NON-PROFIT EVALUATION

A SUMMARY REPORT OF THE PARTNERSHIP GRANT PROGRAM’S EVALUATION PROJECTS

SEPTEMBER 2016
Welcome to Community Literacy of Ontario’s Summary Report of the Ministry of Citizenship and Immigration’s Partnership Grant Program’s Evaluation Projects!

In March 2015, the Ministry of Citizenship and Immigration funded eight “Evaluation” projects through the Partnership Grant Program. These projects have made a broad impact across Ontario’s non-profit sector and offer a variety of useful tools, best practices, training and supports that support intra-sector cooperation, communication and networking.

Community Literacy of Ontario invited the eight funded organizations to share a project synopsis with highlights from their work to date. The result is this report which outlines the various goals, project details and resulting resources. This resource will be shared by the eight projects to further promote the great work that has been accomplished by the Partnership Grant Program in the area of Evaluation.

CLO would like to thank the Ministry of Advanced Education and Skills Development for funding the development of this project summary. CLO would also like to thank the following organizations and their project staff for contributing to this report.

- Capacity Canada [https://capacitycanada.ca/](https://capacitycanada.ca/)
- Centre for Social Innovation [http://socialinnovation.ca/](http://socialinnovation.ca/)
- Community Literacy of Ontario [www.communityliteracyofontario.ca](http://www.communityliteracyofontario.ca)
- FoodShare Toronto [http://foodshare.net/](http://foodshare.net/)
- Older Adults Centres Association of Ontario [www.oacao.org/](http://www.oacao.org/)
- Ontario Council for International Cooperation [www.ocic.on.ca/](http://www.ocic.on.ca/)
- Ontario Nonprofit Network [http://theonn.ca/](http://theonn.ca/)

As you read through the report, please remember to click on the links to further explore the many new evaluation tools and resources available to you as a result of this project work. And be sure to visit the websites of these non-profit organizations to really get a sense of their contributions to the non-profit sector.

This Employment Ontario service is funded in part by the Government of Canada and the Government of Ontario through the Canada-Ontario Job Fund Agreement.
INDEX OF FUNDED PROJECTS

<table>
<thead>
<tr>
<th>Organization</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian HIV AIDS Legal Network</td>
<td>3</td>
</tr>
<tr>
<td>Capacity Canada</td>
<td>5</td>
</tr>
<tr>
<td>Centre for Social Innovation</td>
<td>7</td>
</tr>
<tr>
<td>Community Literacy of Ontario</td>
<td>8</td>
</tr>
<tr>
<td>FoodShare Toronto</td>
<td>11</td>
</tr>
<tr>
<td>Older Adults Centres’ Association of Ontario</td>
<td>13</td>
</tr>
<tr>
<td>Ontario Council for International Cooperation</td>
<td>15</td>
</tr>
<tr>
<td>Ontario Nonprofit Network</td>
<td>16</td>
</tr>
</tbody>
</table>
Main Goal of Project:
The goal of this project is to develop a monitoring and evaluation (M&E) guide as well as accompanying tools which we will share with AIDS service organizations and other human rights/social justice organizations. Developing good M&E practices can be challenging for advocacy organizations as they are often tackling big problems with limited resources, leaving little time for thinking through a M&E system.

Description of Project:
“Advocacy in Action – Measuring Human Rights Impact” is a project of the Legal Network that seeks to develop a framework for monitoring and evaluating diverse advocacy efforts within the human rights sector. We have approached the development of a monitoring and evaluation (M&E) framework in two ways. First, we studied our past multi-faceted advocacy efforts on key issues (e.g., drug policy reform, criminalizing HIV non-disclosure using sexual assault law, sex workers’ rights, access to medicines), to reflect upon our strategies and

a) how they have contributed to social, legal and policy change;

b) the strengths and weaknesses of specific strategies; and

c) what types of M&E tools will be most effective moving forward.

Then after this analysis was completed, we developed a manual and tools which we will use to share our work with other human rights and advocacy-focused organizations.
Resources Produced
Completed:
- Internal evaluation
- Draft manual and tools (not yet for distribution)
- Dissemination to key stakeholders and like-minded organizations for feedback.

Pending:
- Dissemination of guide and subsequent workshops (fall 2016). The guide will be available on the Canadian HIV/AIDS Legal Networks website [www.aidslaw.ca](http://www.aidslaw.ca)

Quotes from participants, partners, or project staff:

“The manual looks great, very detailed and I am particularly impressed by the graphics and templates that can easily be adapted”.

