Program Evaluation Plan for ASSIST Community Services Center Settlement Services Program and AHC New Immigrants Program

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Table of Contents

Abstract

This evaluation plan provides a basic framework and steps for assessing the new immigrant service programs conducted at ASSIST Community Services Center and AHC (Action for Healthy Community) in Edmonton. It includes important and typical indicators as examples. The plan primarily applies the Impact Evaluation Process theory (Guerra-López & Toker, 2007) and a program logic model to design and plan the evaluation. The goal is to conduct these assessment steps to provide applicable suggestions or updates for these programs. This will help improve new immigrant settlement programs, enabling them to better address existing and upcoming challenges and optimize their outcomes as expected.

Key Words: evaluation, new immigrant service programs, Impact Evaluation Process theory, assessment

Introduction

Context of the Programs

Immigration, Refugees, and Citizenship Canada's (IRCC) 2022-2024 phased plan set even higher targets, ranging between 360,000 and 445,000 new permanent residents in 2022. This comes after exceeding their goal and admitting more than 405,000 permanent residents in 2021 (Citizenship and Immigration Canada, 2022). Despite the persistent pandemic, Canada witnessed an unprecedented influx of over 405,000 permanent residents in 2021. The 2023-2025 Levels Plan aims to capitalize on this trend (LANG – 2023-2025 Multi-Year Levels Plan – December 6, 2022, 2023). The federal government unveiled an ambitious strategy to admit 500,000 immigrants annually by 2025, resulting in approximately 1.5 million newcomers to the country within the next three years. This proposal would mean that Canada would receive eight times as many permanent residents per capita each year compared to the United Kingdom and four times as many as the United States (Levinson-King, 2022).

With such a large number of new immigrants coming to Canada, a robust and permanent settlement service for new immigrants concerning Canadian housing, transportation, social services, education, healthcare, rights, and responsibilities, as well as language, is essential. The Settlement Services Program emerges from the Integrated Services Program (ISP), providing practical and useful resources to help new immigrants settle and integrate into life in Canada. The implementation of the Settlement Services Program at ASSIST Community Services Center is situated within a complex context. Additionally, the settlement and integration program, adult literacy and skills development program, employment support, entrepreneur support programs, children and youth program, mental health support program, and community resource hub program

from AHC (Action for Healthy Community), another non-profit organization for new immigrant settlements in Edmonton, also offer support in this context.

Proposed Evaluation

The programs from ASSIST were initiated in 1981 with "one-time funding from the City of Edmonton to carry out basic settlement services, information and referrals, interpretation, and translation for Chinese immigrants and refugees" (ASSIST, 2022). Later, "in 1981, it received funding from the federal government to expand its settlement services" (ASSIST, 2022). Having been in existence for many years, it has achieved some expected and notable results. The purpose of this evaluation is to provide an evidence-based assessment of the program's outcomes and performance. The evaluation examines the implementation of the program and its outcomes in two offices, one in the southwest sector and the other in the downtown area of Edmonton, for which ASSIST has sole or joint responsibility for managing the settlement services program. AHC is affiliated with the Alberta Association of Immigrant Serving Agencies (AAISA) and actively engages in fostering community development and collaborative relationships with numerous agencies and organizations across Alberta. They provide assistance and establish community ties with the following groups: recent arrivals to Alberta and Canada, such as immigrants, refugees, permanent residents, and similar individuals; ethno-cultural communities and related organizations; individuals and families from diverse socioeconomic, cultural, and linguistic backgrounds (Action for Healthy Communities, n.d.). The evaluation for AHC's program is to assess how the community services programs for new immigrants are conducted at AHC, whether the expected outcomes have been achieved, whether there are any existing problems, and how to optimize these programs and make necessary adjustments.

Program Description

Program Background & History

ASSIST Community Services Center's Settlement Services Program was established in 1981 and received increased funding from both provincial and federal governments in the mid-1990s to provide settlement services to new immigrants in Edmonton. Chinese Graduates Association volunteers played a crucial role in the program's early years. In 2001, with additional grants from all three levels of government, the program continued to serve the Chinese population, including immigrants and refugees from Indochina, Hong Kong, Taiwan, and mainland China. It also explored and tested programs and activities for other ethnic groups. ASSIST, the organization behind this program, expanded and opened a second office in the southwest of the city in 2012, becoming the first immigrant organization in the city to support immigrants in the southwestern areas. This program filled a significant service gap for immigrants in Edmonton's southwest neighborhoods (ASSIST, 2022).

