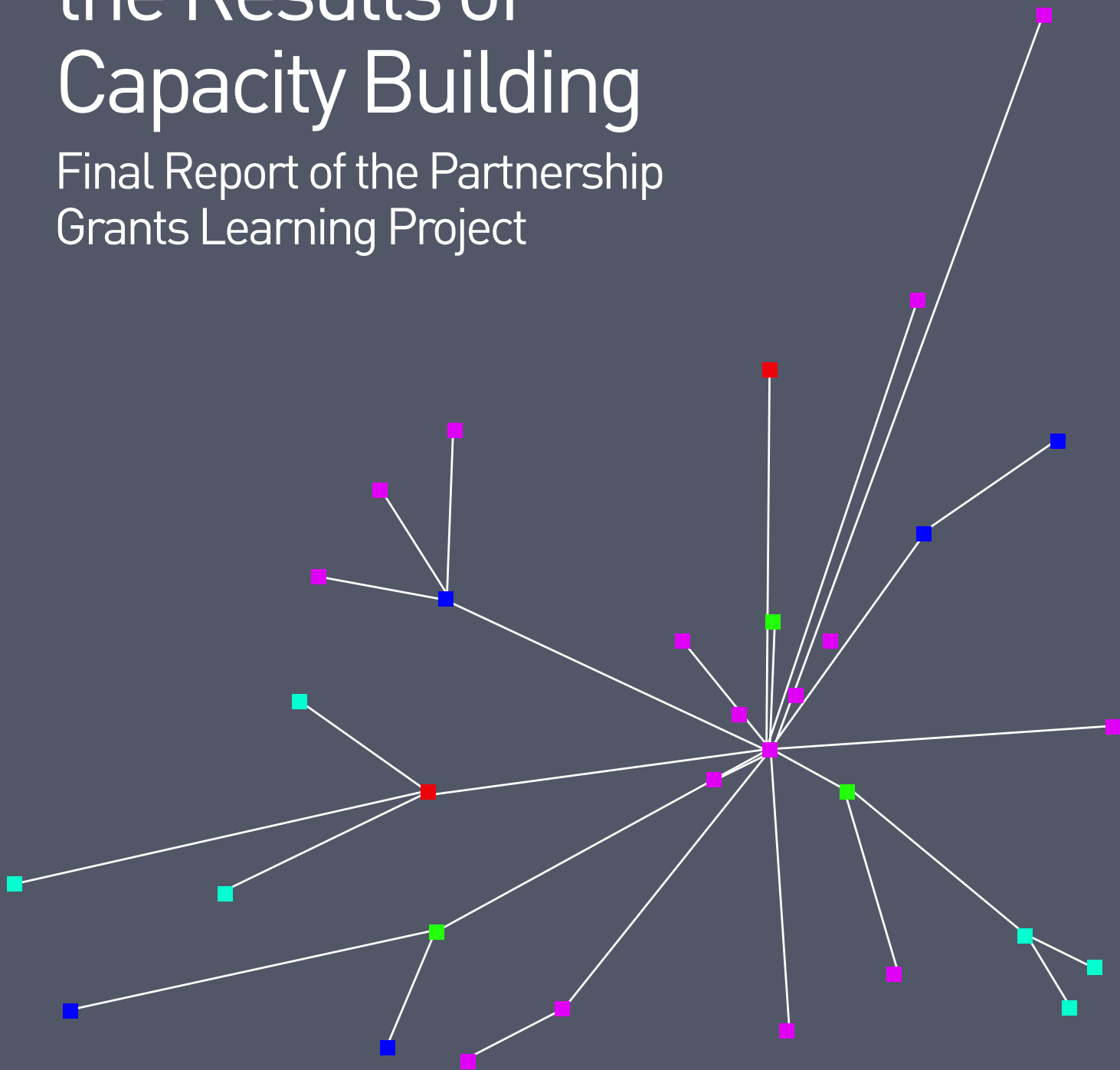# Demonstrating the Results of Capacity Building

Final Report of the Partnership Grants Learning Project

Mowat NFP

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Project Advisory Committee

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Contents

"Identifying the linkages between the project and the unintended outcomes was very valuable—it helped us identify the impact of our work."

PGLP participant

Executive Summary

In 2010, the Partnership Grant Program (PGP) of the Ontario Ministry of Citizenship and Immigration invested $7.2 million over three years in the capacity of 27 not-for-profit organizations. The goal of program was to enable organizations to engage in activities to strengthen the sector's networks and collaborative capacity, as well as to improve responsiveness to clients, communities and stakeholders.

The Partnership Grants Learning Project (PGLP) was an experiment in the application of three evaluation methods (Most Significant Change, Network Mapping, and Outcome Harvesting) to this group of capacity building projects. The learning that has developed as result of the PGLP has the potential to improve the capacity building work that organizations undertake, strengthen their ability to demonstrate results and share learnings, and help funders to understand how to better support capacity building in the not-for-profit sector.

This paper examines the results of the Partnership Grants Learning Project (PGLP) and is organized around key areas of learning from the project:

» The three evaluation tools used in the process are reviewed in terms of how they were adapted to this project and their strengths and weaknesses for use in this context;

» Each evaluation method is reviewed for the capacity building results they were able to capture in this process; and

» Results from the process are reviewed by capacity building theme with an analysis of how the evaluation tools were useful, individually and in combination, in capturing these results.

Based on the experiences of the participants and the evaluators, this paper distills the learning for future capacity building in the sector. Key learnings from the process include the importance of having an evaluation framework, the value of strengthening the capacity for evaluation within organizations, the importance of ownership in the process, and the adaptation and application of the tools themselves.

In addition, there were key learnings around the results of the projects. Using these evaluation tools, PGP grantees were able to demonstrate increased and strengthened relationships with key partners, including relationships across sectors, pointing to the growth of networks and social capital within the sector. There were also several examples of collaboration that were identified through the process that point to an increased level of engagement between organizations and an increase in the ability of organizations to respond to and act on opportunities that strengthen their missions. As well, there were outcomes identified through the process that demonstrated increased capacity for strategic planning and delivery on mission. Taken together, these developments signal an overall increase in the capacity of PGP grantees. This capacity results in better engagement with stakeholders, clients and partners; enhanced outcomes for collaboration; and strengthened delivery on mission.

1.Context

The Partnership Grant Program

In the March 2010 Speech from the Throne, the Ontario government recognized the work of the province's not-for-profit sector and committed to developing new ways to strengthen its relationship with the sector. One month later, the Government of Ontario launched the Partnership Project to seek advice and ideas on ways to renew, streamline and modernize the relationship. The work of the Partnership Project culminated in a report in 2011, *The Partnership Project: An Ontario Government Strategy to Create a Stronger Partnership with the Not-For-Profit Sector*, which laid out a series of recommendations for a renewed partnership between the government and the not-for-profit sector in Ontario.

A key recommendation coming out of The Partnership Project report was to build the capacity of the not-for-profit sector. The Partnership Project recognized the sector's need for greater capacity to establish more effective partnerships, to fulfill missions, and for organizations to operate effectively.

Following the release of the Partnership Project Report in 2011, the Ontario Ministry of Citizenship and Immigration (MCI) put out a call for applications to the Partnership Grants Program (PGP). The goal of the newly established program was to enable organizations to engage in activities that strengthen the sector's networks and collaborative capacity and improve responsiveness to clients, communities, and stakeholders. Out of more than 300 applications, 27 not-for-profit organizations were funded—up to $100,000 per year over three years—to build the capacity of organizations and the sector as a whole.

This first investment of $7.2 million across 27 organizations provided a unique opportunity not only to build sector capacity, but also to learn how to invest effectively and what difference this investment makes.

The Partnership Grant Learning Project (PGLP)

The Mowat Centre was one of the 27 organizations that received funding from the Partnership Grant Program (PGP). It was funded to develop a research hub—Mowat NFP—that would provide independent applied policy research, capacity, dialogue and recommendations on how to ensure sustainability and innovation in the sector.

In September 2012, Mowat NFP, in partnership with the Ontario Nonprofit Network (ONN), convened a special working session for PGP grantees at the ONN Annual Conference to explore opportunities to share learnings across the projects and to understand the impact of the investment. 23 individual participants representing 19 funded Partnership Grants projects participated in the session, which resulted in an expressed interest to develop two key outcomes:

1. A learning network across the 27 Partnership Grants; and,

2. The capacity to measure the success and change brought about by the projects.

Mowat NFP committed to meet with ONN, the Tamarack Institute, MCI and the Ontario Trillium Foundation to explore a strategy for moving forward on these outcomes. It was determined that there would be value in continuing the learning exchange among grantee projects, and also to explore the use of developmental evaluation tools to demonstrate the results of the projects. This led to the development of the Partnership Grant Learning Project (PGLP).

> "Developmental evaluation is outcomes-oriented in its focus and is particularly useful in situations where the outcomes are emergent and changing. It emerged as a niche for use in situations of ongoing development. It is particularly well-suited for helping to monitor the connections between short-term outcomes and longer-term social change efforts. Programs that do not expect to create a standardized model, but rather anticipate the need to be continuously evolving, are examples where Developmental Evaluation is particularly useful."
>
> The Tamarack Institute, Developmental Evaluation

The PGLP was scoped as a one-year project led by Mowat NFP to work with interested grantees to create a story of change and impact using three evaluation tools: Most Significant Change, Network Mapping, and Outcomes Harvesting. The project was approved and launched in March 2013. The participation of grantees in each of the approaches would be voluntary, and as such, there were deliberate strategies developed to engage grantees in the process and in the ownership of the results

Based on the diversity of project goals and the challenge of finding common indicators across the 27 projects, it was decided to include Most Significant Change as a tool that could identify common themes across the projects. The development of partnerships and networks was a common goal that was shared across the projects, but also served as an overall indicator or proxy for enhanced capacity. Network Mapping was therefore identified as a tool that could capture these results and help to demonstrate change. Finally, Outcome Harvesting was identified as a useful tool for telling the story of change through outcomes.

The project aimed to customize the application of each of these tools for the purpose of capturing the stories of change among the projects, and then to triangulate the results to better understand what difference this investment in the sector has made. Overall, the project was framed as an experimental approach, without any known precedent for combining these tools for understanding the change that results from capacity building activities.

For each evaluation tool selected, evaluators with the respective expertise were retained as part of the project's evaluation team. The team included:

» Most Significant Change: Liz Weaver and Donna Jean Forster-Gill (Tamarack Institute)

» Network Mapping: Suzanne Schwenger and Robyn Kalda (Health Nexus)

» Outcome Harvesting: Heidi Schaeffer (Association of Ontario Health Centres)

Engaging participants

In May 2013, once the project was underway, a survey was sent to grantees with two objectives; to gauge the level of interest of grantees in participating in the project, and to determine the kinds of data that were currently being collected. 22 projects responded to the survey. With regard to interest in the PGLP, all respondents indicated interest in participating in the PGLP at some level. The majority of respondents expressed interest in receiving updates (86 per cent), participating in periodic meetings (80 per cent) and attending the annual ONN conference (73 per cent). There were no respondents that felt that they would not be interested in any form of participation.

The survey included a list of potential indicators to measure change in capacity. A number of projects indicated the use of quantitative and qualitative measures to capture results in their projects. The two theme areas measured most by projects were learning and knowledge sharing and partnership, collaboration and sector building. Many of the grantees saw themselves as networked organizations and were interested in participating in some form of process to better understand the capacity built across these networks as a result of the grants. These findings were important contributions to the scoping of "capacity building" for the purposes of the project.

Capacity Building—What Did It Mean In This Context?

The PGLP presented an opportunity to learn more about what building capacity means in the sector, how to demonstrate results, and also to enhance project outcomes through learning about evaluation.

For the purposes of the PGLP, and based on the objectives of the grantees' projects, capacity building was understood as developing the tools and enhancing the skills, knowledge, and relationships that enable organizations to deliver on their missions more effectively. Given the PGP's focus on strengthening networks, ability to collaborate, and responsiveness to communities and stakeholders, the number and quality of relationships among organizations, stakeholders and networks became key indicators of change. In this way, relationship and network development become a meaningful proxy for organizational and sector capacity.

An important learning about capacity building that emerged from the project was the importance of capacity for evaluation itself. The ability of projects to engage in thoughtful and reflective processes on the changes they were effecting was a valuable and important capacity building activity for organizations. The level of interest and engagement in the PGLP itself was a reflection of the appetite for this learning and development, and also for the opportunity to grow networks.

Report Outline

The PGLP was an experiment in the application of three evaluation methods to a group of capacity building projects. The learning that has developed as result of the PGLP has the potential to improve the capacity building work that organizations undertake, strengthen their ability to demonstrate results and share learnings, and help funders to understand how to better support capacity building in the not-for-profit sector.

This report is organized around key areas of learnings from the project:

» The three evaluation tools used in the process are reviewed in terms of how they were adapted to this project, and their strengths and weaknesses for use in this context;

» Each evaluation method is reviewed for the capacity building results they were able to capture in this process; and

» Results from the process are reviewed by capacity building theme with an analysis of how the various evaluation tools were useful, individually and in combination, to capture results.

A concluding section provides a summary of the learnings about building capacity in the sector and the tools used in this project. Finally, the appendix provides an outcome profile for each of the participating PGP grantees, with results from each of the evaluation methods in which the project participated.

2. Evaluation Tools

The PGLP used three evaluation tools to help grantees understand and tell the story of change that has resulted from their projects: Most Significant Change; Outcome Harvesting; and Network Mapping. Because the PGLP was conceived after the projects were selected and scoped, and did not have intentional collective goals, the tools chosen had to be modified in their application. However, the PGLP offered a unique opportunity to examine how these tools could be applied to capacity building initiatives, and the strengths and weaknesses of their application. Below is a brief description of each method and its adaptation to the PGLP. In all cases participation by PGP grantees was voluntary. Therefore, organizations did not necessarily participate in each evaluation process. Rather, grantees chose the tools that they thought were most useful or fitting based on project objectives, interest and time constraints.

Most Significant Change

Most Significant Change (MSC) is a participatory monitoring and evaluation tool. It involves bringing project participants together to identify common changes and indicators of change across complex projects. MSC is useful for projects like the PGLP because it supports an understanding of impact and change at the individual level as well as the group level. The method itself involves collecting individual stories of change (often in a narrative format) that are then shared and discussed at a group level. By collecting and disseminating the stories amongst participants and stakeholders, common themes, impacts, or challenges of the project can be surfaced, and the learnings integrated in the work going forward.

MSC is most commonly used with collective impact initiatives, where participants have been intentionally involved in a project or initiative with a shared vision. The PGP projects did not begin with an intention for collective impact, however, they were all independently focused on a common goal; building capacity. The application and results of the MSC process were therefore not typical for the approach, but they did yield important learnings for the PGLP.

As an evaluation and monitoring tool, MSC has both benefits and drawbacks. For it to be successful, it requires a high level of buy-in and organizational awareness on the part of the

participants. The quality of the results depends largely on its participants, who must be very aware of the developing capacities of their organizations. At the same time, it is a participatory tool that requires no special professional skills and is relatively easy to communicate and explain across groups. MSC is a simple evaluation tool that can create a rich picture of outcomes for complex projects with diverse impacts.

The application of MSC was adapted significantly to the PGLP. MSC is designed as a evaluation and monitoring tool, where the exercise is repeated regularly through the course of a project to incorporate the findings and shape ongoing activity. In the case of the PGLP, as a time limited experiment, the exercise was completed only once. As such, there was no structured opportunity to incorporate findings and leverage the results of the process within individual projects. As well, the PGLP participants were not engaged as stakeholders in a shared project. However, participants were grantees of the same funding program, which did have broadly shared objectives. Therefore, the stories collected did not reflect significant change around a specific shared goal, but did contain common themes. In this way, MSC was used to identify common themes and potentially common indicators across the PGP projects.

For the MSC exercise constructed for the PGLP, participants were asked to submit two most significant change stories in advance of the learning session that was held on October 25th 2013. In total, 18 projects submitted 36 stories. Because the PGP grantees were not working toward a specific shared goal, no single change was selected as the 'most significant.' For the exercise, participants were put into groups to share the stories and were asked to identify common themes. The three main themes that cut across the projects were:

» Partnership/Collaboration

» Tools for Impact

» Knowledge/Learning

These themes were used to identify the capacities developed as a result of these projects and contributed to shaping the evaluation framework for outcome harvesting and network mapping.

The use of MSC in this process was particularly valuable in its ability to confirm common themes across the projects through the stories shared and was helpful for framing the outcome harvesting process that followed. As part of the overall evaluation process, the MSC stories and themes

helped participants move more easily from reporting on outputs to reporting on outcomes. Additionally, participants at the final learning session stated that the results from this process were useful for further evaluations and helped them improve their ability to demonstrate the importance of their work.

In reviewing the process and results, the evaluating team suggested that the exercise itself and the results could have been strengthened by smaller cohorts with shared networks or activity areas working through the exercise together. In addition, if a pre-project network map were completed, it could be used to organize MSC change questions around initial clusters of themes identified.

Outcome Harvesting

The goal of the PGLP is to identify capacity building outcomes at project, network and sector-wide levels. Outcome Harvesting is a developmental evaluation method that explores outcomes as observable changes in relationships, actions and activities at individual, group and organizational levels.

Outcome Harvesting is a retrospective evaluation method that maps the outcomes related to a project and attempts to understand the contribution made by a particular organization. If the project has used an 'intentional design' framework for planning that includes 'outcome challenges' and predetermined indicators of progress, Outcome Harvesting can compare and contrast the outcomes as achieved against them. For the PGLP, projects were not designed with Outcome Harvesting in mind, so the process had to be adapted.

Outcome Harvesting was a very intensive process and required a high-level of engagement on the part of the participants and the evaluator. Using the results of the MSC evaluation, a survey was sent out to PGP participants in December 2013. The survey was used to establish the questions to be used in the evaluation and identify 2 or 3 important outcomes that had occurred as a result of each project. 17 organizations (63 per cent) responded to the survey and 14 participated in the full harvesting process. Using the MSC stories, survey results and the year one Interim Progress Reports that had been submitted to MCI, the outcomes of the process were harvested and outcome challenges were identified through in-depth outcome elaboration interviews with each participant.

The result of this process is a rich database of outcomes associated with the projects, and robust data that adds to the storytelling value of MSC. Outcome Harvesting also helps organizations identify the contributions to outcomes that they can claim. Finally, the process itself promotes meaningful reflection and focuses participating projects and their organizations on their outcomes.

Without a defined evaluation framework and common evaluation questions, it was difficult for Outcomes Harvesting to provide an easily accessible summary of results. In addition, the limited timeframe was a significant constraint on the extent of harvesting that could be undertaken.

While the MSC process was helpful in identifying common themes and shaping the questions being asked in Outcome Harvesting, the timing and sequential nature of the two processes are important planning considerations. The process for Outcome Harvesting requires that the type of questions being answered must be established before any steps are taken. For future practice, it would be valuable to have an evaluation framework clearly defined at the beginning, as the resulting questions for evaluation must drive the evaluation itself and methods used. Further, while Outcome Harvesting is designed to be retrospective, if the evaluation framework were in place at the outset, outcome challenges (forward looking project goals) could have been integrated and allowed the process to serve more as a developmental evaluation tool.

Network Mapping

Network mapping is a visual tool that allows projects and organizations to illustrate change and growth in relationships and networks through their work. By mapping the number and strength of relationships between actors, viewers are easily able to identify the structure and patterns of relationships between organizations. It is used to identify the current networks of involved organizations as well as areas where networks can be improved to ensure sustainability and better service delivery through broader reach into communities.

Within a network map, nodes represent actors, specific people or organizations, while the links between them represent the relationships between them. A network is made up of actors that are connected by some form

of relationship. Change within networks can be seen by mapping relationships over time, or by focusing on relationships with certain characteristics (e.g., PGLP participants and broader not-for-profit sector organizations). In this way, network mapping helps groups understand how they are currently working together and how they might further develop their relationships.

The strength of network mapping lies in its ability to portray a network. However, the map itself does not fully explain the relationships between actors. In this sense, network maps provide a picture, but not the story behind it. It is an analytical tool that can support a broader evaluation framework.