Quote from an internal reviewer

For more information, please contact: Kimahli Powell  KPowell@aidslaw.ca
Main Goal of Project:
This project helps foster new cultures of evaluation within the non-profit sector that enhance learning within organizations, make use of evaluation findings, and create a stronger culture of outcome and impact assessment within the Not-for-Profit (NFP) Sector. Additionally, this project builds knowledge and inspires new ideas related to evaluation and social innovation through the design and delivery of world-class learning events.

Description of Project:
This project has three main components:

1) World-Class Learning Events
These events focus on strategic learning – the application of evaluation data and information to strategy development, decision-making, mission achievement, and innovation.

2) Connecting Organizations with Change Coaches
To ensure that the knowledge and ideas gained through the learning events are translated into practice, this project connects organizations to change coaches who provide support for building a culture of evaluation.

3) Facilitating Peer Networking
Supporting on-the-ground practice and learning through facilitating peer networking opportunities.
Resources Produced

Completed:
Through this project, Capacity Canada offered
- 10 Evaluation Training Sessions
- One-to-one Program Evaluation Development Coaching with 16 non-profit organizations
- 2 Peer-to-Peer Networking Events
- Program Evaluation Board Matches

The resources produced for EvalU: Creating Cultures of Learning and Innovation have been compiled by a team of experienced evaluators. They are emergent documents, adapted based on learning from the initiative. More than 20 resources (e.g., Theory of Change, Assessment for Evaluation, Culture Assessment) are accessible to individuals and organizations taking part in EvalU programming.

The resources from this project are accessible to individuals and organizations who take part in EvalU. For more information, visit https://capacitycanada.ca/evalu/

Pending:
Capacity Canada’s continued work includes delivering more evaluation training sessions and related follow-up support, facilitating additional peer-to-peer networking events, matching potential members to boards of directors, and providing program evaluation development coaching for NFPs.

Quotes from participants, partners, or project staff:

To date, more than 300 individuals representing nearly 200 NFP organizations have participated in this project. Here is a video describing what some of them have had to say about their experiences with EvalU: https://www.youtube.com/watch?v=bwDH1ZvUNCo

For more information, please contact: Lynn Randall lynn@capacitycanada.ca or Jennifer Vasic jennifer@capacitycanada.ca
Main Goal of Project:
No existing tool enables nonprofits, charities and social enterprises to define, benchmark and evaluate both their financial viability and their social impact. Currently, they turn to business plans for financial viability and to theories of change or logic models for social impact; neither of these are fully effective for a sector that blends fiscal realities with social missions. In this blended world, we need blended tools to accelerate our sector and lead to real social and economic impact. Our goal is to create a tool that can be used by start-up and growing nonprofits and social enterprises across the province.

Description of Project:
CSI is developing an online assessment dashboard designed to help organizations and social enterprises understand program evaluation and articulate their model for sustainability and creating impact. The tool offers ways to assess, visualize, and report on economic and social impact based on data collected.

Resources Produced
Pending:
This tool is in development until Fall 2016. The resource will be available online at socialinnovation.ca and at soshent.net

For more information, please contact: Joanna Reynolds Joanna@socialinnovation.ca
Community Literacy of Ontario (CLO) in Partnership with Literacy Link South Central (LLSC)

Developing a Culture of Evaluation

March 2015 – March 2017

Main Goal of Project:
This project will help non-profit organizations in Ontario learn about the value of creating and fostering a culture of evaluation in their organizations.

Description of Project:
The Developing a Culture of Evaluation project combines intensive research with a variety of innovative consultation mechanisms, including a digital discussion board, online clinics, and surveys. Further, CLO and LLSC have developed and delivered a series of online training opportunities to support the creation of a culture of evaluation in small not-for-profit organizations. All project tools and resources are freely available via CLO’s website at www.communityliteracyofontario.ca

Resources Produced
Completed:
Research Report
Intensive research was conducted with non-profits from across Ontario via 30 key informant telephone interviews and an online provincial survey that received 55 responses. A summary of the research, which was used to guide the development of the project’s deliverables, is available at www.communityliteracyofontario.ca/wp/wp-content/uploads/DCE-Research-Report-2015.pdf

Annotated Review of Evaluation Resources
A literature review culminated in an annotated guide that features 41 resources, including websites, articles, handbooks and videos that will help inform readers about evaluation. The annotated guide is available on CLO’s website.
Online Training Modules
Eight online evaluation training modules are posted online for free and easy access! www.communityliteracyofontario.ca/evaluation-culture/online-modules

- Introduction to Evaluation
- Planning for Evaluation
- Collecting Data
- Analyzing Data
- Taking Action
- Communicating the Results
- Case Study: The Evaluation Cycle in Action
- Trends in Evaluation

Webinars
Our series of six webinars will explore the benefits and challenges of evaluation. We start at the beginning with how to develop a culture of evaluation in your non-profit organization. As the series progresses, we will venture into evaluation trends, share tips and techniques for collecting evaluation data, help you make sense of the data, and explore how to make evaluation work for you and your organization.