In comparison to ASSIST, AHC's immigrant service programs appear to have a more recent inception, starting in 1995 under the name Edmonton Heritage Citizenship Project (EHCP) and initially holding meetings in private residences. In 2007, the organization officially changed its name to Action for Healthy Communities (AHC). In 2013, its Settlement and Integration Programs received their first funding from IRCC. In 2018, AHC launched Entrepreneurship Supporting Programs with the support of the City of Edmonton and ECALA Heritage. Is this conversation helpful so far?

Program Size, Locations, Organization

With a team of 400 volunteers who also support other related or branch programs at the ASSIST Community Services Center, this program is implemented in two Edmonton offices: one located downtown and the other, opened in 2012, in the city's southwest. It is recognized as "the first immigrant service agency serving newcomers to Edmonton's southwest communities" (ASSIST, 2022). This program is operated by the ASSIST Community Service Center, formerly known as the Chinese Community Services Center, a non-profit organization that provides programs and services to meet the diverse needs of new immigrants in the Edmonton area, irrespective of race, gender identity, ability, religion, or sexual orientation. Their mission is to create an inclusive, diverse, and respectful environment for all. According to their data from 2021, they serve an average of several hundred people per week in their two offices and provided nearly 20,000 services to immigrants from over 100 countries during the 2016-2017 period. Their funding has steadily increased each year, contributing to the program's growth.

The AHC Settlement Program has helped over 3,600 immigrants and refugees overcome settlement barriers, enabling newcomers to participate in social, cultural, civic, and economic life in Canada. In the 2022-23 fiscal year, the Edmonton Newcomer Zonal Outreach (ENZO) successfully recruited 321 newcomer clients to AHC and raised awareness of their services among many others. In the previous year, AHC had 2,813 clients who registered for courses and participated in activities provided by Adult Literacy, marking a significant increase from 984 in 2021-2022, with 1,829 new participants, reflecting a remarkable 186% increase (Action for Healthy Communities). With such a substantial increase in the population served and in communities as more new immigrants and refugees enter Canada, it becomes necessary to conduct

evaluations to determine whether program expansion and increased funding support are warranted and how to maximize the benefits of these programs to achieve the expected outcomes.

What Needs are Being Addressed?

Given the large number of immigrants in Canada, the question of how they can settle in and get used to life in the country is crucial and a problem for federal and provincial governments. They face social problems and instability because they lack the means to access Canadian housing, transportation, social services, education, health care, rights and responsibilities, and language. The Settlement Services Program of the ASSIST Community Services Center is designed to help the government deal with these potentially unstable variables by providing assistance in housing, health, social services, education, employment and other areas of daily living. The AHC Settlement Program is also intended to help immigrants and refugees in overcoming settlement barriers, enabling newcomers to participate in social, cultural, civic, and economic life in Canada.

New immigrants face concerns and stresses as they adjust to a new life in a foreign country, both physical and psychological. With the support of the Settlement Services Program, new immigrants in Edmonton can ease their tensions and uncertainties so that they can adjust to and accept their new life in Edmonton. The Settlement Services Program is undoubtedly there to help new immigrants overcome their difficulties and meet their needs. AHC Mental Health Support program aims to enable interventions that enhance the overall well-being of new immigrants and diverse communities facing various vulnerabilities by taking a comprehensive and holistic approach.

Contexts and Their Relations

The Settlement Services Program operates within a complex and multi-layered context. It offers a range of services related to the transportation system, driving in Alberta, the school system, legal services, rights and responsibilities, tax filing, and job training. These services have an impact on various community sectors, and there may be overlaps between the services provided by the Settlement Services Program and those offered by different community sectors. Additionally, the Settlement Services Program is instrumental in implementing public sector social and economic policies. As a branch program of the Immigrant Settlement Program (ISP) in Edmonton, the ASSIST Settlement Services Program is used to execute IRCC's settlement policy for new immigrants, contributing to the maintenance of their social stability.