The network mapping process begins with a discussion regarding the goals, members and connections of a network. Based on these questions, a survey of network actors is conducted. Once the survey is completed, the collected data is used to produce network maps and tables. Usually, this process begins at the outset of a project or intervention and follow-up surveys are used to determine the changes to the network that have occurred.

For the purposes of this project, Network Mapping was used to explore three areas:

» The growth of relationships internal to each PGLP project;

» The growth of relationships between and beyond PGLP projects; and

» The change in the quality of relationships over the course of the project to date.

The Partnership Grant Project was not designed with a vision of collaboration or relationships among grantees. As such, and given the diverse mandates of the project grantees, there was no defined evaluation framework for the project. In addition, because the PGLP was implemented after the projects were underway, there was no survey conducted at the outset of the grant process. Instead, project grantees reported both on their relationships at the outset of the project and at the time of the survey. 16 different grantees responded to the survey, resulting in the mapping of 1241 links between organizations and the identification of 195 organizations and sectors (including grantees) who were listed and mapped as part of a broader network for the purposes of this evaluation.

In this project, Network Mapping was able to produce a series of maps that captured the change in the quantity and quality of relationships in the network. As a visual tool, Network Mapping helps make relationships and their changes observable and is a useful tool for telling stories of change. As an analytical tool, these maps show where projects or organizations may or may not be connected to key stakeholders. They can also identify which projects or organizations are network hubs or connectors within the sector. These analyses can help to validate which kinds of activities may have resulted in stronger connections and where there is more work to be done.

There were a number of challenges in using Network Mapping for the PGLP. First, not everything is mappable, and so the quality and dimensions of the relationships for each project are not fully represented or explained. Second, in order to create a network map that included the full range of PGP projects, a common approach had to be applied which was useful for demonstrating important outcomes for network organizations, but for more inwardly focused capacity building projects their successes may not have been apparent. This challenge could possibly have been mitigated through evaluation design and greater clarity of objectives and change goals at the outset.

Time was another important constraint. Having the time and ability to incorporate a pre-survey and have individual conversations with organizations would have strengthened the design and the results. As well, the order of processes is an important factor in shaping the evaluations and their findings. Having the bulk of the Network Mapping process follow Outcomes Harvesting (not running concurrently as was the case in the PGLP) might have drawn out more useful questions for exploring the quality of relationships in the mapping survey. A careful consideration of the order of operations may contribute to the development of indicators and capacity building goals in future applications. Finally, as with Outcomes Harvesting and MSC, being guided by an overarching evaluation framework would have strengthened the results produced by Network Mapping.

Learnings On Building and Implementing The Evaluation Process

This section provides a summary of the experiences and feedback received from participants and evaluators on the process and the specific tools themselves. The learnings from this process are presented below, framed as three building blocks for the evaluation process: the need for an evaluation framework, choosing the right tools, and effective implementation.
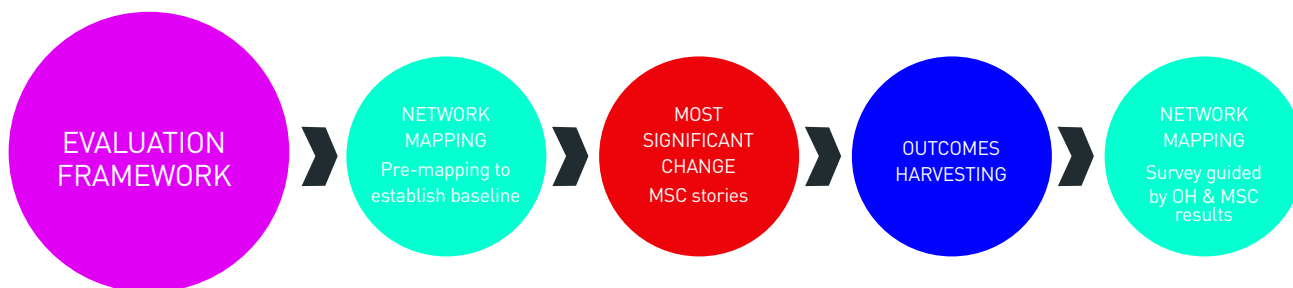
Evaluation Framework

A key learning from the PGLP process is the need for a well-articulated evaluation framework at the beginning of the project. Framing evaluation questions and objectives midway through the life of a project is not only difficult, but can undermine the integrity of the process(es). In the case of the PGLP, there would have been great value in having a "theory of change" from the PGP itself; that is, a set of expected outcomes that would move the marker against an established baseline—in this case, determining which aspect(s) of the capacity of the not-for-profit sector would change. Having expected outcomes would drive the evaluation questions to be answered and provide a clearer path in selecting evaluation tools and designing the methods to be applied. It would also help in making the connections between the broad range of organizations and projects involved.

Tools

The evaluation tools chosen for the PGLP worked very well together, and provided useful complementarity. The use of MSC to extract common themes as a first step provided an important platform for designing both the Network Mapping and Outcome Harvesting surveys and processes. As this was a truncated process, beginning midway through the projects, this sequencing was expedient. However, if the same set of tools was applied at the beginning of the project overall, conducting an initial Network Mapping exercise would have added value to shaping and the focusing the themes to be explored in the MSC process. As well, if Network Mapping were structured as a pre and post survey, the post survey would have benefited from being designed after the Outcomes Harvesting had been completed. With the outcomes identified, a deeper analysis of the qualitative elements of the relationships could be explored through the mapping process.

The PGLP selected three tools as a starting place to learn about the outcomes of capacity building. The addition of other methods could certainly be considered in order to strengthen the analysis. For example, Contribution Analysis, also common in developmental evaluation, was identified as a tool that could complement the analysis of outcomes. Although the PGLP experiment reflects an opportunity to test a combination of tools, this was not part of a deliberate evaluation framework. In an ideal situation, an evaluation framework would drive the questions to be answered, and in turn the selection of tools to find the answers.

FIGURE 1
Possible PGLP Evaluation Framework

EVALUATION FRAMEWORK ❯ NETWORK MAPPING Pre-mapping to establish baseline ❯ MOST SIGNIFICANT CHANGE MSC stories ❯ OUTCOMES HARVESTING ❯ NETWORK MAPPING Survey guided by OH & MSC results

Implementation

Two key learnings from the implementation of the PGLP process was the importance of time and ownership of the process and results.

As mentioned above, allowing sufficient time to develop the right processes and evaluation questions, and to allow for appropriate sequencing of the tools and processes is essential to achieving useful results. Development evaluation tools are demanding for participants, and this presents a very real challenge for not-for-profit organizations that are already stretched and trying to build their capacity. In the case of the PGLP, processes and requests for information were not always streamlined, and a parallel evaluation process for the PGP created some confusion and frustration for some participants. And yet, even with these challenges, the level of participation remained high—22 participants from 16 organizations attended the final session on March 17, 2014— which suggests that participants saw value in the processes and the learning being offered. However, streamlining the activities, and effective planning to manage and deliver on expectations of time is a very important lesson learned. Planning for evaluation and building it into the project deliverables could be an important way of mitigating this challenge. In fact, building the evaluation capacity of organizations emerged as a valuable unintended consequence of the project, and is an important benefit of developmental evaluation overall.

Finally, an important learning from the implementation of the PGLP was the value that participants placed on their ownership of the process and the results. PGP grantees actively identified the themes that were relevant to their work and helped shaped the evaluation questions. Also related to ownership was the fact that the process itself was managed by a PGP grantee, and two of the three evaluation methods were delivered by PGP grantees. As a developmental evaluation principle, ownership of the processes and results is a critical success factor and one which strengthened the overall results of the PGLP.

3. Capacity Building Results by Method

This section examines the results of the capacity building activities as demonstrated by each of the evaluation tools used. Each tool is briefly reviewed for the results that were found and how these results add to our understanding of building capacity and capturing change in this context.

Most Significant Change

In order to understand the nature of capacity being built by the grantee organizations, it was important to gain a baseline understanding of the types of changes occurring as a result of the PGP grants. Most Significant Change provided an opportunity to pull out the themes that had emerged through the initial stages of the grants and provided high level insight into the forms of capacity being built.

The identification of emergent themes around capacity building shaped the evaluation approaches of the other two methods by providing a common language for sharing learnings and driving evaluation questions. Three main themes emerged from the MSC exercise: Partnership/Collaboration; Tools for Impact; and Knowledge/Learning. Through the Outcomes Harvesting process, an additional pillar was added to encompass outcomes that came under the heading, Organizational Development. The following figure illustrates the four capacity building themes and gives examples of the types of activities that might fall under that theme, as defined by the MSC and Outcomes Harvesting processes.

These themes are not meant to be exhaustive, rather, they represent the shared forms of capacity that were identifiable among participating projects. They also represent a possible framework for developing indicators that measure change.

FIGURE 2
Project Themes for Capacity Building

PARTNERSHIP/ COLLABORATION
» Developing new relationships and partnerships to enhance mission outcomes
» Growing and animating networks
» Leveraging assets for joint opportunities
» Developing new initiatives

TOOLS FOR IMPACT
» Leveraging technology and social media
» Applying systems changes
» Creating resources

KNOWLEDGE/ LEARNING
» Creating new knowledge
» Sharing knowledge
» Applying knowledge for better outcomes

ORGANIZATIONAL DEVELOPMENT
» Business development
» Finding efficiencies
» Strengthening operations to improve quality

FIGURE 3

Outcome contributions based on type of capacity built by grantee

CAPACITY BUILDING DEFINITIONS FROM GRANTEES	NEW CAPACITIES	EXISTING CAPACITIES ENABLED
Partnership/Collaboration	20 outcomes	7 outcomes
Tools for Impact	16 outcomes	6 outcomes
Knowledge/Learning	19 outcomes	3 outcomes
Organizational Development	7 outcomes	

Note: outcomes may include the development/use of multiple capacities

Outcomes Harvesting

Overall, the Outcomes Harvesting process yielded 47 outcome descriptions from the 14 projects that participated.

Partnership and collaboration was the theme area with the most outcomes reported, and represented a cross-cutting theme. Many of the organizations see themselves as networked organizations and therefore see value in network development and collaboration to achieve overall project outcomes. As organizations elaborated their contributions to the outcomes, they often reported the development of multiple capacities to achieve the overall results; for example, increased knowledge and partnership/collaboration.

As a strength of the method, Outcomes Harvesting was useful for identifying unintended outcomes. For example, through the Outcomes Harvesting process and at the final learning session, KCWA Family and Social Services discussed how their organization and organizations within their network have come to pay more attention to quality operation and management for capacity building as an organizational goal. Coming out the the PGLP process, KCWA Family and Social Services has integrated some of the project's evaluation tools into their own organizational structures at the board level, producing an unintended outcome. This example also illustrates how developmental evaluation can act as a catalyst to strengthen strategic planning and learning at the organizational level.

Network Mapping

The relationships and networks of not-for-profit organizations represent their social capital, which in turn is an indicator of their capacity to develop and leverage partnerships and collaborations. Even where the primary goal of a project was not focused on partnership development or collaboration, relationships and networks were often a critical lever for project success. Mapping the change in relationships and networks was therefore a useful proxy in demonstrating an increase in project, organizational and sector capacity.

Following is a series of before and after network maps produced from the PGLP surveys, demonstrating the changes in the quantity and quality of relationships as a result of the projects' activities.

Figure 4 is a map of all 27 organizations involved in the PGLP and their relationships to one another at the start of the project. Those that did not respond to the survey do not have any relationships indicated. The map shows that there are some connections among the organizations, with a large connected group in the middle and several smaller independent clusters. It appears that the green network-based projects tend to have a more central placement in the network than partnership-based projects, and this holds across all the maps in this collection. One possible explanation for this is that the nature of networks consistently drive them to connect whereas projects based on partnerships might have settled down to do the work of the project instead of continuing to search out new connections.

FIGURE 4
PGP Projects Map Before
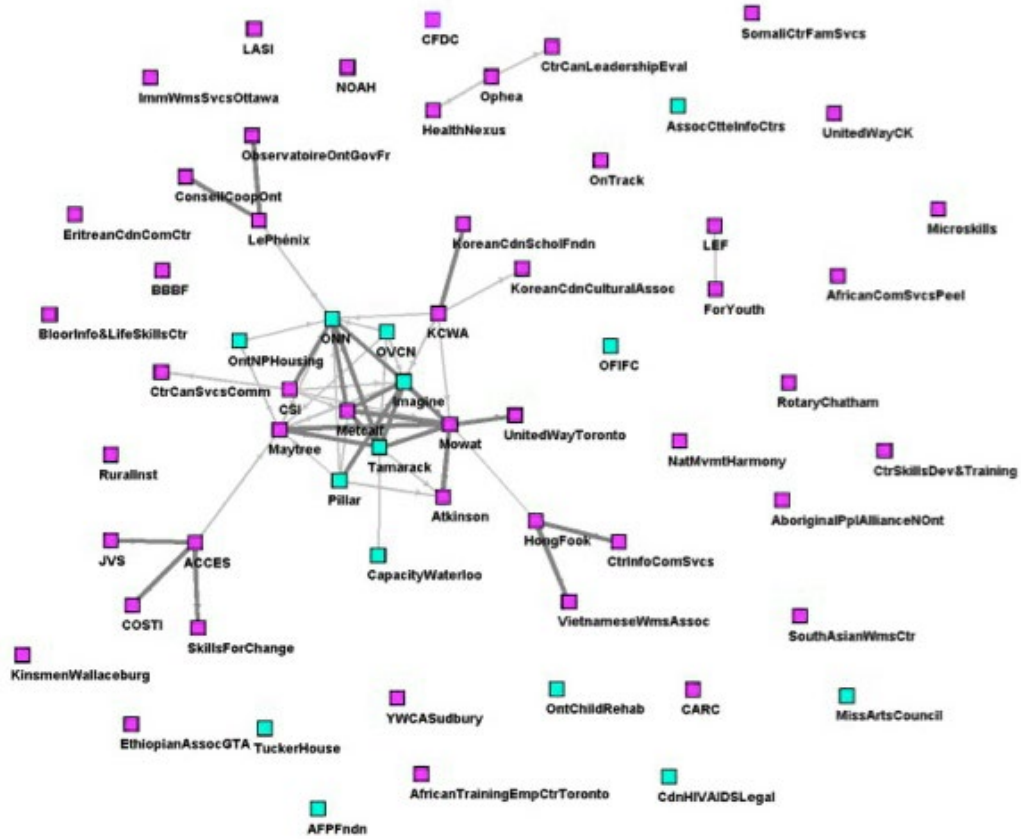
Legend:
— Somewhat connected   ■ Partnerships
— Very connected   ■ Networks

In Figure 5, which maps networks and maps resulting from the PGP work, we can see many more links internal to the grant group, and also a stronger presence of "very connected" vs "somewhat connected" links. There are no longer any small, separate clusters although there are still many isolated grantees, which might be expected given the response rate (60 per cent) and the nature of some of the projects.

FIGURE 5
PGP Projects Map After

Legend: —— Somewhat connected   ■ Partnerships
         —— Very connected   ■ Networks

The following maps show the total network map of relationships stemming from the PGP process. For the purposes of this project, the total network map may be more useful to illustrate the development of network capacity on the part of PGP organizations because it allows grantees to report on relationships with all stakeholders. This is especially useful for PGP projects with objectives relating to community engagement or non-sector stakeholders.

Looking at these maps, we can see the level to which relationships were improved but also created. Not only are there more links, the network is strongly composed of "very connected" links. The participants reported the addition of many more stakeholders, growing the network of organizations and their reach. Note how some of the partnership projects have added many new connections to the edge of the map. This illustrates the growth of the network and additional stakeholders being reached by PGP grantees through their work.

FIGURE 6
PGP Total Network Maps Before

Legend:
— Somewhat connected
— Very connected
■ Partnership Projects
■ Network Projects
■ Stakeholder-government sector
■ Stakeholder-private sector
■ Stakeholder-voluntary sector
■ Stakeholder-added by participants
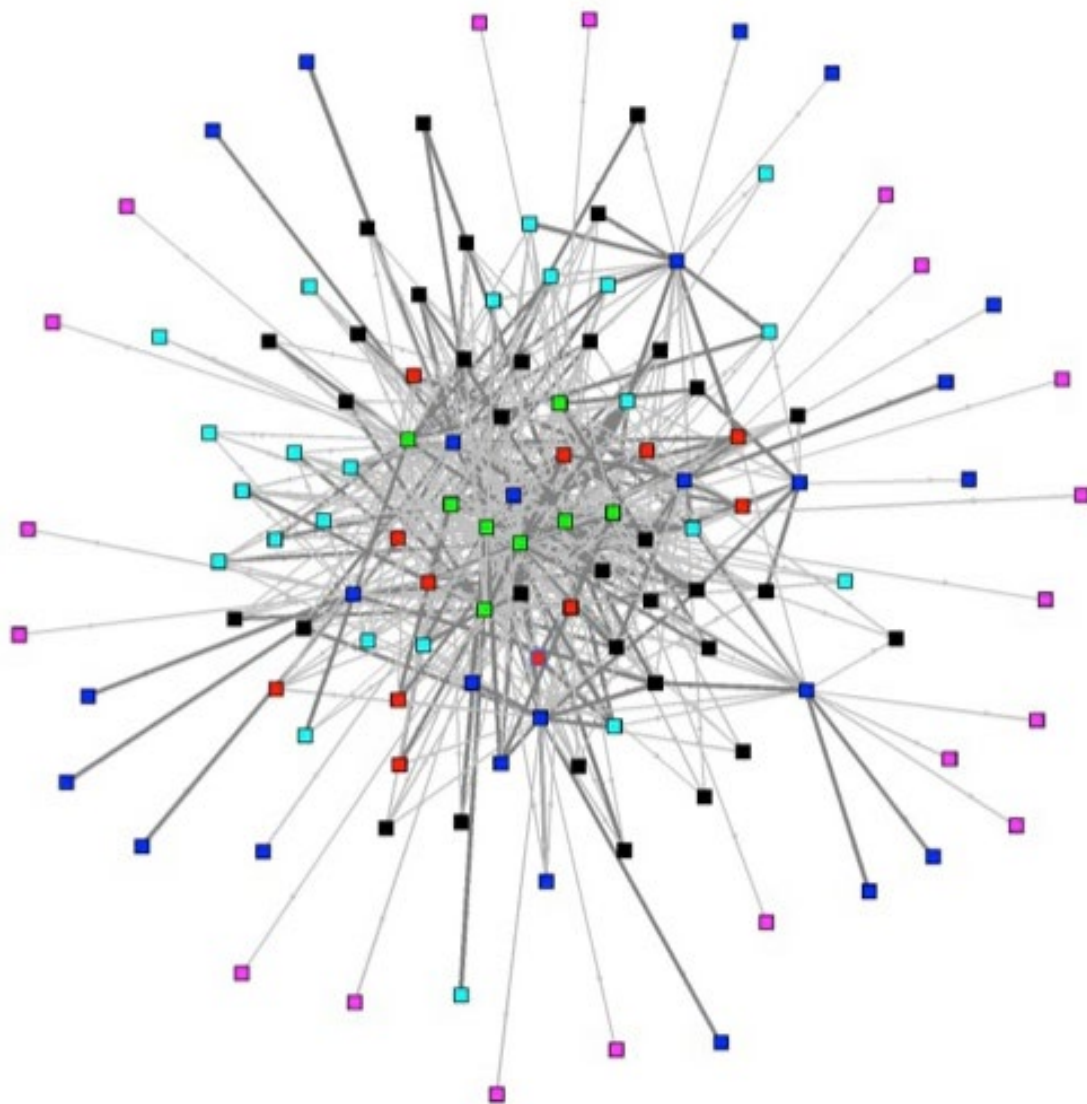
FIGURE 7
PGP Total Network Maps After
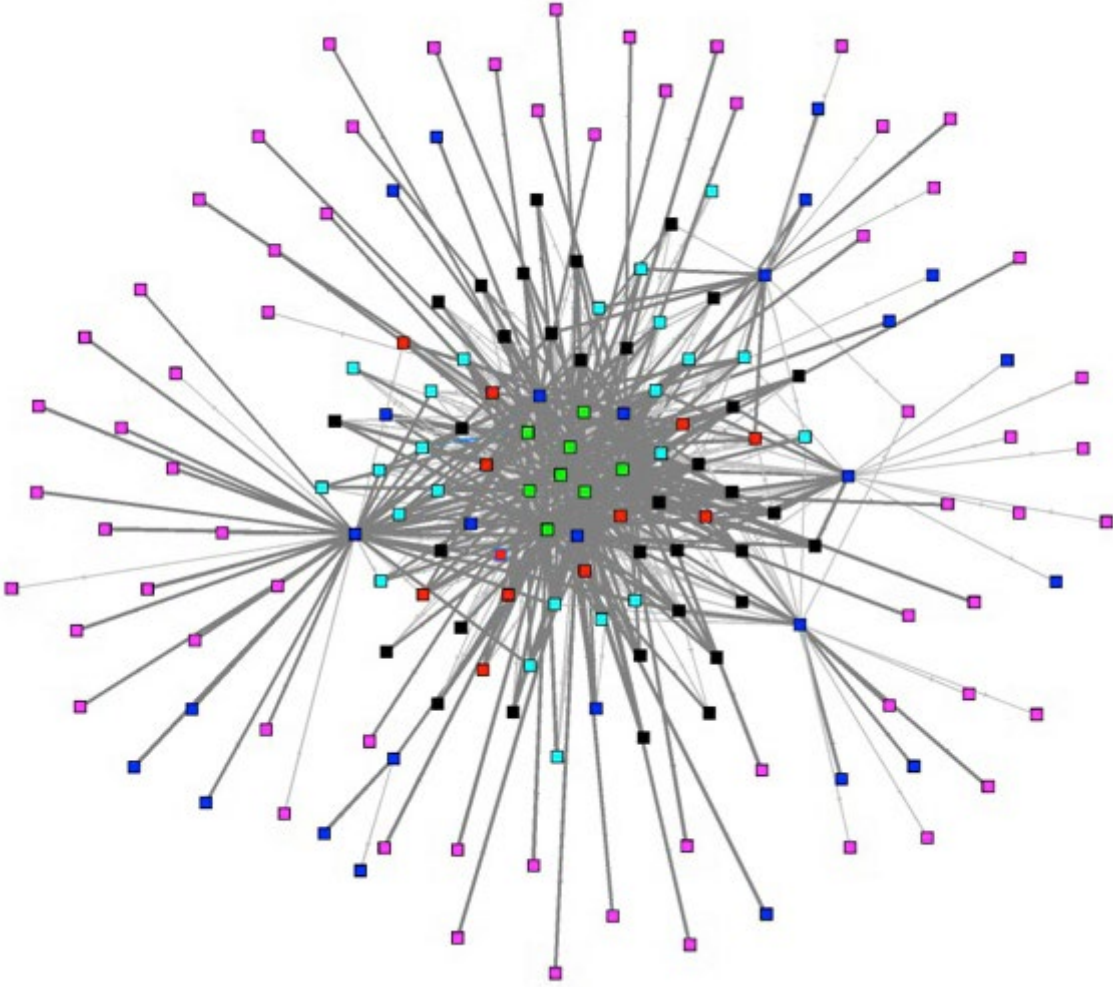
Legend:
— Somewhat connected
— Very connected
■ Partnership Projects
■ Network Projects
■ Stakeholder-government sector
■ Stakeholder-private sector
■ Stakeholder-voluntary sector
■ Stakeholder-added by participants