In these webinars, we will share helpful strategies, tools, templates and resources to simplify the evaluation process for non-profit organizations. You can register for one, some or all of the webinars.

The project has delivered its first in a series of six webinars: Let the Adventure Begin: Developing a Culture of Evaluation in Your Non-Profit. This webinar will help you to get your mojo going by helping you discover how to introduce a culture of evaluation to your non-profit organization from the bottom up. The recorded version is freely available at https://vimeo.com/172127041

Upcoming webinars include:
- Trending Topics: Evaluation in a Digital World
- Collecting Data: Beyond SurveyMonkey
- Meet Your Friends, Followers and Fans: Social Media Analytics
- Lights, Camera, Action! Five Steps to Implementing Your Evaluation
- Getting Heard in a Noisy World: Using Digital Media to Tell Your Evaluation Story

To access information about our webinars, please visit www.communityliteracyofontario.ca/evaluation-culture/evaluation-webinars
CLO’S SUMMARY REPORT OF THE PARTNERSHIP GRANT PROGRAM’S EVALUATION PROJECTS

Online Clinics
Ten online clinics will be delivered through this project. Visit www.communityliteracyofontario.ca/evaluation-culture/online-clinics/ to access the recordings of informative clinics that explore topics such as:

- A Culture of Evaluation
- Ask a Non-Profit
- Evaluation Fitness Resolutions for Non-profit Organizations
- Ask the Funder
- Evaluate for Funding
- Ask the External Evaluator
- Failure is an Option

Discussion Board – Evaluation Culture Club
This project also offers a community of practice in the form of a Facebook discussion group. The Evaluation Culture Club provides an environment for non-profits to have an ongoing conversation about evaluation and what it looks like across the province. To join, visit https://www.facebook.com/groups/142591052812180/

Pending:
Upon the completion of this project, there will be a total of six recorded webinars and ten recorded clinics. To access these free resources, please visit the Developing a Culture of Evaluation web page at www.communityliteracyofontario.ca/evaluation-culture/

Quotes from participants, partners, or project staff:

“This series has been a big eye-opener for me. I had been in the ‘do what the funder wants’ category but now I am really excited to start looking at what our organization needs and how our programs (and therefore our clients) could benefit.”

Pilot Site for Online Modules

“We will be working toward designing our own internal evaluation system. Thank you!”

For more information, please contact: Jette Cosburn jcosburn@bellnet.ca
CLO’S SUMMARY REPORT OF THE PARTNERSHIP GRANT PROGRAM’S EVALUATION PROJECTS

FoodShare Toronto in Partnership with Sustain Ontario

Partnership for Change: Building Evaluation Capacity across Ontario’s Non-Profit Sector for Food and Farming Programs

March 2015 – March 2017

Main Goal of Project:
To create Evaluation Tools that can be shared with other organizations in the Food Movement and to increase FoodShare’s internal evaluation capacity.

Description of Project:
This project will build program evaluation capacity to better articulate results and improve the methodologies used to measure project impacts for non-profit organizations that deliver food and farming programs.

The project will also develop assessment tools, curriculum modules, templates, manuals, and benchmarking surveys that can be used by FoodShare’s program areas.

Resources Produced

Completed:
Collective Impact Mapping of Ontario’s Food Movement: Embedded Visualization of the Collective Impact Map represented by an Apple Tree: Tree Visualization

Participants at one of the Co-design sessions created an organizational framework for the collective impact map, using the metaphor of a tree. The result was a much more dynamic collective impact map using natural elements that reflect the food movement. Ultimately, this tool will support sector organizations in aligning the outcomes we are measuring across the food sector.