The Family and Community Support Services (FCSS) program from the Alberta government has sponsored AHC to support community initiation programs since 2002. The Settlement & Integration program has also received funding from Immigration, Refugees, and Citizenship Canada (IRCC) since 2013. AHC's settlement programs for new immigrants, as mentioned earlier, play a crucial role in facilitating IRCC's settlement efforts, thereby contributing to the overall social stability in Canada.

Program Goals and Outcomes

The ultimate and long-term goals of the programs provided by ASSIST are to contribute to the development of the Canadian economy and maintain a stable society, which can be categorized as a form of social change. In the medium term, these programs aim to reduce the concerns and pressures experienced by new immigrants when settling in Edmonton to relatively low levels, and

to decrease or eliminate crime among new immigrants. The daily lives of new immigrants are influenced by short-term outcomes such as housing, access to LRT or bus transportation, social services, health care, and overcoming language barriers. The ultimate long-term outcomes of the programs offered by AHC are quite similar to those of ASSIST. In the medium term, these programs are designed to enhance the educational attainment of new immigrants and refugees, reduce the unemployment rate, and alleviate the challenges associated with settling down in Canada.

Program Logic Model

For a graphical representation of the relationship between program conditions, inputs, actions, and expected consequences, please refer to the diagrams below (Diagram 1 for ASSIST programs and Diagram 2 for AHC). As the program advances and each phase is assessed, this model can be adjusted or optimized accordingly.

Diagram 1
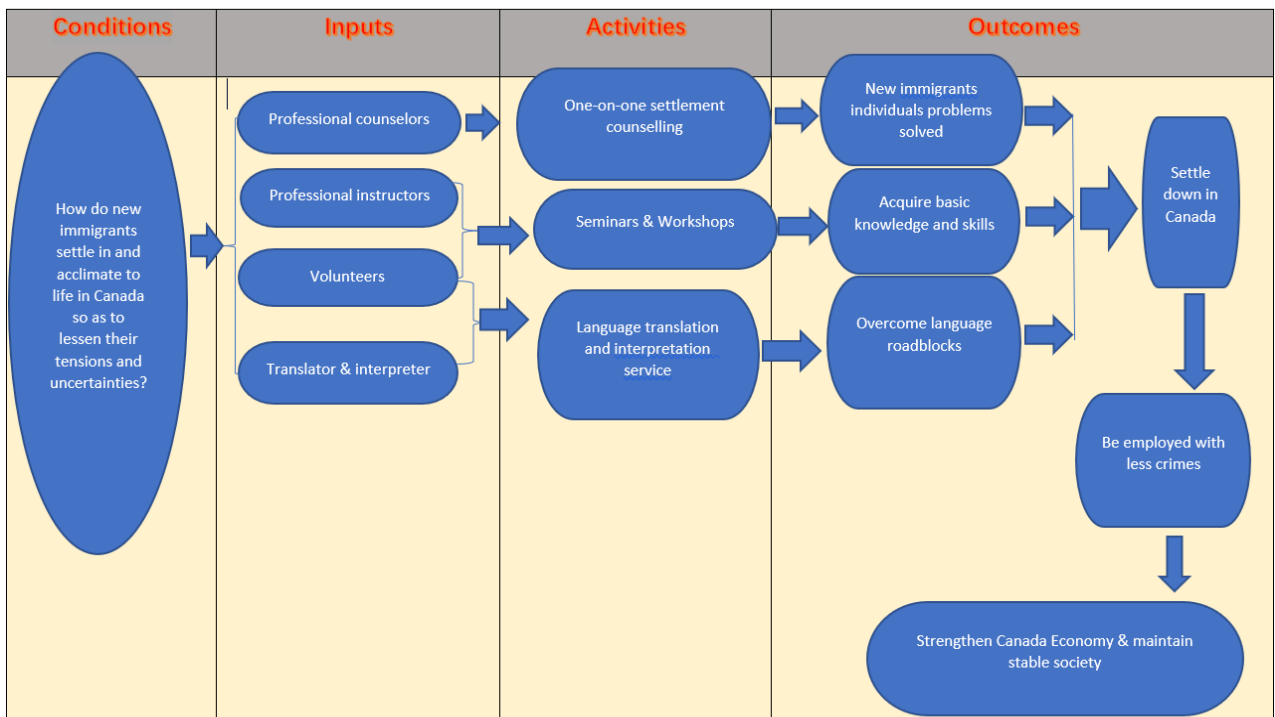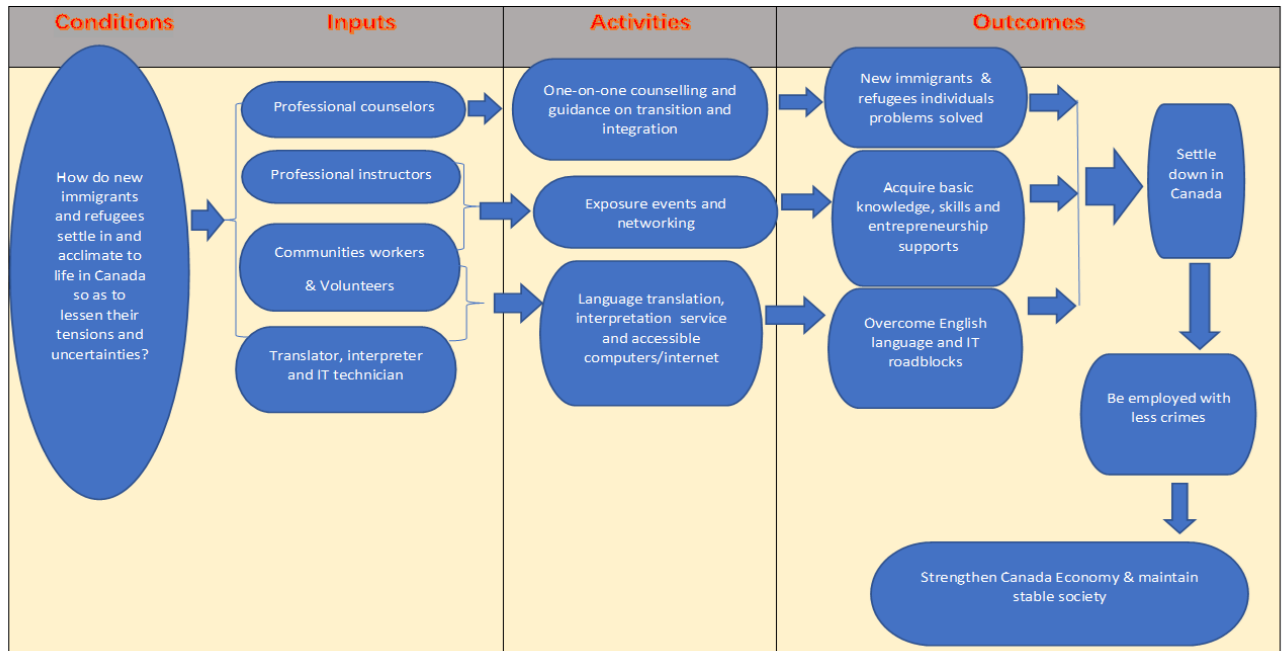
Basic Logic Model of ASSIST Settlement Service Program