Figures 8 and 9 provide pre and post maps of the relationships between the PGP projects and the broader not-for-profit sector. There is clearly a strengthened network of relationships beyond the 27 groups, which suggests that the investment in these 27 projects has yielded an overall growth in social capital across the sector. In Figure 9, the network is tighter overall, denoting shorter linkages between organizations. This represents stronger and more connected relationships between the stakeholders.

FIGURE 8
PGP Projects and NFP Sector Before
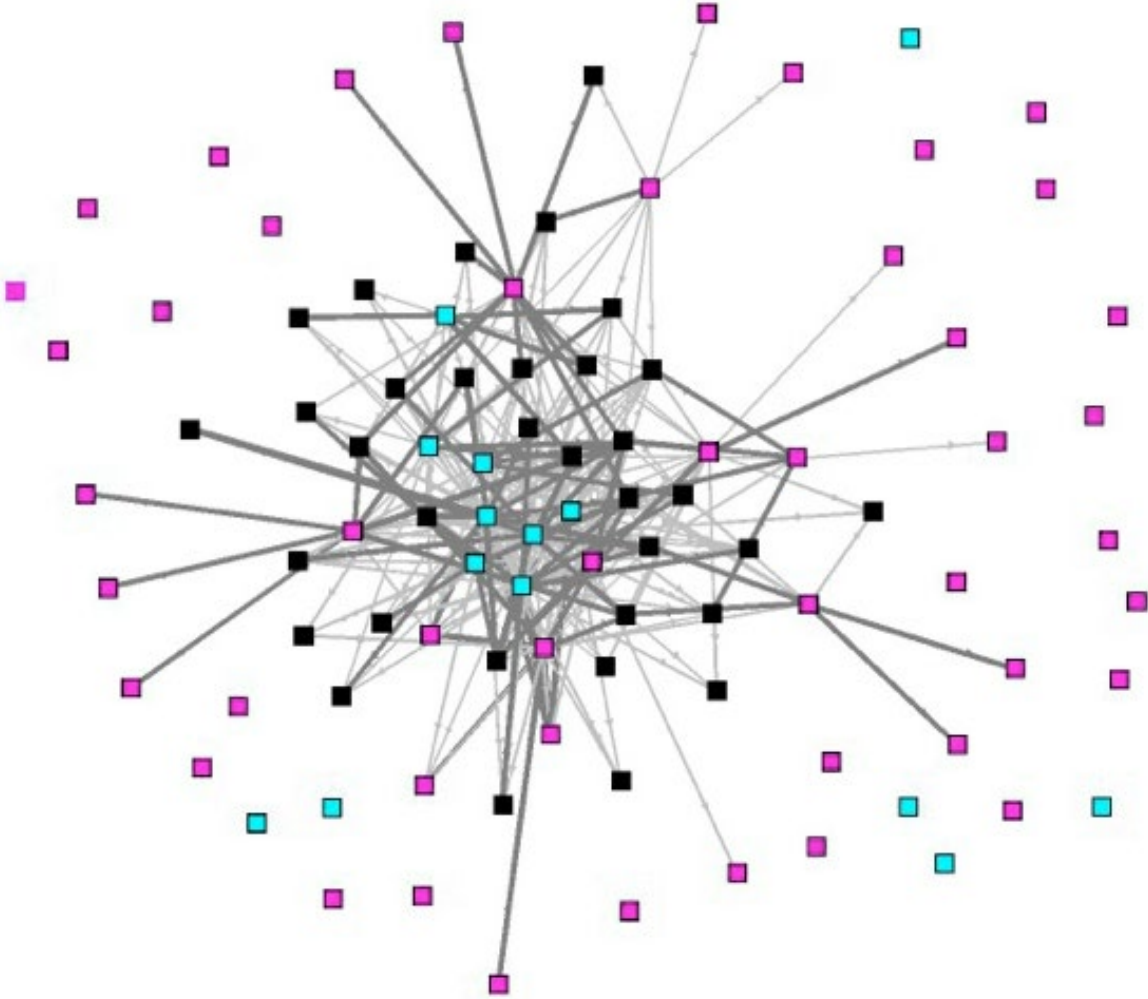
Legend: —— Somewhat connected   ■ Stakeholder-government sector   ■ Stakeholder-added by participants
           —— Very connected   ■ Stakeholder-voluntary sector

An explicit goal of the Partnership Project and the resulting Partnership Forum has been to strengthen the relationship between the Ontario Government and the sector. The maps in Figures 10 and 11 demonstrate a degree of progress on this goal. The maps show increased linkages between government ministries and agencies as a result of project.
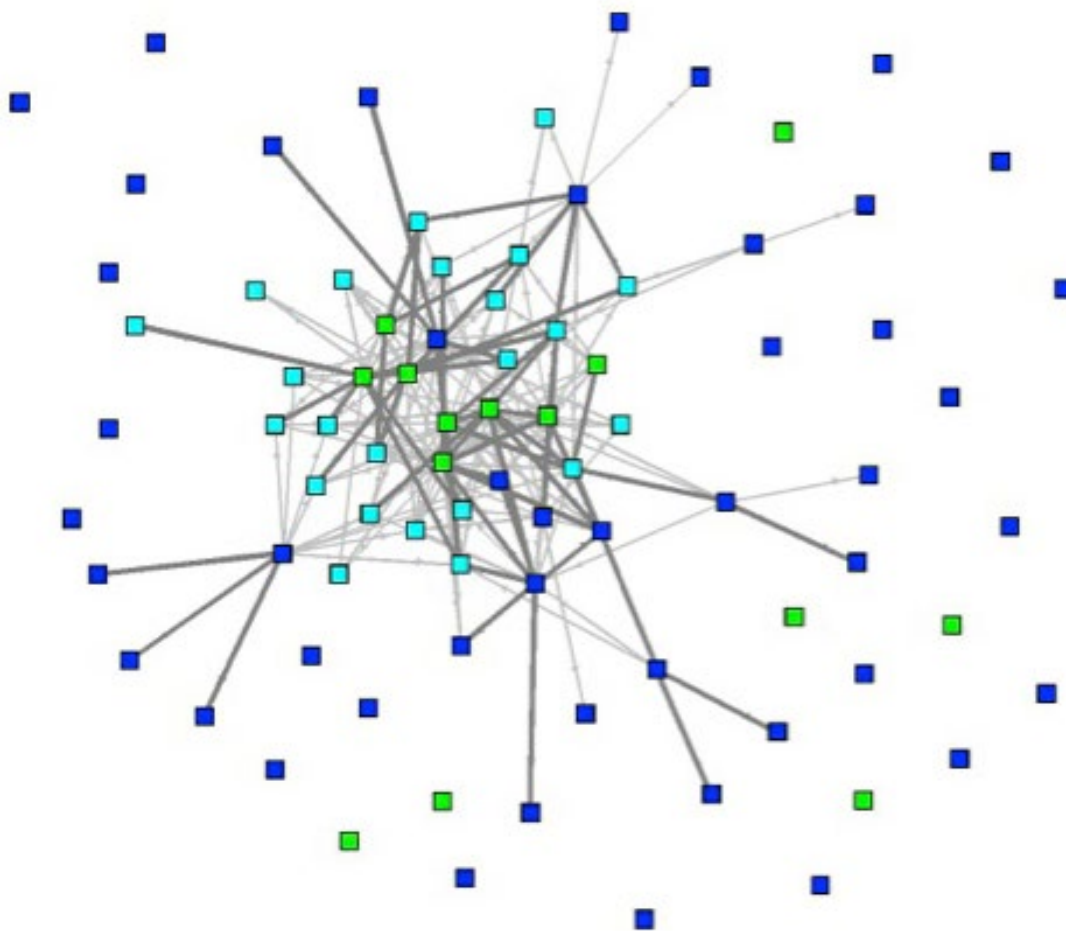
FIGURE 9
PGP PROJECTS AND NFP SECTOR AFTER

Legend:
— Somewhat connected
— Very connected
■ Stakeholder-government sector (cyan)
■ Stakeholder-voluntary sector (black)
■ Stakeholder-added by participants (magenta)
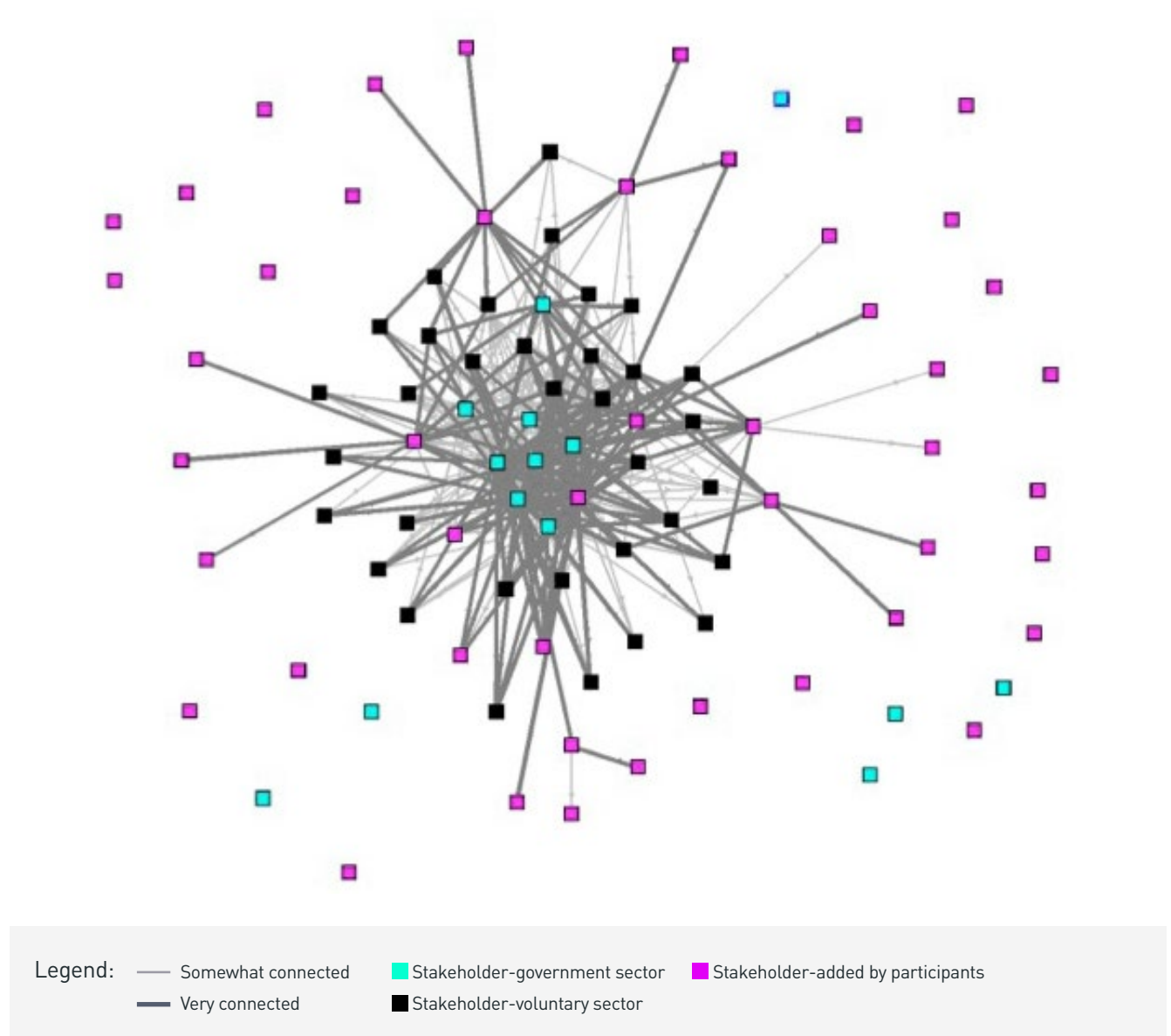
Overall, the diversity of the projects and organizations sometimes posed a challenge for learning about evaluating capacity building and for learning about capacity building itself. Having a diverse group of organizations engaging in a wide variety of capacity building efforts meant the research design did not always fit each organization perfectly. For example, the way that the network mapping process was summarized seemed to be helpful for network-building focused organizations, but for projects with an internal capacity focus, or those working with a defined set of partners, the overall map summaries do not necessarily illustrate the full picture of capacity that was built. In some cases, the evaluation methods were more applicable to certain themes or types of project activities than others.

These challenges were mentioned both in interviews with the PGLP evaluators and through feedback from project participants at the final PGLP learning session. In each case, the importance of having clear evaluation questions and clarity surrounding the types of capacity being sought were mentioned. Both evaluators and project participants thought that these issues could be mitigated through question-driven evaluation design and by having a clear evaluation framework for capacity building in the sector.
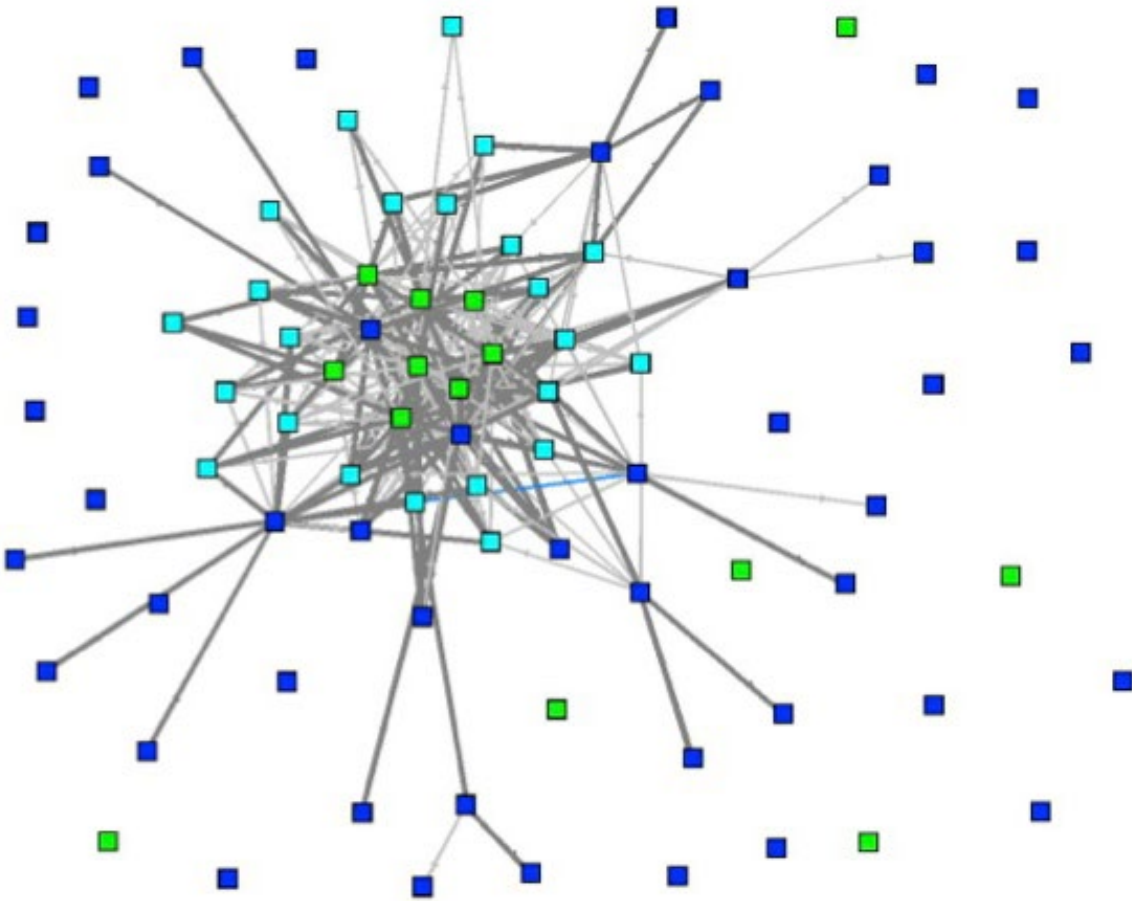
FIGURE 10
PGP Projects and Government Sector Before

Legend: —— Somewhat connected ■ Partnership Projects ■ Stakeholder-government sector
—— Very connected ■ Network Projects

FIGURE 11
PGP Projects and Government Sector After

Legend:
— Somewhat connected   ■ Partnership Projects   ■ Stakeholder-government sector
— Very connected   ■ Network Projects

4. Capacity Building Results by Theme

This section explores the results of the capacity building activities and outcomes by theme, using the results from all three evaluation tools. Under each theme, the tools are considered individually and in combination to tell the story of building capacity in these projects. For each, an example from one of the projects is provided to highlight the results captured and the tools used to support those findings.

