li> <li>• Environmental Scan</li> <li>• Online Survey (accredited non-profit organizations)</li> </ul>
<b>Program Delivery</b>		
<b>2. Is the accreditation process supported as intended?</b>	<ul style="list-style-type: none"> <li>• Staff and volunteer coaches' self-reported experiences helping organizations with accreditation process</li> <li>• Organizational self-reported experiences with accreditation process</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews (staff, volunteer coaches, incomplete accreditation applicants)</li> <li>• Online Survey (accredited non-profit organizations, incomplete accreditation applicants)</li> <li>• Online Feedback Forum (non-profit organizations pending accreditation)</li> </ul>
<b>3. How is the application process viewed by organizations seeking accreditation?</b>	<ul style="list-style-type: none"> <li>• Volunteer coaches' self-reported experiences helping organizations with accreditation process</li> <li>• Organizational self-reported perceptions of accreditation process</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews (volunteer coaches, incomplete accreditation applicants)</li> <li>• Online Survey (non-accredited non-profit organizations)</li> <li>• Online Feedback Forum (non-profit organizations pending accreditation)</li> </ul>
<b>4. In what way(s) can the accreditation process be improved?</b>	<ul style="list-style-type: none"> <li>• Correspondence with similar accreditation programs for Western-based organizations</li> <li>• Staff, volunteer coaches' and Board of Directors self-reported experiences helping organizations with accreditation process</li> <li>• Organizational self-reported perceptions accreditation process</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews (staff, volunteer coaches, Board of Directors, incomplete accreditation applicants)</li> <li>• Online Survey (non-accredited non-profit organizations)</li> <li>• Online Feedback Forum (non-profit organizations pending accreditation)</li> </ul>
<b>Short Term Outcomes</b>		
<b>5. Do non-profit organizations have increased knowledge and desire to become accredited?</b>	<ul style="list-style-type: none"> <li>• Organizational self-reported knowledge of accreditation standards</li> <li>• Volunteer coaches' perceptions of increased organizational knowledge and desire for accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews (volunteer coaches, non-profit organizations pending accreditation)</li> <li>• Online Survey (non-profit organizations pending accreditation)</li> </ul>
<b>6. Are organizations able to identify internal management deficits and connect with other non-profit organizations?</b>	<ul style="list-style-type: none"> <li>• Organizational self-reported identification of deficits and connections with other non-profit organizations</li> <li>• Volunteer coaches' and peer reviewers' perceptions of organizations' ability to identify and address deficits</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews (volunteer coaches, peer reviewers)</li> <li>• Online Survey (non-profit organizations)</li> <li>• Online Feedback Forum (non-profit organizations pending accreditation)</li> </ul>
<b>Intermediate Outcomes</b>		

<b>7. Is there increased organizational transparency and improved practices?</b>	<ul style="list-style-type: none"> <li>• Researcher and Board of Directors' assessment of organizational transparency</li> <li>• Increased adherence to five areas of standards</li> </ul>	<ul style="list-style-type: none"> <li>• Records Review</li> </ul>
<b>8. Is there an increased consistency of the five areas of standards across participating organizations?</b>	<ul style="list-style-type: none"> <li>• Increased adherence to five areas of standards</li> <li>• Volunteer coaches' and peer reviewers' perceptions of consistency</li> </ul>	<ul style="list-style-type: none"> <li>• Records Review of organizational policies</li> <li>• Key Informant Interviews (volunteer coaches, peer reviewers)</li> </ul>
<b>Long Term Outcomes</b>		
<b>9. Is there an increase in accreditation for non-profit organizations?</b>	<ul style="list-style-type: none"> <li>• Number of accredited organizations</li> <li>• Number of new Imagine Canada members seeking accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Records Review (Imagine Canada)</li> </ul>
<b>10. Has the charitable sector been strengthened (e.g. funding)?</b>	<ul style="list-style-type: none"> <li>• Organizational self-reported cohesion and success</li> <li>• Comparative funding levels before and after accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Key Informant Interviews (accredited non-profit organizations)</li> <li>• Interrupted Time Series Analysis</li> </ul>
<b>11. Is there increased public confidence in the charitable sector?</b>	<ul style="list-style-type: none"> <li>• Increase in personal donations to charitable organizations</li> <li>• Public perceptions of local non-profit and charitable organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Interrupted Time Series Analysis</li> <li>• Online Feedback Forum (Social Media Contest)</li> </ul>