Diagram 2

Basic Logic Model of AHC Settlement & Integration Program

Conditions	Inputs	Activities	Outcomes
How do new immigrants and refugees settle in and acclimate to life in Canada so as to lessen their tensions and uncertainties?	Professional counselors; Professional instructors; Communities workers & Volunteers; Translator, interpreter and IT technician	One-on-one counselling and guidance on transition and integration; Exposure events and networking; Language translation, interpretation service and accessible computers/internet	New immigrants & refugees individuals problems solved; Acquire basic knowledge, skills and entrepreneurship supports; Overcome English language and IT roadblocks; Settle down in Canada; Be employed with less crimes; Strengthen Canada Economy & maintain stable society

Stakeholders Identification and Prioritization

Stakeholder identification is a critical and fundamental step in any evaluation process. An interest refers to a right, interest, or stake in an entity. These rights or interests can be financial, legal, or moral (Guerra-López, 2007; Carroll, 2000). Stakeholders are individuals or groups that have an interest in a project and can influence or be influenced by the decisions and activities of the organization (Guerra-López & Toker, 2012). Dr. Sousa (Jorge Sousa, 2022) summarized that stakeholders include those who make decisions about programs or funding, those who provide and receive the service, and even the community as a whole (EDPS 585 Class 6 PPT). While not every member of every stakeholder group needs to personally participate in an evaluation, it is important