Partnership/Collaboration

Across the results from all three evaluation tools, partnership/collaboration was a central and cross-cutting theme. This is not surprising given the Partnership Grant Program's focus on strengthening networks and the ability to collaborate. For most projects, the number and quality of relationships among organizations, stakeholders and networks became key indicators of change. In this way, relationships and network development became a meaningful proxy for organizational and sector capacity.

For many organizations that participated in the PGLP project, partnership and collaboration was identified as either a primary or secondary goal of the project. For some organizations, particularly networks and intermediaries, this constitutes part of their mission and is therefore an important lever for achieving other project goals, even if not identified as the primary goal.

All three tools were helpful for learning about and demonstrating outcomes and progress in this area. MSC surfaced partnership/collaboration as a central theme, and several MSC stories focused on changes related to this theme. The Outcomes Harvesting process identified Partnership and Collaboration as the area with the highest number of outcomes, with 20 outcomes as a result of new capacity on the part of the organization and 7 outcomes resulting from existing capacities that were enabled by the PGP grants. Network mapping is focused entirely on relationships, and is therefore a useful tool to demonstrate the changes in the quantity and quality of relationships.

Overall, there was clear convergence in findings on partnership/collaboration between the evaluation methods used, with each tool providing a unique perspective and tool for communicating the results (storytelling, outcomes, maps). From the participants' perspective, these tools enabled them to provide stronger accounts of their project to the funder, tell their story of change to their stakeholders, and build their case for support in work going forward.

WOMEN'S ACCESS TO TRADES NETWORK: COMMUNITY MICROSKILLS DEVELOPMENT CENTRE

Project Goal
The goal of the Women's Access to Trades Network project is to offer organizational support to organizations committed to women's economic sustainability and involvement in the trades. Specifically, the project will increase these organizations' capacity to offer collaborative leadership for increasing women's awareness and participation in the trades.

Action Taken
The key activities of the project included the establishment of a Women's Access to Trade Network, comprised of persons and organizations willing to collaborate on achieving equitable representation of women in the trades.

Outcome
Between April and July 2013, 7 providers of women's pre-apprenticeship training, including the Ontario Women's Director at MCI, collaborated to remove an unfair practice related to required training qualifications that was negatively affecting graduates of the Women in Skilled Trades Programs. This change demonstrates the value that this collaboration was able to bring to achieving the goals of the Women's Access to Trades Network.

Looking Forward
Community Microskills hopes to see the development of a collective voice to address sector challenges and opportunities through the Women's Access to Trades Network.

Evidence
The results of increased partnership and capacity in this unintended outcome can be seen in the outcomes harvested and the MSC stories.

Tools for Impact

As a theme, Tools for Impact included a range of activities from creating social media tools and leveraging technology to developing toolkits and resources to advance the work of organizations and the sector more broadly. A number of outcomes related to creating Tools for Impact were reported through the evaluation tools. The outcomes harvested and MSC stories shared indicated that many organizations had developed online tools or resources that were used to reach or engage with their intended audience more effectively. This was achieved through the development of training models, development sessions, online knowledge sharing and communities of practice.

The Outcomes Harvesting process seemed to be the strongest tool for demonstrating outcomes related to Tools for Impact. 16 outcomes stemming from new capacities built and 6 outcomes from existing capacities that were enabled through the PGP grants were harvested. The Outcomes Harvesting process allowed organizations to elaborate the outcomes from their project as well as identify the organization's contribution to that outcome, helping them to understand their role in effecting change. An important challenge for capturing outcomes where the resources or tools developed are disseminated or shared beyond the originating organization, is that the outcomes can become broadly scattered or lost.

Although network mapping in the PGLP was not used to explore the theme of creating Tools for Impact, had the sequencing of tools been deliberate, the networks and relationships leveraged for disseminating and using the tools created could have been explored and potentially scattered or lost outcomes could be tracked. This is an example of where an evaluation framework with clear questions could lead to enhanced results.

Knowledge and Learning

Knowledge and learning as a theme included outcomes that created new knowledge, shared knowledge and learning, and applied knowledge for better outcomes. 19 knowledge and learning outcomes were harvested as a result of new capacity on the part of the organization, and 3 outcomes resulting from existing capacities. Examples of knowledge and learning were also captured across MSC stories. In many cases, creating new knowledge, sharing knowledge or applying knowledge cut across projects as a secondary outcome.

The ability to disseminate knowledge and learning is directly related to relationship and network capacities. As such, although network mapping in this project was not used directly to map these results, it could in fact be a useful tool in future evaluations to monitor or measure the reach and application of knowledge that is produced for and by the sector.

APPLIED RESEARCH HUB: MOWAT NFP

Project Goal
The goal of the Mowat NFP project was to establish an independent not-for-profit sector research hub to improve public policy by providing capacity, dialogue and recommendations on how to ensure sustainability and innovation. The goal of Mowat NFP is to increase knowledge regarding what strengthens the sector.

Action Taken
As part of this goal, Mowat NFP came together with other PGP grantees to create the PGLP project. In September 2012, following the ONN annual conference, the 27 grantee organizations began to build a learning community through engagement in the PGLP activities. The goal of this project is to strengthen knowledge surrounding capacity building in the sector.

Outcome
The outcome of the project is increased knowledge sharing and capacity for evaluation developed through the PGLP process. The goal of the project was to increase knowledge, and this was achieved through engagement with participants and support from MCI. In order to undertake research and disseminate knowledge effectively, Mowat NFP has developed partnerships with key stakeholders in the sector.

Looking forward
Mowat NFP hopes to use the evidence from this process to inform future policy research that supports and strengthens the not-for-profit sector.

Evidence
Results can be seen in the outcomes harvested and the strengthened network as seen in the project's network maps.

Organizational Development

The fourth theme that emerged through the Outcomes Harvesting process was the broad category of changes seen in the organizational capacity of grantees. This theme included outcomes from business development and funding to organizational efficiencies.

Organizational development was not identified as a theme in the MSC exercise, which suggests that it was not seen as a priority in the changes reported by projects, and was not common across a number of projects. Given the nature of organizational change as an outcome, it is also not suitable for networking mapping. However, in the instances where outcomes were meaningful, this was captured though Outcomes Harvesting.

In the example below, the development of a Social Innovation Shared Space (SISS) by Pillar Nonprofit Network was not the original goal of their project. The direction came out of their consultations and increased partnerships in the community who communicated the need and readiness for the space. The ability of Outcomes Harvesting to draw out unintended outcomes allowed the process to capture this outcome. For Pillar this result is reinforced by their MSC story and also the network mapping which reflects the community relationships that demonstrated their capacity to galvanize community partners in this endeavour.

HOUSING A SOCIAL INNOVATION SHARED SPACE: PILLAR NONPROFIT NETWORK

Project Goal
The goal of Pillar's Collaborating for Community Impact was to improve collaboration and strengthen the capacity of a broad range of community services in the areas of leadership and governance, sector restructuring, shared space, and program/service delivery. Through engagement with community stakeholders, consultations and increased partnerships in the community, an unintended opportunity arose: the need and readiness for a Social Innovation Shared Space (SISS) in London.

Action Taken
Pillar leveraged its PGP funding through an additional grant from the London Community Foundation to undertake a feasibility study to determine London's readiness for a SISS. The study's outcome proved a strong community readiness for this type of innovative workspace, and the community grant also enabled Pillar to develop a sustainable business plan to make a SISS a reality. This process was a result of 10 months of community consultation with more than 200 stakeholders, strategic business modeling, number-crunching, and consensus-building among potential investors, tenants and associates who communicated the need and readiness for the space.

Outcome
Pillar Nonprofit Network obtained financing (a mortgage and investors) and are now in the process of obtaining a building to house a Social Innovation Shared Space.

Looking Forward
Pillar hopes to serve as the backbone to a London SISS by early 2015. The goal is 30,000 square feet of creative space comprised of nonprofits, social enterprises, social purpose businesses, public sector/educators and individual social innovators, with a Solutions Lab that will help the community address systemic issues.

Evidence
Evidence of Pillar's engagement with the community and increased organizational capacity can be seen in their MSC stories, outcomes harvested, and increased strength and number of relationships in their social network maps.

Conclusion

The PGLP was an experiment in applying three developmental evaluation tools to 27 independent capacity building projects across the not-for-profit sector in Ontario. The goal of the project was to explore the use of the tools and their ability to provide outcomes that tell the story of change for individual projects and projects as a whole. These learnings are useful for organizations that want to demonstrate the results of their capacity building activities and also for funders that want to invest in the capacity of the sector and understand what difference their investment makes.

Most Significant Change, Network Mapping and Outcome Harvesting were the three evaluation tools used in the project. In applying these tools, there were many challenges for evaluation. The projects ranged in proposed impact from province-wide to organizational, and varied in the particular aspects of capacity being built. The common element among the projects was that they had been funded by the Partnership Grants Program of MCI.

Despite these challenges, the PGLP was a valuable process for learning about evaluation for capacity building. By applying these tools, individually and in combination with each other, project participants were able to draw out cross-cutting themes for capacity building that helped them better understand and communicate their outcomes.

Below is a summary of the key learnings from the project.

Importance of having an evaluation framework

» A well-articulated evaluation framework is needed at the beginning of the project. A set of expected outcomes that would move the marker against an established baseline—in this case, determining which aspects of the capacity of the not-for-profit sector would develop—would provide valuable direction for both project grantees and evaluators.

» Having expected outcomes would drive the evaluation questions to be answered and provide a clearer path for selecting evaluation tools and designing the methods to be applied. It would also help make the connections between the broad range of organizations and projects involved.

» Defining the scope of evaluation is important. Whether the focus is sector-wide, or organizational, defining the scope of the evaluation is a critical part of any evaluation framework. It drives the questions, process, and indicators to be used and determines the means and ability to aggregate results.

Evaluating capacity building

» Capacity building is an inherently emergent process and as such, reporting only outputs is not an effective means for capturing the story of change. Building capacity is a qualitative change that can be best seen by focusing on outcomes.

» Developmental evaluation is a useful approach for evaluating capacity building because it focuses on emergent practices in complex situations.

» In order to measure the outcomes and impacts of capacity building across a number of initiatives, there is a need for a clear definition of capacity building, defined goals and shared indicators from the outset; that is, an evaluation framework that outlines the changes that are expected to be seen. There is value also in defining what success looks like for capacity building at early, mid-term and advanced stages.

Strengthening capacity for evaluation

» Strengthening the evaluation capacity of organizations emerged as a valuable unintended consequence, and is an important benefit of developmental evaluation overall.

» At the organizational level, evaluation can be seen as capacity building in its own right. Done well and given enough resources, evaluation and strategic planning does not add to the workload, but rather adds value to the program and helps in reporting to funders, to stakeholders and in developing future proposals.

» Engaging external practitioners with evaluation expertise provided participants with access to learning and coaching.

» Including evaluation as a deliverable of projects could be an approach to building the overall capacity of organizations and the sector to demonstrate results. Moving in this direction would add to the sustainability of the results of projects and potentially add strategic focus to the work.

Tools

» MSC, Network Mapping and Outcome Harvesting worked well together as complementary processes. With a strong implementation and planning process, these tools could represent an effective design for developmental evaluation.

» The use of MSC to extract common themes as a first step provided an important platform for designing both the Network Mapping and Outcome Harvesting surveys and processes.

» Ideal of sequencing of these tools would begin with an initial Network Mapping exercise to shape and focus the themes to be explored in the MSC process. This could be followed by Outcomes Harvesting based on the themes identified, and a post Network Mapping survey that could explore the qualitative elements of the relationships.

» Other methods and tools could also add value to the process and strengthen the analysis. Contribution Analysis was identified as a tool that could complement the analysis of outcomes. Ideally an evaluation framework would drive the questions to be answered, and in turn the selection of tools to find the answers.

» Sufficient time is needed to develop the right processes and evaluation questions, and to allow for appropriate sequencing of the tools and processes.

» The process also highlighted the importance of streamlining activities, and ensuring effective planning to manage expectations of time and value.

Owning the process

» As a developmental evaluation principle, ownership of the processes and results is a critical success factor and one which strengthened the overall results of the PGLP. The process was not funder driven, which was critical to the sense of ownership by participants and removed any potential issues of power relations.

» Participants placed great value on their ownership of the process and the results. PGP grantees actively identified the themes that were relevant to their work and helped shaped the evaluation questions.

» Participants valued the development of a community of practice and learning and saw value in the processes and the learning being offered, even when timelines and requests were onerous.

» Organizations that take ownership of evaluation and the questions asked are better able to leverage the results for their own processes of strategic planning, stakeholder engagement and organizational development.

Finally, in addition to learnings about the evaluation process itself, the PGLP was able to demonstrate evidence of increased capacity on the part of organizations and the sector as a whole through the findings.

Using the evaluation tools of the project, PGP grantees were able to demonstrate strengthened relationships with key partners, including relationships across sectors, pointing to the growth of networks and social capital across the sector.

There were also several examples of opportunities for collaboration that emerged through the process. Through strengthened partnerships and increased organizational capacity, organizations like Pillar Nonprofit Network and Community Microskills Development Centre were able to leverage opportunities for collaboration. These examples point to an increased level of engagement between organizations and an increase in the ability of organizations to act on opportunities that are presented to them. As well, there were outcomes identified through the tools that demonstrated increased capacity for strategic planning and delivery on mission. These types of outcomes signal an increased ability to identify and mobilize for strategic development and growth on the part of PGP grantees.

Taken together, these developments signal an overall increase in the capacity of PGP grantees. This capacity results in better engagement with stakeholders, clients and partners; enhanced outcomes for collaboration; and strengthened delivery on mission.

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Appendix
Outcome Profiles by Individual Project

For each of the participating PGP grantees, an outcome profile has been compiled. Project profiles contain the results from each of the evaluation methods in which the project participated. Participation was voluntary and time sensitive so that not all projects were able to participate in all methods. Profiles may contain the following:

MOST SIGNIFICANT CHANGE

» Stories as prepared by the participating organization

OUTCOMES HARVESTING

» Outcomes harvested and type of capacity built

» Outcome Challenge Statements

NETWORK MAPPING

» Individual project maps, before and after the project begn

» Overall PGLP network map, with the placement of individual projects highlighted within the network

Accessible Community Counselling and Employment Services (ACCES)

CASIP: Governance and Leadership Capacity Development

The Consortium of Agencies Serving Internationally-trained Persons (CASIP) is a group of independent agencies who provide employment and training services to internationally trained job seekers. The Governance and Leadership Capacity Development project has three goals: 1) to implement systemic change by engaging senior executives and board members to collaborate at a strategic level; 2) to support sustainability and succession by developing future leaders to operate in a collaborative planning and sharing network; 3) to promote knowledge sharing in the not-for-profit sector by disseminating project outcomes, lessons learned, and tools developed. This project will include such key activities as 'webinars' on challenges and opportunities, an E-learning module for sector orientation, and a planning forum to set a common vision and priorities.

MOST SIGNIFICANT CHANGE

Story 1

In 2012, CASIP started an initiative to strengthen the collaborative capacity of Boards, Executives and Managers to raise employment service delivery to a new level of excellence. As part of this work, CASIP designed a leadership development program for up and coming managers from Toronto's key immigrant serving organizations. This project is about nurturing collaboration with the aim of strengthening the capacity of current and future leaders at all levels of their organizations. In the GTA's immigrant employment sector, there is no shortage of talented, passionate and pioneering leaders. Many have been collaborating and innovating in countless ways. This endeavor will support and further develop these leaders to work in partnership.

CASIP's unique learning model includes the following components:

» Six workshops to build collaboration skills and action commitments;

» Online tools to support and intensify information sharing and cross learning;

» Collaborative Team Action Projects to address sector-wide challenges;

» Dialogues with CASIP member Boards of Directors and Executive Teams;

» Evaluation and dissemination to sector partners.

Not only is the potential impact of this model on the non-profit sector truly exciting, the process by which it was developed was uniquely collaborative. A Leadership Work Group was formed and consisted of seven member organizations that identified an interest or expertise in this area. Individuals included service directors, managers, and coordinators, as well as a director of human resources. The model development process, guided by an expert facilitator and supported by a coordinator, included a two day retreat. The process of developing this model presented a unique opportunity for work group members from across organizations to collaborate, build relationships and expand their knowledge in ways that would have not otherwise been possible. Seeing the energy in the room, as well as the excitement and pride of the group, demonstrated the significant impact the process has already yielded.

We are so delighted to introduce this new collaborative leadership training model in the fall by rolling out two initial workshops. We have also applied for funding from the Ontario Trillium Foundation to enable a full launch of the program early next year.

Story 2

In 2012, CASIP started an initiative to strengthen the collaborative capacity of Boards, Executives and Managers to raise employment service delivery to a new level of excellence and impact. As part of this project, board members and executives are taking leadership to the next level by focusing on the power of collaboration to address the changing needs of these organizations and the sector.

In the spring of 2013, CASIP brought together Board Members from across its eleven member organizations for the inaugural Board Dialogues Launch Event. This luncheon event provided 100 organizational leaders, half being Board/Sr. College leads, with an opportunity to engage in facilitated discussions for the purpose of: building awareness of common governance issues in the sector, identifying common goals, and agreeing on areas of collective action. High profile keynote speakers such as Amanda Lang and Minister Michael Coteau, as well as corporate sponsorship from TD Bank and McCarthy Tétrault, highlighted the significance of the project to participants.

In a competitive environment with limited funding resources, we are finding new ways to engage and maximize board members, one of our greatest resources. For non-profits, boards not only lead organizations and are accountable to communities, but are also a source of knowledge, influence and resources. Finding a catalyst to leverage that resource and build collaboration is critical to driving systemic sector change. The board dialogues model is proving to be such a catalyst.

Feedback from participants at our inaugural event was clear – they loved the event and saw it as a vital opportunity for strengthening the sector but wanted more time to continue speaking with one another. Many board members have volunteered to plan, host, or sponsor future dialogues. They have also participated in our collaborative survey and spoken in our video about collaborative leadership. Awareness and appetite for collaboration is on the rise!

Working closely with Board members and leaders, we will continue to develop and identify key areas of collaboration that will have a direct impact on CASIP organizations and their capacity and growth in the future. The next in the series of four Board Dialogues is scheduled to take place on October 30, 2013.

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
January 1st 2014, CASIP successfully obtained two years of full funding from the Ontario Trillium Foundation (OTF) to support implementation of the Collaborative Leadership Training Model.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills; Organizational development
22 individuals from across 10 CASIP member organizations participated in the Collaborative Leaders for a Collaborative Future (CLCF) training program. Individually, these organizations compete for resources but under CASIP's CLCF program they are bringing together managers from across CASIP's membership with a goal to develop capacity for collaboration through the Collaborative Leadership Training Model.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills; Organizational development
For the first time in CASIPs history, fifty board members and fifty senior leaders and staff came together on May 6, 2013 for the launch of CASIP's Board Dialogues, sponsored by TD Bank and McCarthy Tétrault LLP. Board Members participating in the Dialogues reported the activities and discussions back to their Boards in June 2013. This is the first initiative that we are aware of that brings together Board Members from competing organizations to discuss current issues and trends in the sector.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills; Organizational development
Out of the work of the Governance and Leadership Capacity Development project, CASIP undertook a review of its decision-making structure and launched a new structure to better support the consortium's collaborative work.

A new strategic group has been formed comprised of the eleven Executive Directors / Senior College Leads. This table, CASIP's Strategic Governance Committee (SGC), has recently launched a review of the potential impact of the proposed Canada Job Grant and will be sharing this information with stakeholders. CASIP's new structure is facilitating communication and collaboration at the senior leadership level and affords the consortium the opportunity to act as a unified leadership network. | Partnership/collaboration development; Tools for Impact |

OUTCOME CHALLENGE STATEMENT

We hope to see a culture of deeper collaboration.

What would this look like?