Financial Mobilization Scan
The Financial Mobilization Scan was conducted by analyzing the food funding landscape and conducting a landscape assessment on food system change. The Financial Mobilization Scan examines food funding and food system change, from the funders’ and grantees’ perspectives. The analysis allows for an understanding of where financial resources are being allocated within the food sector, what food system areas food organizations are working in, the priorities of grantees and funders, and where there are similarities, gaps, and misalignments between the two groups.
CLO’S SUMMARY REPORT OF THE PARTNERSHIP GRANT PROGRAM’S EVALUATION PROJECTS

FoodShare’s updated Theory of Change and Impact Statement

International Literature Review on Community Food Security and Evaluation

FoodShare’s updated Cross Program Tracking Tool
This tool will be used to further align FoodShare program activities with organizational strategies and outputs, as well as to inform program development.

Pending:
Several of the evaluation tools and resources mentioned above will be available online on September 19, 2016, on FoodShare’s webpage: http://foodshare.net/evaluation and in Sustain Ontario’s newly constructed Evaluation Initiative in the Resource Sharing Library: Food Initiatives Greenhouse http://sustainontario.com/greenhouse/

Quotes from participants, partners, or project staff:

“This is all terrific work and is complimentary with what the Ontario Food and Nutrition Strategy did, and there is great opportunity to work collaboratively and to align with other initiatives happening in Ontario. I am excited to hear the result and I am sure Sustain Ontario will continue to work collaboratively with other groups that are doing lots of work in healthy eating and this will help us to frame a better picture of food movement in Ontario.”

-Participant in “Mapping Collective Impact” Webinar, March 2016

“I found the discussion around the applicability and utility of different types of evaluation to be very helpful. Often, especially in resource-strapped community level projects, evaluation is considered to be a piece that happens at the end, if at all. It is nice to see evaluation considered an important part of the learning and growing process for new programs.”

-Participant in “Spicing Up Evaluation” Webinar, October 2015

For more information, please contact: Yara Janes yara@foodshare.net
Main Goal of Project:
The overall aim of the OACAO project is to build evaluation capacity in the 8 regions and in all 160+ member centres of the OACAO through: (1) developing a shared understanding of program evaluation; and (2) increasing the ability and confidence of OACAO member centres to conduct evaluation activities that are both credible (defensible) and feasible.

Description of Project:

Phase 1 began with an examination of existing evaluation capacity (current practices) at the centre and organizational levels.

Phase 2 provided initial evaluation training and resources for centre staff and volunteers through regional workshops, webinars and archives.

Phase 3 will provide the opportunity for centres to apply their learning and increase their confidence. The project team will provide guidance for selected evaluation projects over 3 to 4 months. Interested centres have submitted proposals and the work is scheduled to begin in September 2016. These projects will be showcased at the OACAO conference in November 2016.

Phase 4 focuses on sustainability and growth by providing tailored evaluation guidelines and templates and further (intermediate level) evaluation training through a two-day workshop for approximately 16 centre representatives. The expectation is that some of these motivated individuals will provide leadership for their centre and other centres in their region.
Resources Produced

It is important to note that our project pertains to the OACAO organization and its member centres (as opposed to non-profits in general). Accordingly, our products are tailored specifically for older adult centres. At this point in time, these products are being disseminated and tested with OACAO members. We believe these products will be of interest primarily to other organizations working with older adults. More general lessons that emerge from this project (e.g., strategies for obtaining buy-in from volunteers regarding doing evaluation) may be of interest to non-profits in general.

Completed:

- OACAO Annual Conference Plenary (Oct/15)
- 2015 Member Profile Survey (MPS) Report
- 2015 Profile of OACAO Member Centres: Findings from the MPS (PowerPoint)
- Environmental Scan Report: evaluation training and resources by senior centre associations in other jurisdictions, as well as evaluation guidelines or requirements from relevant national, provincial and municipal funding bodies
- Five OACAO Quarterly Newsletters - Updates on the Project www.oacao.org/newsletter.html
- Six one-day Evaluation Training Workshops entitled “Getting Started in Evaluation and Enhancing What You Already Do”. The workshops have been adapted for a two-part webinar and will be archived on the OACAO website for future viewing.
- 2016 OACAO Evaluation Training Workshop (report)
- Evaluation resources tailored to OACs. Some resources (e.g., common background questionnaire (BQ); worksheets and examples for formulating program objectives) are being used in the training workshops and webinars, while others (e.g., user guidelines for the common BQ) will be developed over the next few months.

Pending:

- Webinar archives to be posted on the OACAO website www.oacao.org
- 3 to 6 Guided Evaluation Projects (GEPs), beginning September 2016
- OACAO Annual Conference Plenary (Nov. 13, 2016) which will showcase the GEPs
- Two-day intermediate evaluation training workshop to be held in Winter 2017.