that those who do are perceived as representative by their peers (Guerra-López & Toker, 2012). Stakeholders in the programs of ASSIST and AHC, of course, include three levels of government (federal, provincial, and municipal) and other organizations that provide funding (IRCC, Employment & Social Development Canada - Canada Summer Jobs program, Alberta Labour & Immigration, Alberta Justice & Solicitor General, Alberta Children's Services - Edmonton Region, Alberta Health Service, The City of Edmonton - Family & Community Support Services, Edmonton Community Adult Learning Association). Volunteers, professional teachers, lecturers, and other staff who work part-time or full-time in ASSIST and AHC are also among the stakeholders. The new immigrants and refugees in Edmonton who use the program's services are likewise considered stakeholders. Meanwhile, the local new immigrant and refugee communities are also involved in the program. There is no doubt that the grant-making groups are the most important stakeholders throughout the evaluation process, as a satisfactory and convincing evaluation report to them will determine the fate of these programs—whether to increase funding, maintain funding, or discontinue funding to cancel these programs.

Theoretical Dimensions Associated with these Programs

In comparison to Diagram 1, the Basic Logic Model of the ASSIST Settlement Service Program, the Impact Evaluation Process (Guerra-López and Toker, 2007) offers a more concrete representation of the program evaluation process.
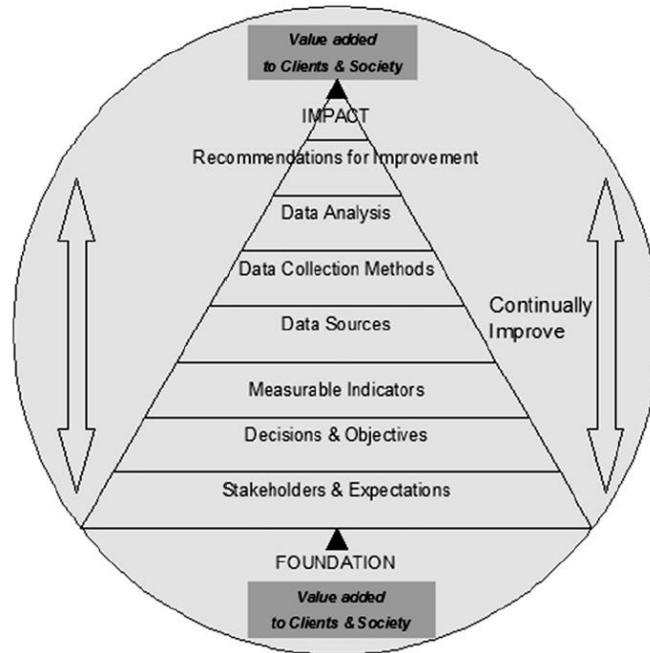
Figure 1

The impact evaluation process (Figure 1) is a performance-based evaluation methodology that systematically presents each of the primary processes (Guerra-López & Toker, 2012). Dyehouse, Bennett, Harbor, Childress, and Dark (2009, as cited in Guerra-López & Toker, 2012) suggested that (1) systems-based approaches yield better and more effective results than logical or linear causal models, (2) flawed relationships are avoided, and (3) evaluators are more accurate in predicting program elements and outcomes when manipulating the results of an evaluation.

In the context of these programs, the first step is to identify the stakeholders and their expectations. For instance, IRCC is a key stakeholder, with a long-term expectation of settling all new immigrants to maintain a stable society. In the second step, stakeholders make crucial decisions to determine the goals during the evaluation. The third step involves defining measurable indicators, such as the number of new immigrants who received a skills certificate or the number of new immigrants who secured a job offer within a specific timeframe. In the fourth step,

evaluators can collect data through post-training questionnaires or telephone interviews. In the fifth step, valuable data can be obtained by calculating the annual average rates of these data. The final step involves drawing a convincing conclusion.

Evaluation Plan and Design

Evaluation Purpose and Explain Type of Evaluation

The primary goal of evaluation is to make judgments about the value of what is being assessed, which aligns with our earlier definition (Fitzpatrick et al. 2011). Fitzpatrick (2011) also highlights that evaluation can serve various purposes. Its primary function is to assess quality or value, but it also fulfills several other valuable functions. These functions include aiding in decision-making, strengthening programs, organizations, and society as a whole, enhancing democracy by giving a voice to those with less authority, and expanding our knowledge base. Clearly, the evaluation of the Settlement Service Program at ASSIST and Settlement & Integration programs from AHC is designed to determine whether these programs have achieved the expected outcomes and impacts. Based on the results of the evaluation, key stakeholders can make informed decisions regarding whether to continue, discontinue, or allocate additional grants to them. Simultaneously, these programs can also evaluate their ability to integrate new immigrants and refugees into a networked society at the federal level, fostering cohesive communities.