1. Increase in the number and breadth of collaborative initiatives launched.

2. Participation of Board Members (of 11 CASIP member orgs) in the conception and launch of collaborative initiatives.

3. Development of a collective voice to address sector challenges and opportunities.

4. Greater voice, resources, capacity and impact across the system so that more skilled immigrants succeed.

5. Evidence and sustainability of an expanded knowledge bank of shared practice.

Long-term success indicators:

1. Increased employer access to immigrant candidates.

2. Increased job seeker access to meaningful jobs.

3. "Collaborative Leaders for a Collaborative Future" (leadership training model) leading participants to move into senior leadership positions.
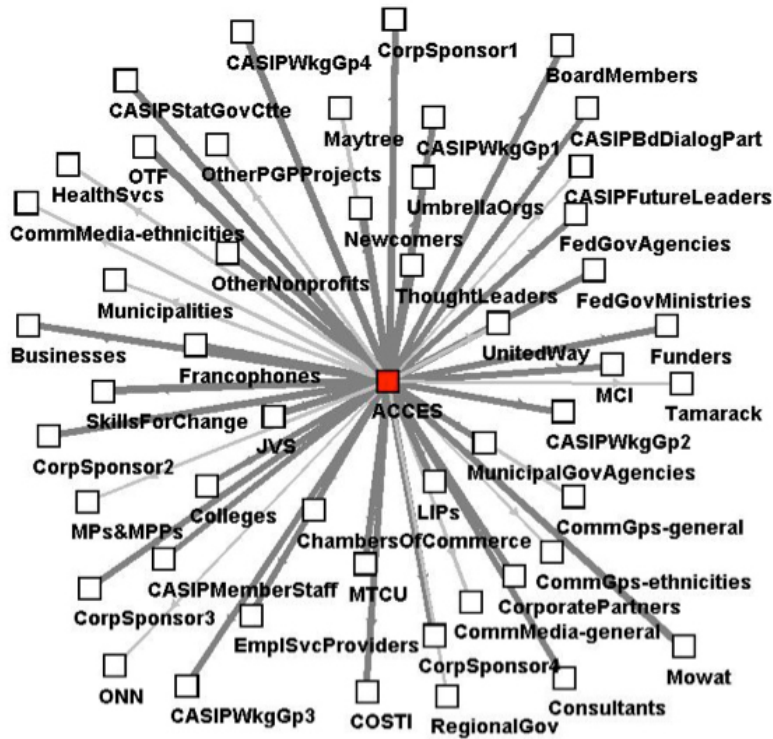
SOCIAL NETWORK MAPS

Legend for all proceeding maps:
— Somewhat connected
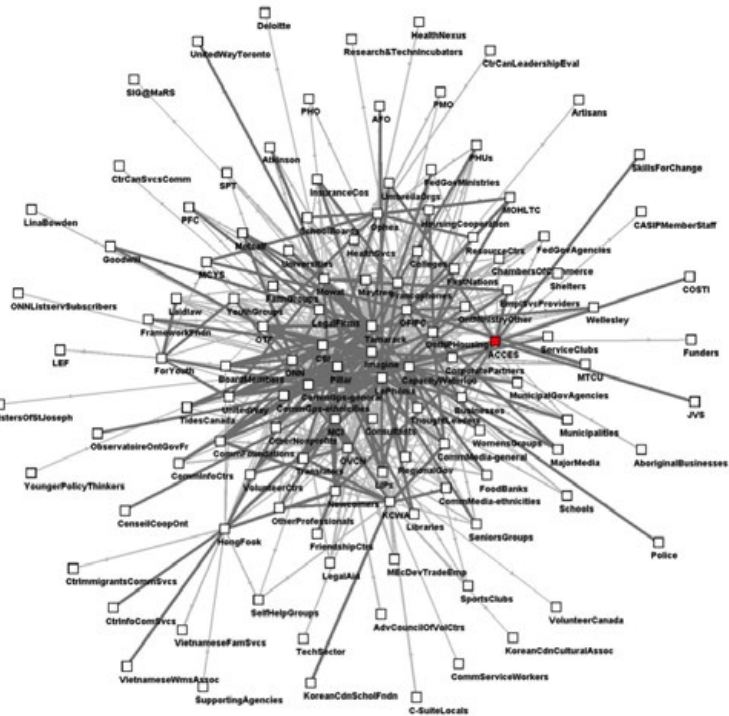— Very connected

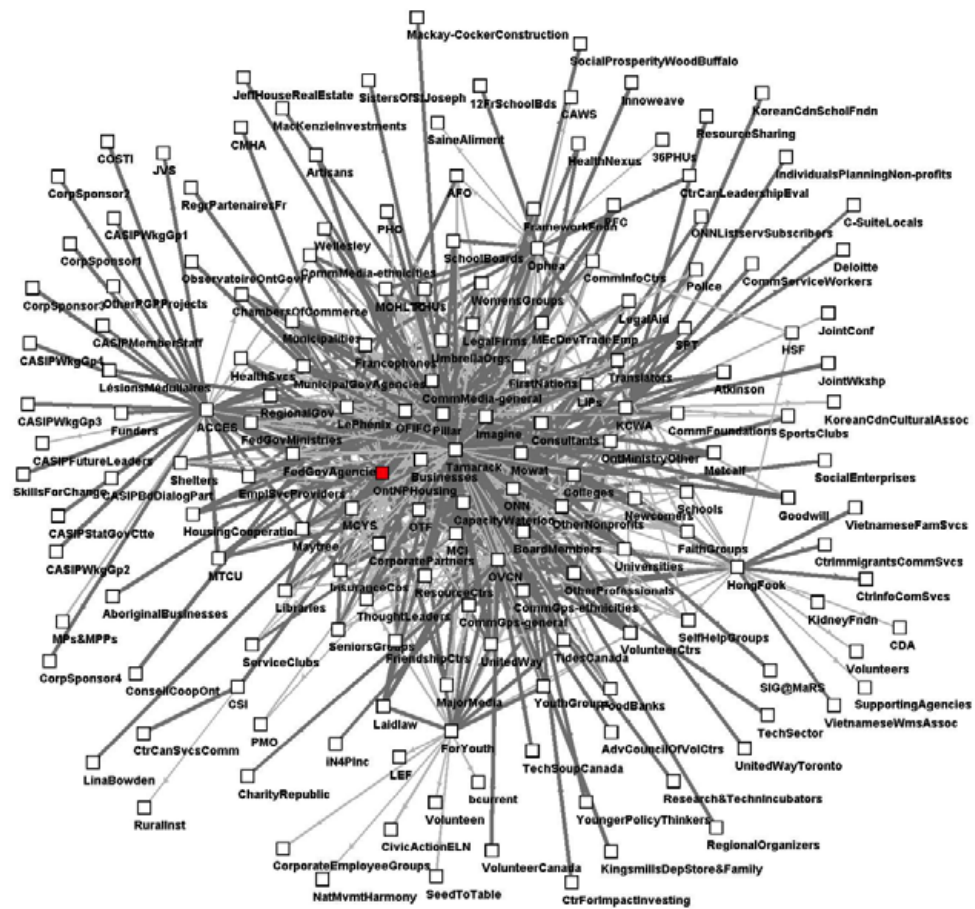All connections: before the project
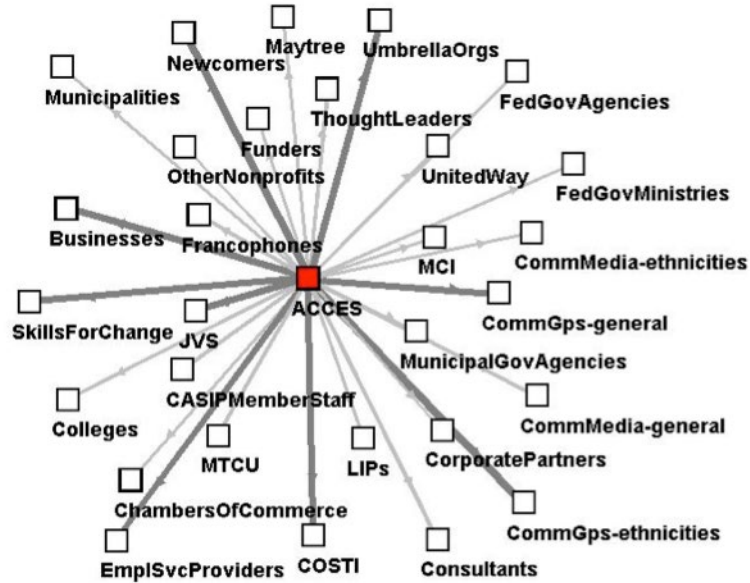
All connections: now

All PGLP connections – before the project

All PGLP connections: now

Better Beginnings Better Future

N.O.A.H. Neighbourhood Resource Centre: N.O.A.H's S.P.A.C.E.

The project will mobilize neighbourhood and community members and engage them in a collaborative partnership with a variety of public and not-for-profit organizations and groups in Greater Sudbury. The project will initiate and support sustainability, community and social development in the Donavan/Flour Mill and Louse Street areas. The project goal is to foster collaboration among community agencies and social service providers in order to develop creative and sustainable solutions to family and/or community issues. and to increase direct access to community and social services by community members living in the Donovan/Four Mill neighbourhoods.

MOST SIGNIFICANT CHANGE

Thorough analysis of both crime and demographics in 2010 (by the Greater Sudbury Police Service and greater Sudbury's Social Planning Council) demonstrated that Greater Sudbury's 30-Zone (an area of over 12,000 people and businesses within which are neighborhoods known as the Donovan/Flour Mill and Louis Street) had the highest incidents of crime and social disorder, the densest pockets of under-employment and poverty and the greatest needs for social development.

In 2010 the Greater Sudbury Police Services (GSPS) and a well-known and highly respected not-for-profit social development group known as Better Beginnings Better Futures (BBBF) that has operated in the 30-Zone for approximately 20 years, partnered in a strategy to support the residents of 30-Zone in initiating and managing a wide range of social development projects on a sustainable basis.

BBBF is a registered, not-for-profit organization that focuses on social supports for young children living in the 30-Zone. It operates on a sustainable basis and its products and services have been thoroughly evaluated (longitudinal research including cost-benefits) by a provincial consortium of credible social and behavioural researchers led by a team out of Queen's University. BBBF is situated inside the 30-Zone, in an old school building that offers many rooms for meetings, activities, offices and special projects. It operates with a small amount of staff as well as neighbourhood volunteers.

BBBF sponsored the proposal to the PGP as well as consented to act as an umbrella organization for N.O.A.H 's S.P.A.C.E , leading the project partners in the effort to strengthen the management and operational capacities of N.O.A.H and its community partners.

In the spring of 2011, BBBF led N.O.A.H in convening over 20 community agencies and organizations (not-for-profits and public agencies) in two day-long workshops to prioritize initiatives. These workshops concluded that a high priority need for the 30-Zone community is a consolidated, multi-service resource center that would bring into the heart of the neighbourhood and a family of services and resources that are in great demand in the 30-Zone. The new initiative was called N.O.A.H's S.P.A.C.E.

At this time, there are 42 registered community agencies and organizations who have partnered up with N.O.A.H.'s S.P.A.C.E.; many whom have made the commitment of providing their own professional staff and other in-kind resources to make this project successful.

Story 1: New beginnings

Within the 30 Zone here in Sudbury, there is an area that is frequented by sex trade workers. One day, a young woman who was working on the streets came forward asking for help; shared that she wanted to get off the streets and go for treatment regarding her addictions. A few key players from NOAH SPACE along with one of the police officers designated to this Zone brought her out for lunch and from there they were able to form a plan of action. They brought her to detox and completed an intake form for her to enter into an Addiction Residential Treatment facility. The officer wore plain street clothes and brought her to the hospital so that she could be seen by a doctor and get tested for pregnancy / Hep. C. From there, she accessed the Addictions Outpatient Treatment program and then successfully completed the Addiction Residential Treatment Program. During this time, she was reunited with her loved ones and after completing her treatment programs, moved back in with her family. At this time, she is now enrolled in College and hopes to someday help others who are also overcoming the same obstacles. When asked how she was able to achieve all her goals, she stated that she was overwhelmed with the circle of care provided by NOAH SPACE who were so willing to come forward and help her; having people who truly cared is what motivated her to keep going.

This change is significant because it demonstrates the effectiveness of reaching out to others who may require support. Sex trade workers are not known to accept help nor trust police officers, but we have seen a lot of change in our community; more and more sex trade workers are coming forward to meet with service providers. They also bring forward safety concerns and direct others who may require support.

Story 2: New Program Aims to help Men in Pre-Charge Situations relating to Domestic Violence

BEEP, also known as "Before Everything Escalates Project" is a partnership initiative between N.O.A.H's S.P.A.C.E, John Howard Society (Sudbury), Sudbury Counseling Centre, Sudbury and Area Victims Services, N'Swakmok Native Friendship Centre, Rockhaven, Greater Sudbury Police Services as well as the Sudbury Women's Centre.

The purpose of this project is to address the needs / gaps in services in regards to domestic violence; particularly in relation to men in pre-charge situations. The project uses a preventative approach to the issue of domestic violence as opposed to the standard reactive model we currently employ. Individuals are able to access services for free on a voluntary basis rather than being forced to do so. Participants will be exposed to numerous services that will serve to address all levels of needs in their present situations as well as learn different strategies of effective communication while managing their emotions. These are just a few features of the program.

Men in the project must participate in a group setting; they also have the option to access additional individual sessions as needed. There is also a partner contact component as well. The group will meet on Tuesday evenings between 5:30 and 8 p.m. at the Native Friendship Centre located in the downtown area. Group sessions will start at the end of October.

This project is significant because at this time, there is a major gap in services relating to this issue. The committee's goal is to reach out to those who are at risk of being charged, especially relating to domestic violence. If someone is identified of being at risk of being charged in the near future, the individual could access services that could potentially deter them from being charged by address their needs. Today we see so many family breakdowns; many are due

to domestic violence. In being able to offer these services, we are hoping that men will come forward and access this program before everything in their lives escalates.

OUTCOME CHALLENGE STATEMENT

Community members have access to a range of community supports by accessing one organization (NOAH's SPACE) that is able to coordinate those services and supports. Community members of all ages also have access to workshops, planned events, and activities that promote education, well-being, and nutritious meals/snacks.

Canadian HIV/AIDS Legal Network

Linking, Training, Acting: Supporting Information-Sharing and Advocacy on HIV/AIDS and Human Rights by Community-Based Organizations

This project will build the capacity of community-based organizations in Ontario to address human rights issues related to HIV/AIDS. This goal will be achieved by facilitating the sharing of knowledge, best practices, and educational resources on human rights and HIV, and by increasing collaboration amongst community-based organizations. There are two components to this project: first, to enhance and expand the organization's website with additional resources and tools for collaboration and information-sharing; secondly, to support Ontario community organizations' engagement in a national HIV Advocacy Network. The project will launch and sustain the HIV Advocacy Coalition, a national coalition including strong representation from Ontario community-based organizations.

MOST SIGNIFICANT CHANGE

Story 1

The goal with expanding our website is to build tools for people living with and vulnerable to HIV. Thanks to our partnership grant project, we were able to take embark on an extensive process of internal discussion and external consultation about our website with feedback from stakeholders (including our members, staff, board, people living with and affected by HIV and funders) on how to make it more accessible, more interactive, more engaging, as well as creating a platform for people to take action on human rights issues.

The most significant change that has resulted from this effort (outside of the new and improved website which we will be launching shortly) is the shift in focus on how the organization tells its stories and share information. As a not-for-profit organization that uses the law and legal research as instruments for change, we sometimes approach communication in a style that may be inaccessible to community organizations, activists, and people living with

and vulnerable to HIV. Our website refresh has allowed us to update this communication style.

This change is important because we will be able to increase the visibility of the Legal Network's education and training activities as we incorporate more interactive, dynamic features, including social media tools to our website, increased video elements , more webinars on our issues, and more evidence of the direct impact of our work (including a blog on current legal and human rights issues, presentations from training sessions, short case studies on HIV and human rights illustrated with personal stories, and videos from our advocacy initiatives).

Story 2

The second part of our project involved the Legal Network taking the lead on convening key community-based partners from across the country in discussions aimed at creating a national HIV Advocacy Coalition (with a significant focus in Ontario) consisting of organizations committed to sharing information about human rights concerns and collaborating on joint advocacy for the human rights of people living with HIV and of communities vulnerable to HIV. Over the past year, we convened this group during our annual symposium on HIV, the law and human rights and focused this group on two specific issues of concern for people living with and affected by HIV – the criminalization of HIV and supervised consumption services.

Due to the Partnership Learning Grant, the result of this project was supporting the capacity of allied research, advocacy, and community groups in taking up HIV/AIDS-related human rights issues, drawing upon the considerable expertise within the Legal Network.

This change is important because coalitions are essential to securing the policy objectives of our organization. Among allies in our human rights work, we particularly value working with groups of people living with or from communities particularly affected by HIV, and related health conditions, as well as with AIDS service organizations and other community-based organizations, researchers and other service providers (including health professionals and lawyers). We also believe in supporting people living with HIV and communities particularly affected by HIV in being active participants in the response: defending and realizing their human rights. This project allowed us to collaborate with such partners in ways that strengthen their capacity to advance human rights, including through our joint efforts.

Centre for Social Innovation

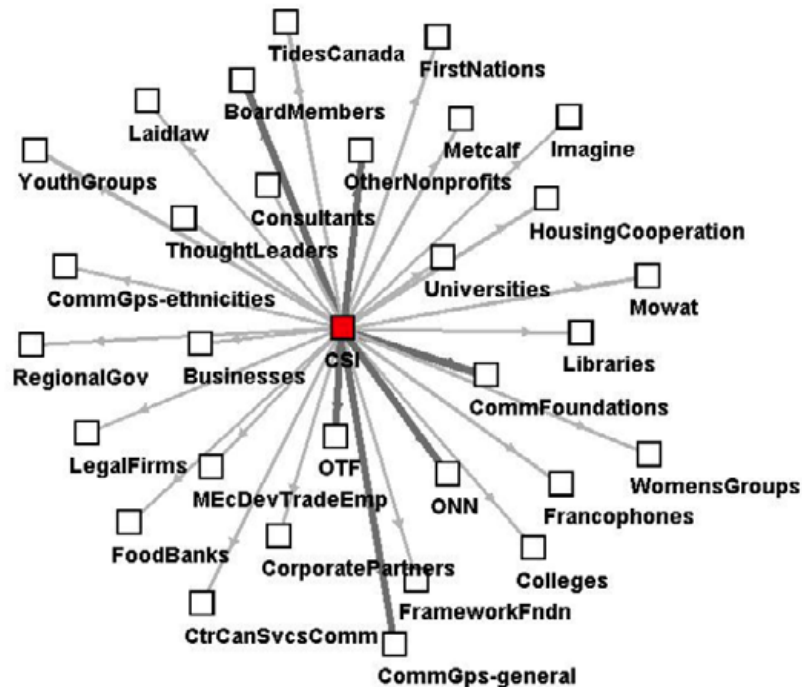## PopUp Labs for Social Innovation

The project offers a "train-the-trainer" program, empowering the Centre's partners to be able to deliver the programs that are most relevant in their field. The project offers support services to individual organizations, especially those working collaboratively. Finally, the project will establish an online community of practice that will enable new and growing non-profits to share their knowledge and experience. The project enables the Centre to meet with organizations in communities across Ontario, thus broadening the scope and number of organizations engaged in social innovation in the province.