For more information, please contact:  Sue Hesjedahl  sue@oacao.org
Main Goal of Project:
The IMPACT program has been created to support Ontario-based non-profit organizations to develop improved understanding of comprehensive program evaluation, increased ability for monitoring and assessing progress, and strengthened capacity for analyzing and communicating results.

Description of Project:
This monitoring and evaluation capacity building program saw the development and rollout of face-to-face and on-line learning modules, webinars, easy-to-use toolkits, a glossary of evaluation language, a showcase of model evaluation materials, and peer learning exchange forums, all contained on a newly developed and launched OCIC eLearning Platform. Learning has been organized around three core thematic streams: Conceptualizing Comprehensive Program Evaluation; Impact Assessment Methodologies and Practice; and Articulating Impact to Diverse Audiences.

Resources Produced
Completed:
eLearning Platform: learn.ocic.on.ca
On this site, the toolkits, glossary and peer learning exchange forums are available to the public. This site is also the access point for the online courses, live webinars and webinar recordings that are being offered to eligible candidates. Any Ontario non-profit organization is welcome to register for access to public Monitoring and Evaluation resources on OCIC’s eLearning Platform – learn.ocic.on.ca

Quotes from participants, partners, or project staff:
“The IMPACT program not only provides a comprehensive approach to thinking about monitoring and evaluation relevance to a range of scenarios, but it also brings together a valuable community of practice that enriches the learning experience. The fact that it is online means that the program fits into a busy schedule and allows for significant flexibility.”

Quote from a participant

For more information, please contact: Piyali Chakraborti monitoring.evaluation@ocic.on.ca
Main Goal of Project:
To develop a Sector Driven Evaluation Strategy to empower nonprofits to become more actively involved in setting the evaluation agenda.

Description of Project:
Ontario nonprofit leaders are under a lot of pressure to evaluate their work. Although they appreciate the potential of evaluation, they often tell us that they find the process frustrating and stressful in practice. Our aim is to change this dynamic by engaging with different evaluation stakeholders to share information and develop resources that we hope will lead to more useful evaluation in the nonprofit sector. We want to change the system so that it addresses evaluation questions that really matter and makes it easier, more rewarding, and less stressful for nonprofits and their partners to do meaningful evaluation work.

Resources Produced
Completed:
- Evaluation Literature Review - a review of evaluation literature that focuses on the systemic problems of evaluation that provides some insights into the need for a Sector Driven Evaluation Strategy
- Matching Evaluation Approaches to Expectations - a resource designed to help clarify what we mean by evaluation and when it is best to use which approach
- 6 Simple tips for Communicating About Impact - a resource designed to help nonprofits better communicate their impacts
- Vision & Principles - a way to help nonprofits talk about what they want out of evaluation by envisioning what a future system of evaluation could look like and some principles to help nonprofits identify what they need
- Podcast with the Canadian Women’s Foundation - a case study that explores the factors and processes involved in the Canadian Women’s Foundation approach to evaluation
- Webinar - Rethinking Evaluation: Developing a Strategy for the Sector, By the Sector - an introduction to our work and some early thinking on what could be included in a Sector Driven Evaluation Strategy
CLO’S SUMMARY REPORT OF THE PARTNERSHIP GRANT PROGRAM’S EVALUATION PROJECTS

Webinar - Evaluations that Work: What the Nonprofit Sector Can Learn from ONN and Vibrant Communities - three cases studies of evaluations that work using our six factors that lead to useful evaluation framing

Comic 1 - Learning vs. Accountability

Comic 2 - Using Evaluation Effectively

Comic 3 - Measuring What Counts

Blog posts - blogs on the systemic issues facing nonprofit evaluation and what we’re working on to try to change the conversation

Pending:
- Discussion guide - a guide for talking to funders about evaluation
- Webinar - TBA
- Future blogs

Quotes from participants, partners, or project staff:
Quotes from participants regarding a key highlight or take away that they had.

“Hearing that the type of evaluation that I am doing for the collective impact that I lead is aligned with other groups. Also the framework for the webinar was very useful in framing the evaluation I am currently working through.”

- Tamarack webinar

“I particularly like the discussions on the Functions of / Why Do Evaluation? Most nonprofits I work with see it as an administrative burden imposed by government.”

- ONN webinar

“Elements of a strong evaluation culture and how to move forward. The idea that evaluation measures could be negotiated with funders.”

- First Work Summit

For more information, please contact:  Ben Liadsky ben@theonn.ca