Evaluation can be categorized into various types based on different dimensions. In terms of the phases of program implementation, it can be classified into process evaluation, outcome evaluation, and impact evaluation. Depending on the specific objectives of program evaluation, there are formative evaluation and summative evaluation. The terms "internal" and "external"

differentiate between evaluations conducted by program staff and those carried out by external parties (Fitzpatrick et al. 2011).

The evaluation of the Settlement Services Program at ASSIST and the Settlement & Integration programs at AHC could be planned as an outcome evaluation, considering that both have been in operation for over 40 years, resulting in visible and anticipated outcomes that can be assessed to make informed judgments. Furthermore, this evaluation can be classified as a summative evaluation since its primary focus is on assessing the program's outcomes to determine whether it should be continued or discontinued in the next term. The evaluation report is regarded as essential evidence and an indicator of sound decision-making. This type of evaluation typically takes place after a lengthy implementation period and the achievement of the expected results as originally planned.

Evaluation Questions and Their Justifications

Following the basic logical model, I can compile a list of evaluation questions based on the expected outcomes. Tables 1 and 2 present the expected outcomes and the corresponding evaluation questions. These questions are intended for the staff members engaged in these programs. Being one of the staff members, I have access to program data that allows me to address these questions.

Table 1

Evaluation Questions of Settlement Services Program at ASSIST

Expected Outcomes	Evaluation Questions

Expected Outcomes	Evaluation Questions
1. New individuals' problems solved	How many individual problems of new immigrants (housing, transportation, medical care, writing referral, education) are solved?
2. Acquire basic knowledge and skills	After several work skills workshops, how many new immigrants have passed the exam and obtain a job offer?
3. Overcome English roadblocks	After taking English courses for different levels, how many new immigrants improved their English to a higher level by taking tests at the end of each semester?
4. New immigrants settle down in Edmonton	How many new immigrants settle in Edmonton (they have a job, are medically covered by AHS, children go to school, have access to public transportation, have housing)?
5. Be employed with less crimes	The crimes rate involved with new immigrants' criminals increase or decrease year by year
6. Strength Canada economy and Maintain stable society	How much GDP contribution of new immigrants contribute to Canada economy?

Note: According to annual evaluation, the expected outcomes may be modified and the corresponding evaluation problem will be adjusted.

Table 2

Evaluation Questions of Settlement Services Program at AHC

Expected Outcomes	Evaluation Questions
1. New individuals' problems solved	How many individual problems of new immigrants (housing, transportation, medical care, writing referral, education) are solved?
2. Acquire basic knowledge and skills	After several work skills and entrepreneur workshops, how many new immigrants have passed the exam, obtained a job offer and started to launch their business?

3.	Overcome English roadblocks	After taking English courses for different levels, how many new immigrants improved their English and IT technology to a higher level by taking tests at the end of each semester?
4.	New immigrants settle down in Edmonton	How many new immigrants settle in Edmonton (they have a job or entrepreneur, are medically covered by AHS, children go to school, have access to public transportation, have housing)?
5.	Be employed with less crimes	The crimes rate involved with new immigrants' criminals increase or decrease year by year
6.	Strength Canada economy and Maintain stable society	How much GDP contribution of new immigrants and refugees contribute to Canada's economy?

Note: According to annual evaluation, the expected outcomes may be modified and the corresponding evaluation problem will be adjusted.

Instrument and Data Resources

Evaluators could employ telephone interviews or in-person interviews following each activity, annual questionnaires, and annual work reports to gather the necessary data. Currently, the accessible data I can obtain is from the 2015-2022 Annual Report of the ASSIST Community Services Center and AHC. These reports provide information on the number of services provided to newcomers annually, along with program costs. Additionally, I have access to other data about ASSIST, including details on the annual operating budget and staff numbers from 2005-2017, as well as information on the provision of 20,000 services to immigrants from 2016-2017 on their website. For AHC, their publication and resources website also contain data such as the PASS Research for specific programs, strategy plans, and general bylaws. However, it's important to note that these data may not be sufficient to fully conduct the evaluation.