OUTCOMES HARVESTED

| OUTCOME	TYPES OF CAPACITY BUILT
Contribution made to Pillar NFP in London, Ontario outcome for purchase a co-working space. PopUp Labs ran a workshop on Shared Spaces for Social Innovation attended by Pillar NFP. Centre for Social Innovation came to London for knowledge dissemination, training the trainers, and consultation through the popup labs.	Tools for Impact; Increased knowledge and skills; Organizational development

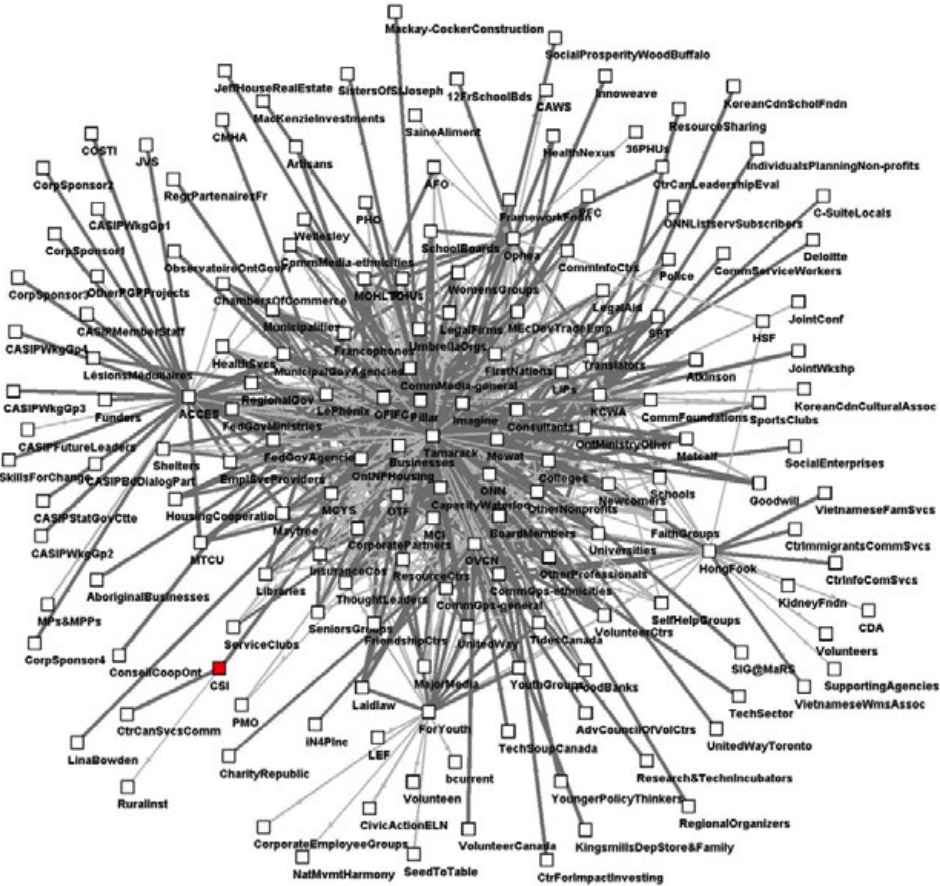### SOCIAL NETWORK MAPS

All connections: before the project

Note: Due to incomplete data the second map was not able to be rendered.

All PGLP connections – before the project
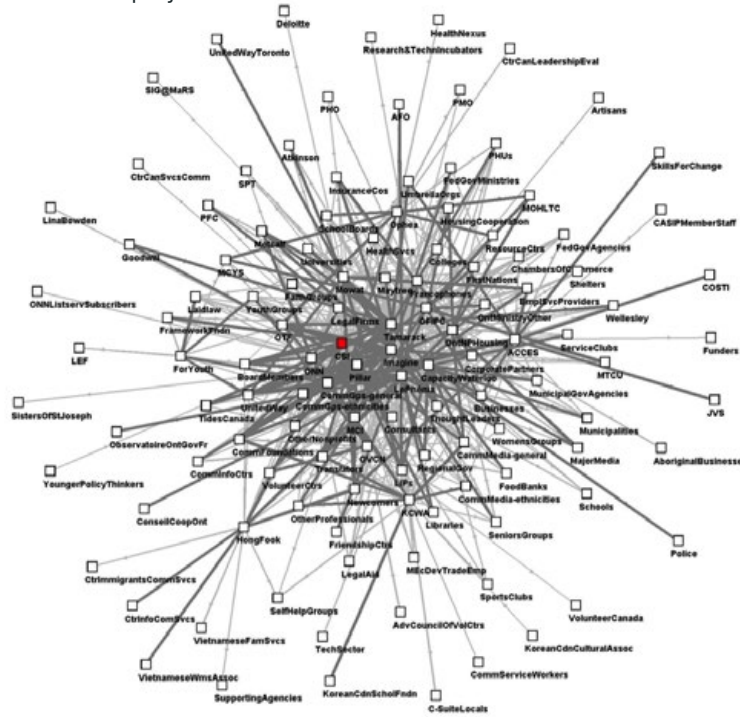
All PGLP connections: now

Centre for Social Innovation on behalf of Ontario Nonprofit Network (ONN)

Strengthening our Impact and Reach: Building and Sustaining the Nonprofit Network in Ontario

The project will improve communication across non-profit subsectors throughout Ontario, will strengthen coordination of subsector and cross sector initiatives and organizations across the province, expand opportunities for cross sector collaboration, and build the capacity and ability of sector leaders and supporters through innovations in knowledge mobilization. Key activities in this project include the network expansion of non-profit, public benefit organizations across the province and their supports, and the expansion of web based media tools as a better means of communication.

MOST SIGNIFICANT CHANGE

Story 1

ONN has evolved from a grassroots initiative of a few key leaders in Ontario's non-profit sector addressing a specific issue to a provincial network of hundreds of leadership volunteers contributing to dozens of sector-wide issues.

An obvious reflection of this evolution happened in 2013 as ONN reviewed its governance structure. A "Governance Gathering" was held in May 2013 and over 20 sector leaders attended to help ONN craft its leadership model going forward. A decision was made to have a Steering Committee (responsible for governance and leading the organization through incorporation) and a separate Policy Committee that focused on advising ONN on policy development and issue management.

When the time came in June-July of 2013 to find Policy and Steering Committee members, after a careful review of ONN's needs, every single person that was asked to volunteer their time and effort and play a role in further building the network said YES. It was a moment of great excitement and humility – what we are doing is making a difference and people want to be involved and contribute. This is a train they want to be on!

The new leadership structure and people involved are diverse – by geography, sub-sector and demographically. They are talented. They inspire us, they challenge us, they celebrate us. And we are clearly meeting one of our Partnership Project deliverables to "Create and implement strategies to enhance the diversity of engagement in non-profit sector leadership and the work of the ONN."

Story 2

One of the tasks and a deliverable of the Partnership Grant Project was to expand the effective use of social media tools as a means to better communicate, network and engage the non-profit sector provincially. ONN had a Facebook and Twitter account but they not actively or strategically used nor aligned with a single staff member's responsibility. ONN knew there was great potential to use social media tools to share information and conduct a two-way exchange with its network, especially with members all around Ontario.

By designating this responsibility to someone with communications experience, and putting the time and effort in, ONN's practices evolved to consider social media in all of our work. For example, all staff were trained on Twitter, and appropriate social media links were made with partners. An early success was a "tweet" of the delay in proclamation of the Ontario Not-for-Profit Corporations Act in early 2013. This resulted in over 37,000 impressions, reaching close to 25,000 Twitter accounts.

In just six months since implementing our strategy, Twitter followers have almost doubled and content is shared widely across Ontario and Canada, often by significant influencers in the social media space some with 16,000+ followers. Subscribers to our e-communications have grown to 7,000.

But most exciting for us was at our 2013 annual conference when #onn2013 was trending in the top ten in Canada and fantastic feedback was received through Twitter and social media connections. ONN is now on the "map" when it comes to social media engagement!

I think everyone knew that ONN had huge potential to reach multiple audiences through social media but by creating a specific engagement strategy, sticking to it, using creativity and maintaining the ONN "voice", great success has resulted. And we've just seen the start of how social media can be used to strategically advance ONN's goals as articulated in the Partnership Project grant – "improved, enhanced and expanded communication across non-profit subsectors throughout Ontario".

OUTCOMES HARVESTED

| OUTCOME	TYPES OF CAPACITY BUILT
3 regional not for profit network hosts from Thunder Bay, Chatham Kent and Dufferin County have ongoing and active involvement in constellation.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
Biggest change is for ONN internally to live the value of being a provincial organization. Build capacity to work regionally and co-create what networks and connections work best for each region. Learning best practices to engage communities regionally and locally in a true partnerships: this is what has changed. Getting more members from outside TO and more response to action alert + increased profile.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills; Organizational development
A contingent of organizations have joined ONN and become more active in ONN's network: e.g. submitting documents to government, receiving our newsletter, sharing ONN information to their networks: across the province,	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
A partner group and ONN constellation formed a fellowship organization. Connect the Sector in partnership with ONN are working to bring more age diversity into ONN's policy work. Outcome is a whole autonomous organization --- 8 steering committee members (inaugural SC), development of strategic framework, 2014 programming (4 streams including Fellowship). Implementation of work will deliver other outcomes still in development.	Partnership/collaboration development; Increased knowledge and skills

OUTCOME CHALLENGE STATEMENT

One year from now:

» Increased awareness of organization (eg. increased number of subscribers, twitter followers)

» Mechanisms/connections are in place to bring together sub-sectors pan-provincially to work on emergent issues (eg. webpage, letter campaigns, meetings with Minister)

» "Vehicles" to bring people/organizations together

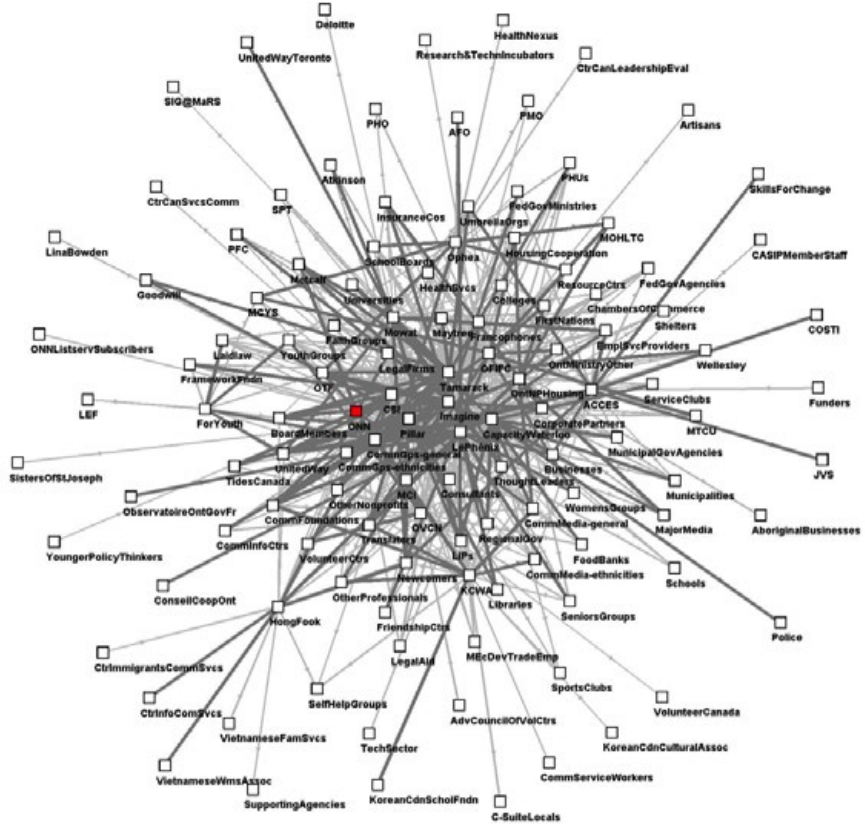## SOCIAL NETWORK MAPS

All connections: before the project
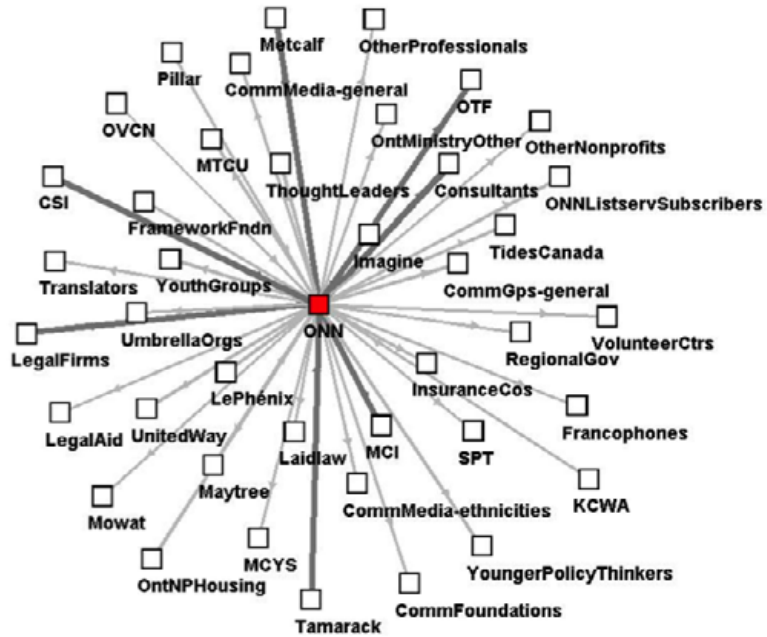
All connections: now

All PGLP connections – before the project

All PGLP connections: now

Community Microskills Development Centre

Women's Access to Trades Networks

The project will offer organizational support to organizations committed to women's economic sustainability and involvement in the trades. Specifically, the project will increase these organizations' capacity to offer collaborative leadership for increasing women's awareness and participation in the trades. The key activities of the project include establishing a Women's Access to Trade Networks, to be comprised of persons and organizations willing to collaborate on achieving equitable representation of women in the trades labour market. Additionally, the project will create a Women in Trades Portal; it will produce an annual Women in Trades Forum; and finally, it will develop gender-focused strategies that increase women's participation in trades occupations.

MOST SIGNIFICANT CHANGE

Story 1

We became involved in building a network around this issue as we are dedicated as an organization to assisting women to acquire the skills they need to succeed in the labour market. We concluded that something new or different must be done on this issue as there has been little or no change in women's participation rates in the trades in the past 30 years. We recognized that with women now comprising nearly 50% of our overall labour force, to have them excluded from accessing jobs in a large sector where employment growth is anticipated has become a serious impediment to the productivity of our workforce. This exclusion also creates a double drain on our economy, exacerbating labour shortages, and increasing women's vulnerability to poverty and reliance on income assistance. This in turn is contributing to the development of an emerging underclass, social instability, and the decline in Canada's reputation as a world leader in creating conditions that achieve equality for women.

Our most significant change has been the MTCU policy change that was detrimental to women being overturned in 2013.

Success

Collaboration among providers of women's pre-apprenticeship training identified an inconsistency in the application of an unfair practice that has triggered a complete policy change, abolishing a practice that was negatively affecting graduates of the Ontario Women's Directorate's Women in Skilled Trades Programs.

Barrier/challenge

In a policy change instituted in 2012, in effect the women were facing an extra requirement to achieve a Level 1 training qualification, one not faced by others in the pre-apprenticeship system.

Impact of policy on women

This arbitrarily imposed policy change incurred a cost for the exemption test that hadn't been budgeted for and would have to be passed on to the low-income women participating in the program; not having the qualification could trigger unnecessary economic hardship when women needed jobs upon completion of their internships in this program.

Our action

At first I worked within our project with our TDA and the MTCU policy standards branch to address the double standard this policy represented – However it wasn't until my conversations with WIST providers at Conestoga, The Centre, and Ogwehoweh Skills and Trades Training Centre, and then MTCU directly that I discovered that although the policy applied to them as well, only MicroSkills' was being required to honour this requirement – once this information was brought to the attention of the leadership within the policy standards branch, and OWD in writing, MTCU promptly abolished the policy and informed all of its offices, finally in mid July 2013.

This change demonstrates that the Women's Access to Trades Network can make an already complex "old boys" network that is the whole trade's infrastructure more accountable to women. This change demonstrates that in fact a women's network is necessary in order to ensure transparency and accountability to women participating in the trades.

Story 2

The project will offer organizational support to organizations committed to women's economic sustainability and involvement in the trades. Specifically, the project will increase these organizations' capacity to offer collaborative leadership for increasing women's awareness and participation in the trades. The key activities of the project include establishing a Women's Access to Trade Networks, to be comprised of persons and organizations willing to collaborate on achieving equitable representation of women in the trades labour market. Additionally, the project will create a Women in Trades Portal; it will produce an annual Women in Trades Forum; and finally, it will develop gender-focused strategies that increase women's participation in trades occupations. We attribute the new resources coming from these projects to the impact that our partnership initiative is having on Ministry of Education.

Example 1

Ministry of Education recently allocated funding through Ontario Youth Apprenticeship Program (OYAP) for gender focused special projects in 2013-2014.

Our action: Representatives in leadership roles within OYAP at the ministry level have attended our Network's Women in Trades Forums, including the first, pre-project forums. They have been exposed to each set of recommendations from the Networks' forum participants, which have strongly emphasized the necessity of women-focused initiatives.

This year, the Ministry of Education allocated funding through OYAP for special projects in 2013-2014 that promote trades in which women are historically underrepresented and that support female students engaged in those trades in OYAP. This funding is directly attributable to the influence our Network's Women in Trades forums and recommendations have had on Ministry staff attending our events.

Example 2

The Ministry of Education recently allocated funding for a major Young Women in Trades event in Waterloo/Wellington Region that will take place in 2014.

Our action: Similar example 1, this particular special funding for the upcoming June 4th 2014 event was a result of the efforts of the Network in hosting the 2013 Women in Trades Forum, the first regional forum of the Provincial Women's Access to Trades Network, aimed at Halton, Wellington, Waterloo regions. At this forum, government partners recognized the value of supporting additional outreach activities to young women and their parents.

The changes demonstrate that our network and its projects i.e. Women in Trades forums, can accelerate support for increasing resources directed towards gender specific initiatives. Gender specific initiatives are necessary and effective strategies in addressing gender gaps as entrenched as the absence of women in non-traditional trades.

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
Between April-July 2013, collaboration among 7 providers of women's pre-apprenticeship training resulted in MTCU abolishing an unfair practice, related to required level 1 training qualifications, that was negatively affecting graduates of Ontario Women's Directorate's Women in Skilled Trades Programs. Groups collaborating in preparation to address this issue with MTCU: • MicroSkills • Humber College • Landscape Ontario • Conestoga College • The Centre for Skills Development and Training • Ogwehoweh Skills and Trades Training Centre/Mohawk College • Ontario Women's Directorate	Partnership/collaboration development
Ministry of Education allocated funding through Ontario Youth Apprenticeship Program (OYAP) for gender focused special projects in 2013-2014 to promote trades in which women are historically under-represented and support female students engaged in those trades in OYAP.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
In September 2013 the Ministry of Education confirmed funding for a major Young Women in Trades event in Waterloo/Wellington Region that will take place on June 4th 2014.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
Following from the trades forum held in February 2013, the Trades Director from Conestoga College and Women in Trades instructors established and founded a women in trades association in September 2013.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
Network Stakeholders: the leadership team delivering women in skilled trades training: Education Director and Labour Market Manager from Landscape Ontario; the Training Coordinator from Humber College and MicroSkills, collaborated with Trades Directors at Mohawk and Durham Colleges: The collaboration extended beyond the requirements of the basic program delivery to include developing a model for a sector/industry and region specific Tradeswomen Advisors and Mentors event. On January 25th, 2014 the pilot was held at Humber College. The sector selected for testing at this event was Horticulture in the GTA, Halton, Durham regions. The event was designed to demonstrate a unique 'peer mentoring/advising' activity aimed at women along a continuum of engagement in the industry: senior and emerging leaders, alumna of the Women in Skilled Trades Horticulture Technician and Diploma programs in Horticulture offered by various colleges within the region, alumna and other women who are working, in further training or still struggling to develop careers in the field, along with current program participants and women seeking career transition who are exploring the field.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
The leadership within the Canadian Association of Women in Construction has secured resources which it will use to create an action plan for organizations that hire skilled trades that includes identifying measurable change with respect to accelerating women into leadership roles and increasing the overall number of women participating in the construction trades. CAWIC has referenced recommendations coming out of the consultations and forum reports, echoing the Women in Trades Network recommendation that projects designed to increase women in trades identify and include measurable change metrics as part of their goals. Up until now, few if any recommendations regarding strategies to increase the number of women in trades have used the word "measurable change." With CAWIC's project, we see the language of change on this issue is changing.	Partnership/collaboration development; Tools for Impact

Looking forward, we hope to see:

» Development of a collective voice to address sector challenges and opportunities.

» Greater voice, resources, capacity, and impact across the system so that more skilled immigrants succeed.

» Evidence and sustainability of an expanded knowledge bank of shared practice.

» Continuing to deliver annual regional forums, and Tradeswomen Advisors and Mentors events that tap into and harness local leadership capacity of stakeholders at all levels within regions across the province.

» Continuing to develop an online presence for the Women in Trades Network, that expands the current web portal, (approaching completion of phase 1-mainly directed towards women and career practitioners) to offer assistance to other groups towards a change agenda on women in trades, such as tradeswomen , employers, labour, and government to widely promote those opportunities to women.

» Facilitation of a gender equity reference group that supports the diversity agenda of the newly formed College of Trades.

» Alliance, advocacy and collaboration among groups that are working towards the same goal, that results in increased resources for training and employing women and young women in skilled trades, greater leadership from labour and employers in hiring these women and supporting their needs and progressive development in the workplace; a level of coordinated effort towards identifying and achieving targets and timelines.

» Continue to promote a system that creates access and equity for women in the sector, from basic trades awareness to leadership on the job (and the utility of gender-focused initiatives at every stage in system).

» Changing the language regarding respecting women's needs in accessing and sustaining meaningful employment from 'women's issues' to 'employment issues'.

For Youth Initiative

Agency Mentorship Program (AMP)

The intended outcome of the AMP is to build the capacity of and strengthen youth-led organizations and the youth-led sector as a whole. The AMP currently involves three key supports delivered to youth-led organizations: one-on-one mentorship, training, and partnership and network development. The AMP would like to add on two more streams; the Shared Learned Curriculum Development stream and the Power of One Volunteer Engagement stream. The Shared Learning stream will design a comprehensive curriculum that can be shared widely with other youth-led organizations. The Power of One stream will match volunteer experts with youth-led organizations which require additional skills to develop their organizational capacity.

MOST SIGNIFICANT CHANGE

Story 1

FYI leverages its networks and engages skilled professionals (via GenNext and corporate partners) and youth-led initiatives to work together to complete capacity-building or operations-based projects at the initiatives. I became involved in FYI in January 2011 as the lead of FYI's capacity building supports. We quickly realized that the need far outweighed our resources.

Through engaging skilled, corporate professionals and grassroots groups, FYI has been able to match volunteers with youth-led and youth-focused initiatives across the city. Most significant, however, has been our learning regarding how to engage young professionals, their interests, their needs, where they fit with our sector, and how we can support them to work with grassroots groups. We have also learned that most grassroots groups require significant supports to orient, manage, and retain volunteers. This has prepared to move forward with new strategies to engage the two sectors and create real relationships and opportunities to transfer knowledge and skills.

Our volunteer matching service, initially called the Power of One program, is an innovative way of creating cross-sectoral relationships between grassroots groups and skilled professionals. Our aim is for this program to support the leadership and organizational development of youth-led initiatives, leading to a stronger youth-led sector and youth

voice in the larger civic arena. However, being new work to FYI and to the sector in general, we have had to do a lot of exploration and trials to determine what works and what does not work. We feel that our improved understanding of how these relationships work will lead to more effective services, more impactful relationships, and long-term change.

Story 2

One of the most significant changes we have experienced is the evolution of practices to work successfully with both of the parties involved in the volunteer matching service.

What has become clear in the last year is that, despite our best efforts, the expectations of the program have not been clear. For example, initiatives submit opportunity postings,

but when a volunteer is provided, they do not follow up and engage the volunteer. Or vice versa, a volunteer completes the intake process and is "ready", but then they cease responding to the FYI or initiative staff.

We have reviewed and are in the process of revising our intake process and documents, as well as our orientation events. In the past, we had focused on allowing the sectors to engage and get to know one another, as well as understand the context of each party. However, we never outlined our expectations clearly nor the expectations each party has of one another—this has led to great frustration.
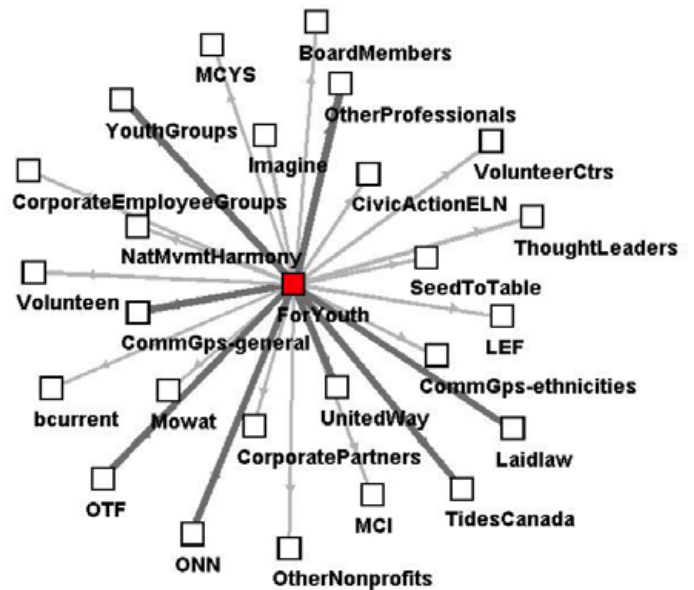
This change is significant because it allows us to improve our program, therefore achieving (or perhaps outdoing) our shorter term program outcomes.
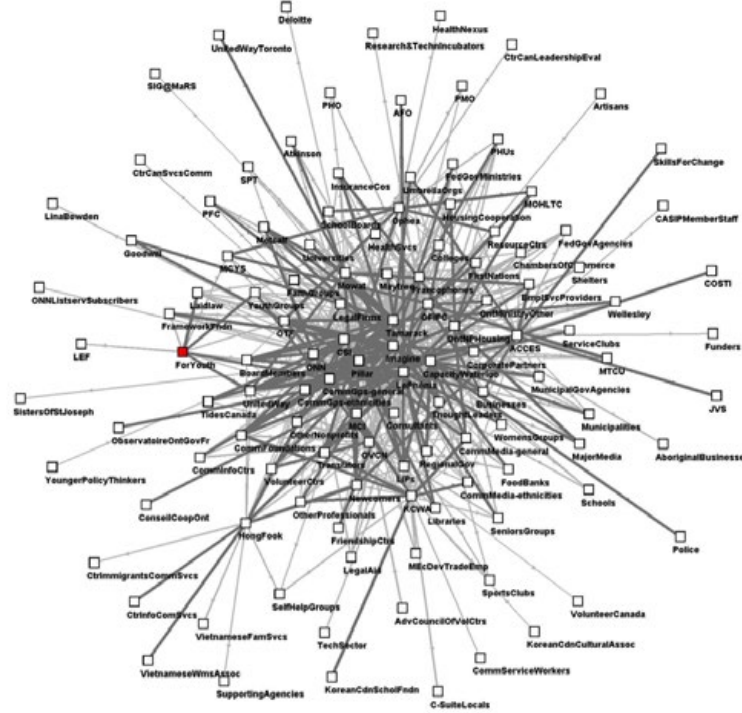
SOCIAL NETWORK MAPS

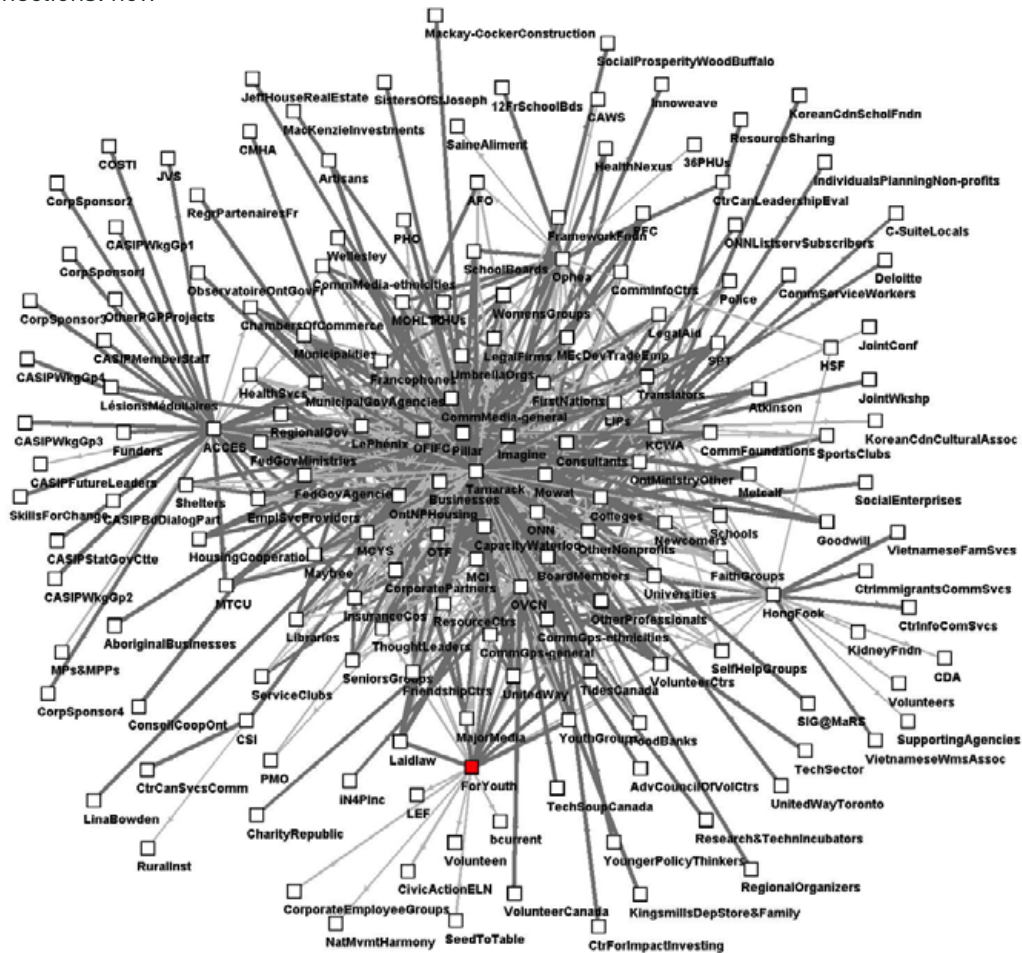All connections: before the project
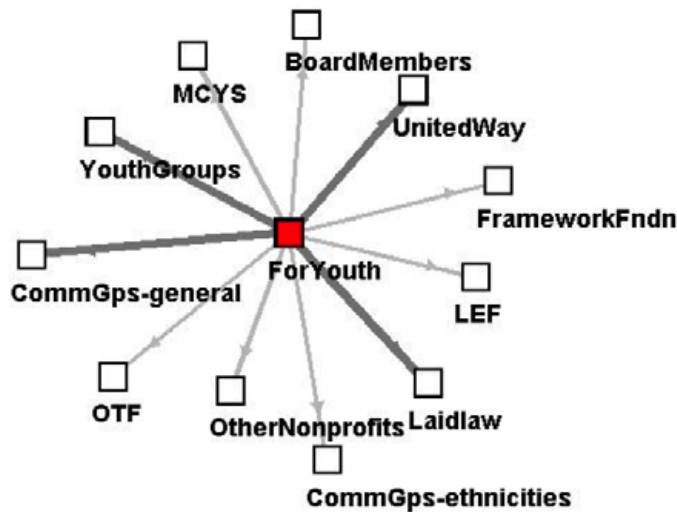
All connections: now

All PGLP connections – before the project

All PGLP connections: now

George Cedric Metcalf Foundation on behalf of Mowat NFP

Not-for-profit Sector Applied Policy Research Hub

Establish an independent not-for-profit sector research hub to improve public policy by providing capacity, dialogue and recommendations on how to ensure sustainability and innovation. The research questions and agenda will be defined through outreach to the NFP sector through ONN and the policy recommendations will be tested through those networks, as well as through dialogues with the sector and with government via the project consortium and its partners. The main focus of the research hub's work would be to conduct independent applied policy research and analysis on structural, foundational and systemic issues facing the NFP sector in Canada.

MOST SIGNIFICANT CHANGE

Story 1

The centre's mandate has been focused on strengthening Ontario's place in the federation through public policy instruments. In an effort to broaden its scope, it applied for a partnership grant to look at the legislative, regulatory and policy instruments that would create a stronger NFP sector.

Fifteen months later, the project has successfully created an emergent platform to discuss public policy as it affects the NFP sector. Mowat NFP is neither an advocate for the sector, nor an advisor to government. Our interest is in strengthening the sector as an instrument for public good. Through the Sector Signals reports, we are raising the profile of issues that are having an impact on the sector: the integration agenda; the social enterprise opportunity; and shared platforms. These papers are being used by funders to consider funding strategies and options.

Similarly, through the Sector Opportunities work, Mowat NFP has worked in partnership with ONN to shape and frame the human capital renewal questions and generate data that will provide the evidence needed to drive strategy, advocate for resources and shape the narrative on leadership going forward.

The overall result of the work to date has been a stronger framing for the NFP public policy conversation in Ontario. Individual NFPs and intermediaries in particular see that they have a credible partner with whom they can work on the issues that matter to them. With Mowat NFP as a player in this landscape, a public policy perspective for the sector can be supported with evidence-based policy research.

This change is significant because the NFP sector is a vital actor in creating strong communities, and public policy is a critical instrument to making this work

Story 2

Mowat NFP was approached by the Ministry of Economic Development, Trade and Employment (MEDTE) to write a report on social enterprise in Ontario. At the outset we felt that Mowat NFP was not well positioned to take on this role; Mowat NFP was a newcomer to the social enterprise space and others who had been working in the space for years were much more knowledgeable. MEDTE convinced us that we could fill the role of honest broker and that our lack of experience and ownership over the space would position us nicely to convene the often polarized stakeholders.

We brought together a wide range of stakeholders through two expert roundtables (one on social enterprise the other on social finance), a province-wide webinar and several key informant interviews. We were able to distill what we heard into a 17 page Sector Signal that read the barometer of social enterprise in Ontario and identified pragmatic and strategic ways forward to strengthen the opportunities for social enterprise in the province.

The most significant change that resulted from the social enterprise on social enterprise was a series of recommendations taken up by MEDTE in the launch of their recent Social Enterprise Strategy for Ontario. A number of the recommendations were put forward by the Ministry including to move on existing social enterprise opportunities, to strengthen the infrastructure that supports social enterprise, and to evolve the narrative of social enterprise.
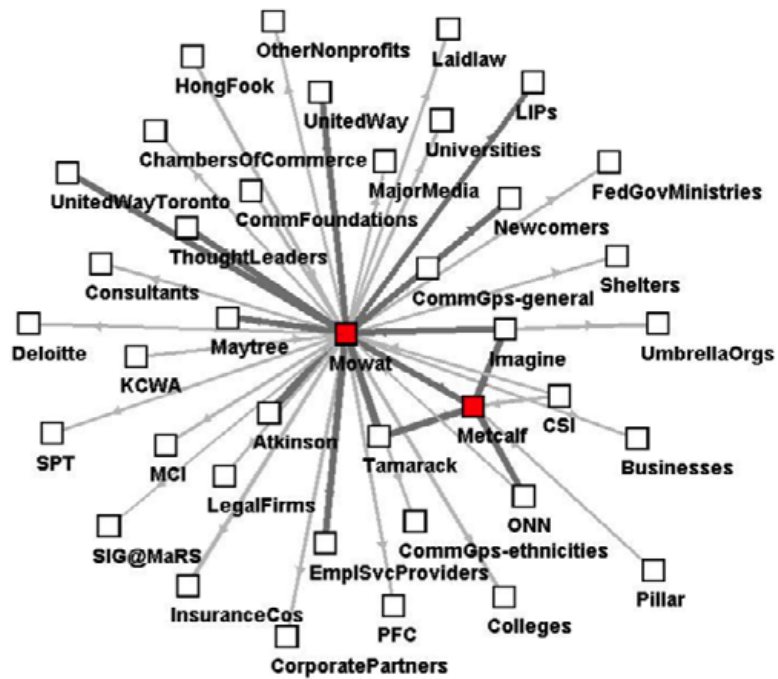
These changes are significant because they indicate that our recommendations were achievable, there was appetite for them and that they had impact.
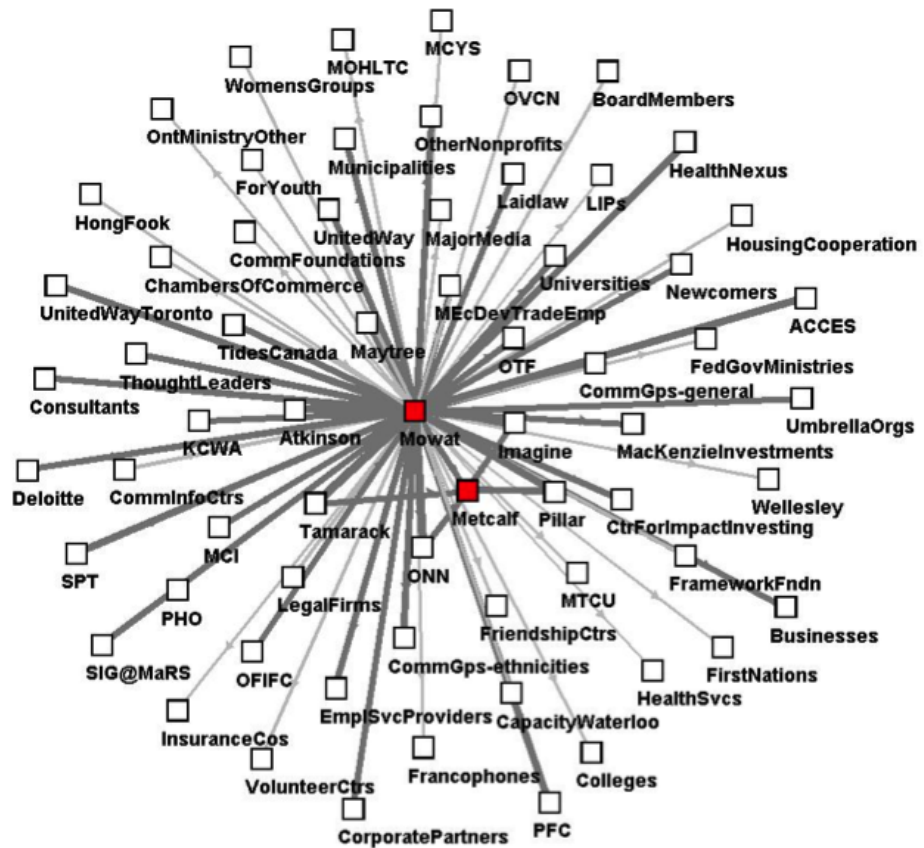
OUTCOMES HARVESTED