Since I am developing an outcome assessment plan, I require precise numbers of outcomes, not just outputs. For instance, I need to document how many immigrants received one-on-one settlement counseling and how many of them successfully resolved their counseling issues. Additionally, I need to know how many students in English classes passed the designated English tests and what the annual crime rate is among new immigrants. As an evaluator, obtaining these data can be challenging. For the number of new immigrants and refugees who received face-to-face counseling, this information can be sourced from the counseling records maintained by ASSIST and AHC.

Data Collection Procedures

Table. 3.

Examples of data collection procedures

Aspects	Expected outcomes	indicators	Data source	Data collection tools
Immigrants' housing	Living places solved	Rate of housing problems solved	Program counseling record	Interview with program staff
Immigrants' working skills	Acquire some basic skills for jobs and launching a business	Rate of employed immigrants after being trained with skills and number of entrepreneurs initiated by new immigrants and refugees.	Program record or career training immigrants	Interview or questionnaire with program staff or skill training immigrants

Crime rate involved with immigrants	Crime rate involved with immigrants decrease regularly	Crime rate involved with immigrants	Edmonton police service	Interview with Edmonton Police Service's Social Sector Engagement Portal

Table 3 outlines fundamental steps in data collection for the Settlement Services Program evaluation, focusing on key aspects. First, evaluators must choose specific aspects of the program, such as the target population or activity performance. Second, they review the anticipated outcomes of the program proposal related to these aspects. Third, they identify the indicators, also known as performance measures. Fourth, evaluators should establish contact with the relevant organizations or sectors to obtain the necessary data. Finally, in the fifth step, evaluators need to design the instruments (questionnaires, surveys, interview questions) for data collection.

Reporting Procedures

Once the necessary data have been collected by the evaluators, the next step is to analyze this data and prepare a report. Before comparing the expected outcomes with the actual outcomes, the evaluator must define criteria for the expected outcomes. For example, what is the precise rate for solving housing problems? It could be defined as 75%-90% of immigrants finding, renting, or purchasing housing within a calendar year after receiving counseling through this program. Similarly, for immigrants who undergo basic training, the expected outcome might be defined as 70%-90% of them finding employment within three months of completing a one-month training program. Excluding other factors (economic or political) that may influence crime rates, a gradual decline in immigrant crime rates could be considered meeting the expected outcome standard. Similar data criteria for other indicators should also be established for comparison. This data

analysis will assist the evaluator in making a comprehensive assessment of whether this program has indeed achieved the expected results, facilitating a final decision on the program's status.

Evaluation Management Plan

Proposed Implementation Timetable

Given that the Settlement Services Program evaluation at ASSIST and the Settlement and Integration program at AHC is both an outcome evaluation and a summative evaluation, it typically takes place after a 5-10 year period. The Gantt chart is one of the most widely used tools for program planning and management today. In a study of 750 project managers, it ranked as the fourth most utilized among 70 tools and practices related to program management (Besner and Hobbs, 2008). Therefore, for these programs, we have developed a basic Gantt chart to visually outline the phases and durations of the evaluation process. It's important to note that this evaluation timeline is not a one-time event; the phases and durations may be adjusted based on previous evaluations and current contexts.

Table 4 Settlements Services Program Evaluation Basic Timetable: By week

	Task	Resources Required	Potential Hazards	Budget
Week 1	Identify who are stakeholders and their expectations	Program proposal, corresponding annual report	Note the latest proposal, not the original one	Cost of phone or transportation to access those proposal and annual report from ASSIST, evaluator's salary
Week 2	Identify the primary stakeholders' objectives	Program proposal, corresponding annual report	Note the latest proposal not the original one	evaluator's salary

	Task	Resources Required	Potential Hazards	Budget
Week 3-6	Identify measurable indicators, data sources and collect data	Program proposal, corresponding annual report, Edmonton Police services annual report, other further data by interviewing ASSIST staff and their serving immigrants	Filter some non-measurable indicators that interrupt the evaluation process	Cost of phone or transportation to access these further data, evaluator's salary
Week 7-9	Make data analysis	Questionnaire, interview record, related data analysis software,	qualitative approach threats and some interfering factors for interview and questionnaire	Cost on data analysis software, evaluator's salary
Week 10-12	Make conclusion or recommendation report	All the analyzed data, annual report, latest program proposal	Avoid subjective judgement, counting on data to make conclusion	evaluator's salary

Table 5 Settlement & Integration Basic Timetable: By week

	Task	Resources Required	Potential Hazards	Budget
Week 1	Identify who are stakeholders and their expectations	Program proposal, corresponding annual report, PASS report project final report, their 25 years annual report	Note the latest proposal, not the original one	Cost of phone or transportation to access those proposal and annual report from AHC, evaluator's salary
Week 2	Identify the primary stakeholders' objectives	Program proposal, corresponding annual report, PASS report project final report, their 25 years annual report	Note the latest proposal not the original one	evaluator's salary
Week 3-6	Identify measurable indicators, data sources and collect data	Program proposal, corresponding annual report, Edmonton Police services annual report, other further data by interviewing AHC staff and their serving immigrants	Filter some non-measurable indicators that interrupt the evaluation process	Cost of phone or transportation to access these further data, evaluator's salary
Week 7-9	Make data analysis	Questionnaire, interview record, related data analysis software,	qualitative approach threats and some interfering factors for	Cost on data analysis software, evaluator's salary

			interview and questionnaire	
Week 10-12	Make conclusion or recommendation report	All the analyzed data, annual report, latest program proposal, PASS report project final report, their 25 years annual report	Avoid subjective judgement, counting on data to make conclusion	evaluator's salary

Estimated Evaluation Budget

As shown in Table 4 and Table 5, the budget estimate for the evaluation has been presented in terms of specific aspects, but exact figures have not been provided. This is because the costs may vary depending on factors such as the salary levels of the evaluators in different organizations and the transportation methods used during the actual execution of the evaluation.

Discussion

Due to space limitations, this plan to evaluate provides a basic framework and steps, along with important and typical indicators as examples. Details like questionnaire and interview question design or the exclusion of non-measurable indicators and data are not included in this plan.

While we have limited data and a concise evaluation plan, I recommend that funders consider expanding settlement services to encompass other areas, such as addressing the fears of new immigrants and providing psychological counseling. The fundamental logic model of the ASSIST Settlement Service Program and AHC Settlement & Integration program should focus on establishing realistic expected outcomes for various phases. For long-term outcomes, we have not obtained sufficient reliable data to conduct an evaluation.

Conducting this program evaluation may also have several potential impacts on new immigrants and the program organization staff. New immigrants may be more likely to continue participating in program activities or recommending the program to friends after participating in evaluation interviews or questionnaires. This is because they would feel that the organizers genuinely serve them and are committed to solving their problems through a complete operational process. Additionally, the program organization staff will take each case or piece of advice seriously, understanding that their service significantly influences the program's future. However, it's essential to note that this evaluation process may raise ethical concerns since the questionnaires contain inquiries about the nature of work, salary, and workplace treatment that could infringe on respondents' privacy. Consequently, the data from these respondents may not be entirely reliable and objective.

Conclusion

This evaluation plan is designed to create a basic framework and outline the steps for assessing the new immigrants' service and settlement programs provided by ASSIST and AHC in Edmonton. Reliable data will be gathered, and important and typical indicators will be abstracted to form the basis for the evaluation. The detailed pathways for conducting the evaluation are specifically drafted based on the impact evaluation process theory. With this comprehensive evaluation plan, stakeholders can more effectively address existing and upcoming challenges and optimize the outcomes of these programs as expected. Specifically, short-term and midterm evaluations could also provide guidance on how to allocate specific funding to different new immigrant settlement programs based on their outcomes. For example, programs such as ASSIST and AHC receive significant funding resources from organizations such as IRCC, Women and Gender Equality Canada, ECALA, Alberta Labour & Immigration, and Alberta Health Services.

With such substantial funding, regular and specific assessments of these programs undoubtedly optimize funding allocation and make efficient use of resources. Based on reasonable funding allocations, these programs will be better equipped to address real-life challenges faced by new immigrants, including transportation, English learning, employment, housing, and children's education. This, in turn, contributes to the stabilization of Canada and ensures adequate preparation for the future challenges posed by the influx of new immigrants to the country.

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