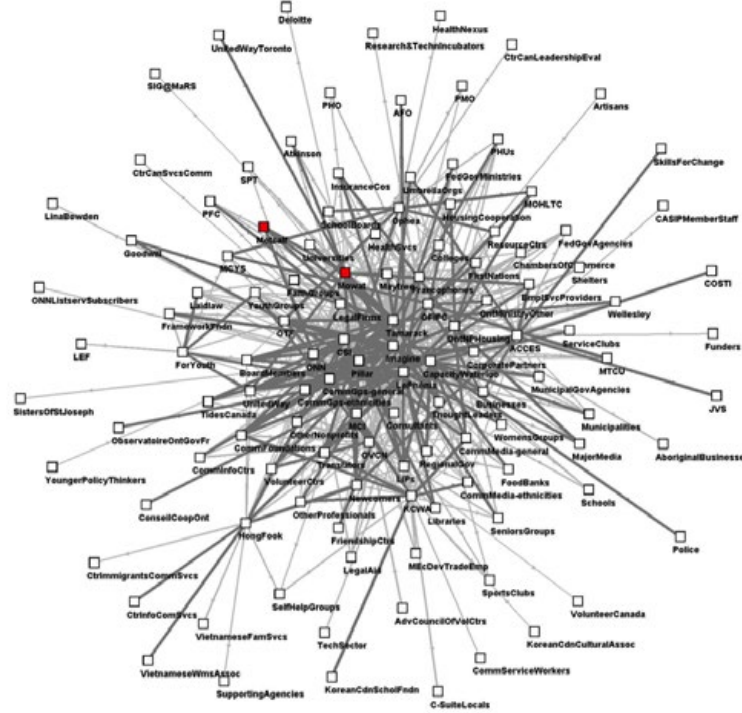| OUTCOME	TYPES OF CAPACITY BUILT
On September 26, 2013, the Ministry of Economic Development, Trade and Employment (MEDTE) released "Impact: A Social Enterprise Strategy for Ontario," which put forward a number of strategies/plans to move on existing social enterprise opportunities and to strengthen the infrastructure that supports social enterprise in Ontario These included, among others: • Integrate social enterprises into government procurement processes through a pilot program for the 2015 Pan Am/Parapan Am Games by helping them connect and improve their capacity to bid successfully. • Support Aboriginal economic development by increasing social enterprise opportunities within their communities and by providing Aboriginal social entrepreneurs with links to one another and other social entrepreneurs across the province. • Support the social enterprise sector's work on strengthening its coordination so that it is even better positioned to partner with government and the private sector.	Partnership/collaboration development; Increased knowledge and skills
In September 2012, following the ONN annual conference, the 27 grantee organizations began to build a learning community through participation in a linked in group, a webinar on network mapping, and engagement in the PGLP activities.	Partnership/collaboration development
In September 2012, the steering committee for Mowat NFP decided that it would be smart to expand the membership to include key strategic stakeholders on the committee. The Ontario Trillium Foundation, Imagine Canada, and the Ontario Ministry of Economic Development, Trade and Employment (MEDTE) were identified as key potential partners and they were invited to join the Mowat NFP steering committee. All three accepted and joined the committee in December 2012.	Partnership/collaboration development
MEDTE reached out to Mowat NFP as a research partner in March 2013 to lead the social enterprise consultations and produce the Sector Signal. In January 2013, Imagine Canada partnered with Mowat NFP to host a research roundtable in June 2013 and is partnering again for a public policy roundtable in January 2014.	Partnership/collaboration development
Trillium has been active participant in the PGLP project and has been a key informant for each of Mowat NFP's research pieces. Trillium is also exploring joint research questions with Mowat NFP in 2014.	Partnership/collaboration development

SOCIAL NETWORK MAPS
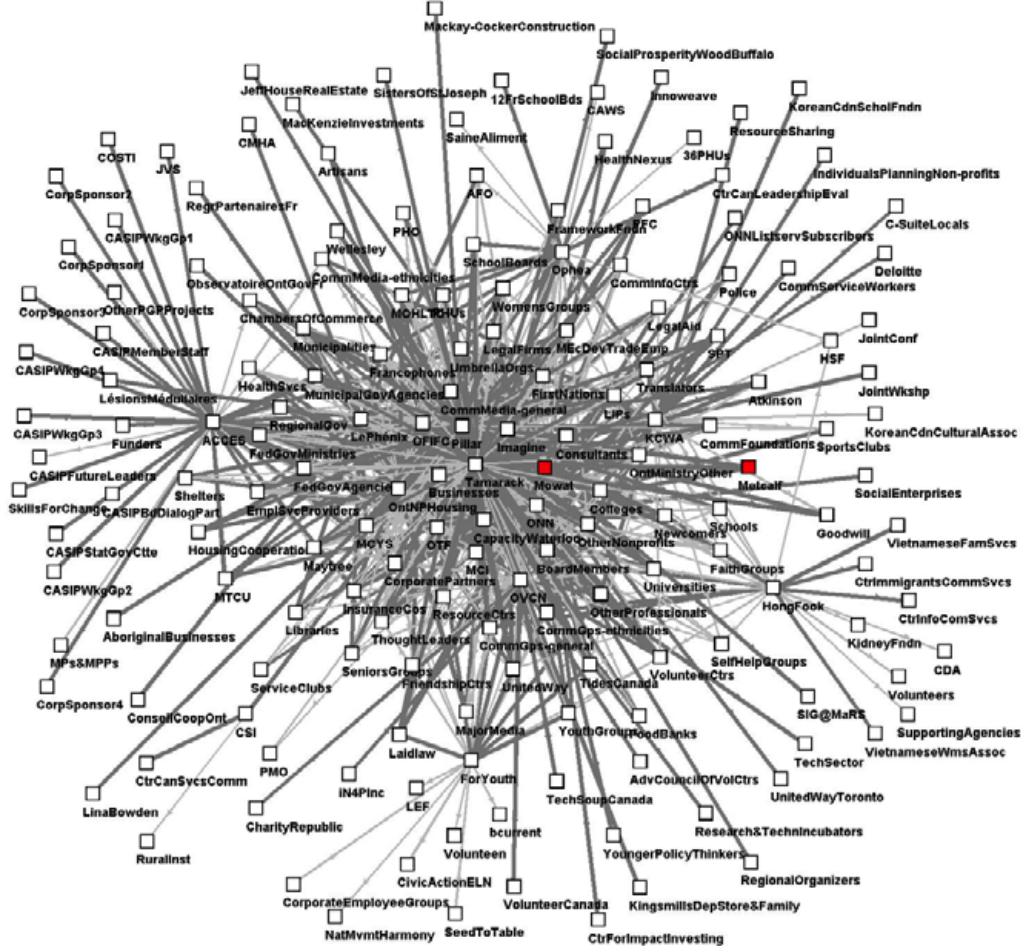
All connections: before the project

All connections: now

All PGLP connections – before the project

All PGLP connections: now

Hong Fook Mental Health Association

Ignite, Leadership for Immigrants' Health

A diverse, multi-lingual volunteer training program that will increase understanding of immigrant health issues and solutions in the non-profit sector, as well as expand leadership capacity through various educational initiatives. Over the course of the project, participating organizations will create a working committee and an advisory committee, deliver three multi-lingual training curricula, and develop a best practice model including professional assessment components. The expected outcomes include a strengthened volunteer leadership capacity, the creation of collaborative leadership training programs, new partnerships within the sector, and the development of a best practice model of volunteer leadership development.

MOST SIGNIFICANT CHANGE

Story 1

"As a newcomer myself several years ago, I was aware that language and culture play important roles in my settlement process. I also realized that a lot of newcomers ignored the priority of their health in their first couples of years. That was the reason that had driven me to participate in the Ignite Leadership for Immigrants' Health Project in August of 2012. The project uses "Train a trainer" model and the training topics were refreshing. After that, we came back to our communities as a volunteer doing health promotion, raising health awareness, and being a positive model and a health advocate in the local community.

Now I am a Case Aid Volunteer helping people with mental illness and one of four volunteers at the Hong Fook's Resource Centre. I also got a part-time job as a Mandarin Workshop Facilitator at CATIE, Canada's source for HIV and hepatitis C information, delivering workshops relating to Immigrants' Health and Hepatitis C. The Ignite Leadership Project is a collaborative mechanism for consumers, volunteers, workers and partnering local community agencies and communities, including you and me."

One of the most significant changes over the past 12 months is the changes in participants' attitudes toward holistic health and their beliefs toward the role of volunteers in health promotion,

» After the training, 86% strongly agreed that volunteers can help improve the health of immigrants, compared to only 32% before the training.

» 75% strongly agreed that they had an interest in health and health related matter: a growth of 34 percentage points, compared to before training.

» 62% strongly agreed that they were confident promoting holistic health: an increase of 43 percentage points.

This change is significant because developing volunteers to become health ambassador/promoter is very important, especially for smaller non-profit agencies with limited resources. There is a growing concern over immigrants' health as they often experience health deterioration mainly driven by the factors of social determinants such as migration, discrimination, inequality, poverty, unemployment, difficulties accessing services and language barriers.

Trained volunteers can play a vital part and as a catalyst toward improving the health of immigrants when they utilize their strength and talents to serve as a health advocate in their local community.

Story 2

The Ignite Leadership for Immigrants' Health Project's incorporated a practicum component to the Level 2A Peer Leadership Training. The practicum had two sessions. At the first session, the training participants were divided into groups and worked together with one representative from different health-related supporting agencies including the Heart & Stoke Foundation, The Canadian Liver Foundation, the Canadian Cancer Society, The Kidney Foundation Canada, The Canadian Diabetes Association, Alzheimer Society of Toronto, and Hong Fook Mental Health Association. The participants learned about the agency and its health promotion strategies and were then given an exercise to work on together and presented their work the following week, which was the 2nd session of the practicum.

After the practicum, the participants shared that they felt they increased their knowledge about different health agencies in their community and the practicum had further enhanced their communication skill. In addition, they really appreciated the opportunity to work in a team environment and the whole process ignited their passion in health promotion even more. They were very grateful for this opportunity.

We also received great feedback from the agencies that help delivered the practicum. They really enjoyed taking part in the practicum. The practicum not only provided the representatives the opportunity to promote and increase awareness of their agencies, they also got a chance to network with some potential volunteer leaders for their agencies.

The success of the practicum clearly demonstrated the meaning of capacity building through the joint collaborations between the agencies and the involvement of the members from the different communities.

OUTCOMES HARVESTED

| OUTCOME	TYPES OF CAPACITY BUILT
Ignite Leadership for Immigrants' Health is a partnership project with the vision to bring volunteers together from diverse ethnic background through a series of volunteer trainings. Its objectives are to build a greater understanding of immigrants' health among the project participants as well as building volunteer leaders and training models & resources for the non-profit sector. From August 2012 to November 2013, a combined 143 participants took part in the different level of trainings. These trainings changed their attitudes toward holistic health and their beliefs about the role of volunteers in health promotion for the community. After attending the trainings: • Over 75% of participants have become more convinced that volunteers can help improve the health of immigrants; • Participants who were confident in promoting holistic health increased by 68%; • 94% of participants agreed that they can identify the source of stress in their life after the training verse only 35% agreed before the training.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
From August 2012 to November 2013, a combined 143 participants took part in the different levels of training. This training changed their attitudes toward holistic health and their beliefs about the role of volunteers in health promotion for the community.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills

OUTCOME CHALLENGE STATEMENT

Going forward, we would like to build on the success and mechanisms that were established in this process. In the years to come, we would like to see:

1. Our support agencies further involved in building volunteer capacities by sharing resources and providing different volunteer opportunities based on the strengths of the volunteers with the goal of improving and creating awareness of immigrant's health awareness.

2. Further engagement of the project's graduates and have them play a more significant role in the continuation of the project and be the leaders in advocating immigrant's health awareness with collaboration among peers and agencies networks.
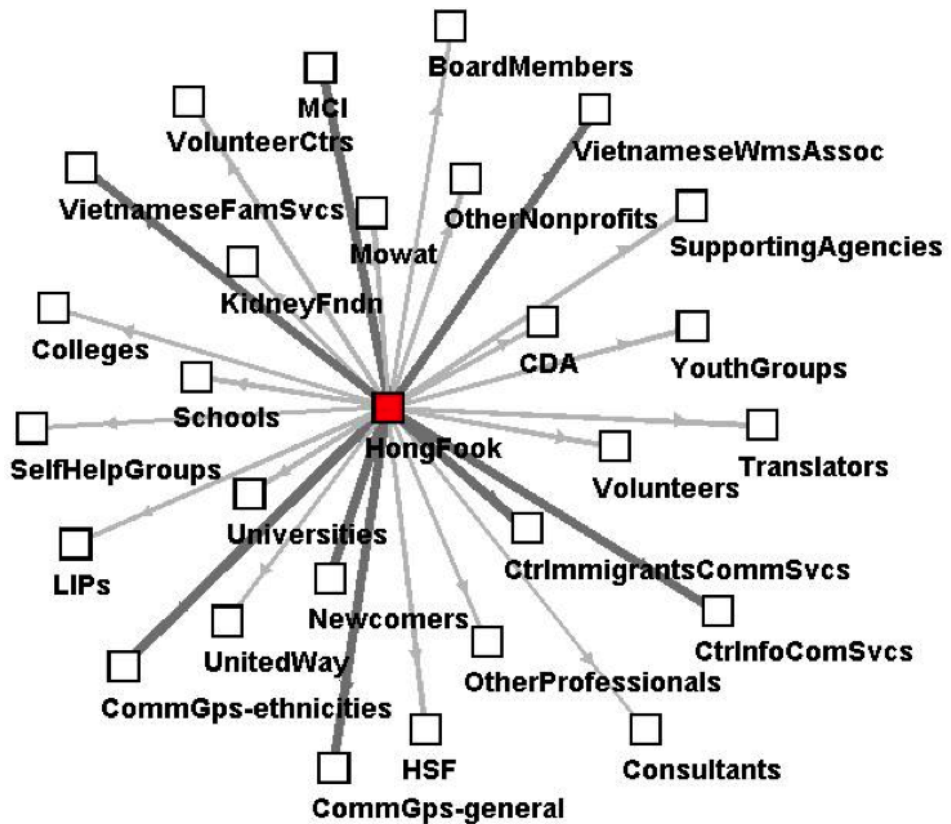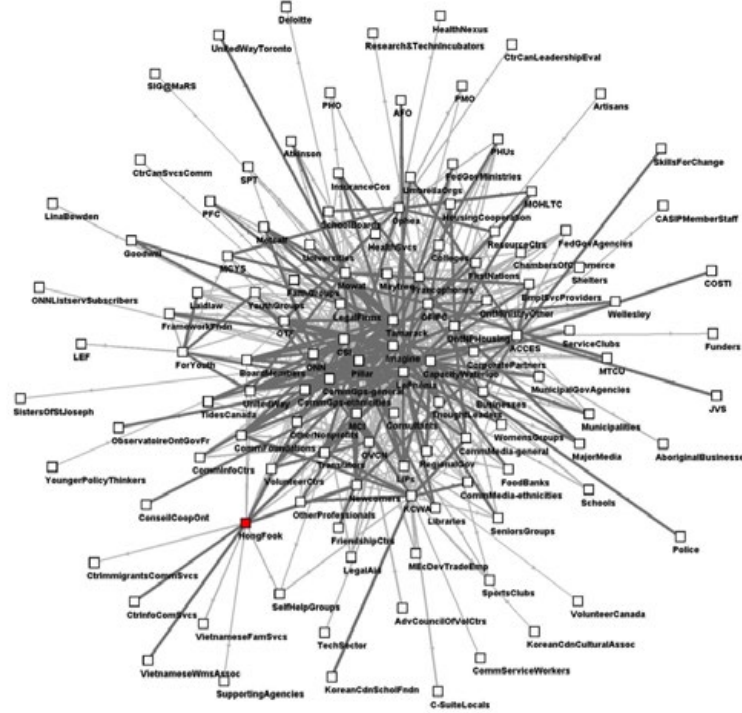
SOCIAL NETWORK MAPS

All connections: before the project
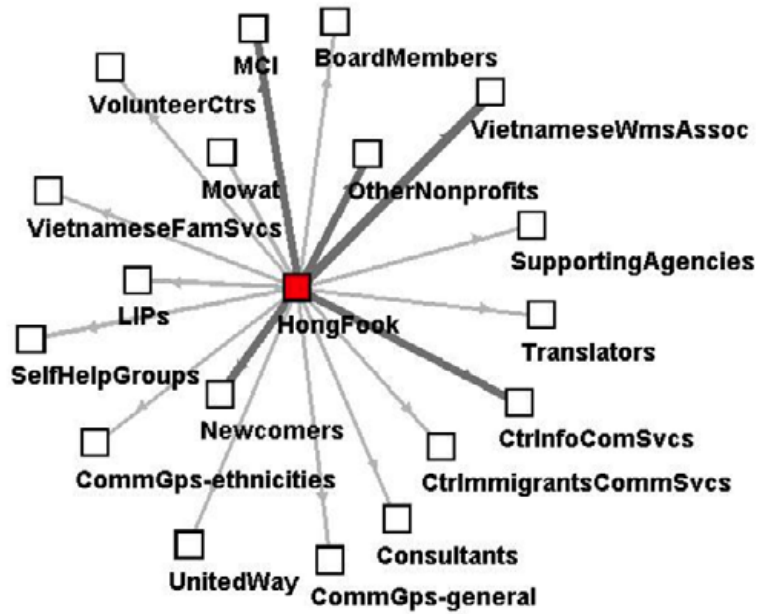
All connections: now

All PGLP connections – before the project

All PGLP connections: now

Imagine Canada

SectorSource

Develop a bilingual online portal to help charities and non-profits find the information, resources, policies and training they need to operate more effectively, in 5 major areas: governance, financial management, human resources, volunteer management, and fundraising. This portal, now called SectorSource/Source OBSL, will save volunteers and staff of charities and non-profits the time and effort of searching for solutions from several different sources and ensure them of quality of information they are receiving. It will also reduce the need for organizations to "re-invent the wheel" for their standard operational and management practices. The portal will be launched within the first year, and the organization will continue to work with the community to enhance the portal's effectiveness.

MOST SIGNIFICANT CHANGE

Story 1

One of Imagine Canada's key objectives is to enable charities and non-profits in building strong organizations that can in turn build strong communities through their causes. For years we operated a very popular online Non-profit Library. We ran a survey in 2010 over 350 users responded and we confirmed some of our own concerns about how user friendly the Non-profit Library was. Through the survey we learned that the majority, over 80%, used the library and rated it as useful or very useful. Attesting to its value, we received over 30 individual comments on actions and activities individuals took using the library resources, for example:

» "Great documents that I could use as resources when creating our volunteer handbook."

» "Researching materials for member organizations increases my knowledge about the non-profit and Voluntary Sector in Canada and also allows us to create a topic guides as explained below to help other organizations who may have similar questions."

» "this site saved me from re-inventing the wheel with the research it had on non-profits, evaluation techniques and survey results"

These statements revealed a unique usefulness the online Non-profit Library offered to charities and non-profits in Ontario and the rest of Canada. In our qualitative results, however, we heard in general that the audience struggled with getting through the volume of information and knowing what resources were worth using. We also saw that we were duplicating effort across the organization, with two other websites that specialized in more specific topics along the same lines as the Non-profit Library, one was risk management and the other was giving and volunteering research. We saw an opportunity to reframe the website, refine the scope, improve the search, etc. We then created SectorSource.ca or SourceOSBL.ca, launched in March 2013 to meet these new needs

Internally for our organization, we have consolidated a number of resources and created a single place to collect and share resources we identify as useful to our stakeholders. This has created efficiencies internally and we have taken on a far more "curatorial" role. This new site has also created more collective organizational ownership around knowledge sharing and increasing our own output regarding the issues and content we are working on as an organization, changing how we see we can build capacity in the sector.

It is important for us to clarify the kinds of information we can offer support in and make that clear to our audience. The collaborative organizational effort and shift to Sector Source as a core central part of the organization has been hugely important and will drive the initiative forward for long term sustainability. It is too early to tell how this new site has impacted the users (site launched March 2013) but our site visits are going up since launch. We launched a user survey in late 2013 and we will use it for future evaluations.

Story 2

Social Prosperity Wood Buffalo approached Imagine Canada to explore the opportunity of using our Standards Program for their work in developing the capacity of a group (the original connection was made by Cathy Brothers at Capacity Waterloo). During this partnership we realized that both Imagine Canada's Sector Source team and SPWB could work collaboratively on choosing and assessing the most helpful of hundreds of resources. Katharine Zywert of SPWB was developing a handbook for their group and we on the Sector Source project the best documents for our new website

to find the best ones. We sent our first cut of resources to Katharine, she reviewed them, selected the best and sent them back. Through their work with organizations in Wood Buffalo AB, SPWB's Project Officer Katharine Zywert and key Imagine Canada staff were able to get feedback on the application of the Standards and learned firsthand what kind of support organizations needed. As a result SPWB developed a series of Standards Explained descriptions for patrons of Sector Source to get a general understanding of each Standard.

The impact for us was through collaboration we were able to accomplish: a) a better quality online resource b) a new unique knowledge product the "Standards Explained" section and c) external feedback/contribution to the resource.

It is significant that we can promote the Standards as widely as possible and make them accessible to charities and non-profits (regardless of their participation in it officially) because any organization can use them as a tool to improve their capacity. Adding the Standards Explained allows us to improve this. Working collaboratively with another organization helped us get a sense of what organizations need in terms of support and how they work through our material.

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
Between March 2012 and March 2014, Imagine Canada changed the way it works with charitable organizations. Imagine Canada focused its capacity-building efforts on the areas that will have the most impact on the success of charities and non-profits and the sector as a whole (i.e., improved governance, financial accountability, fundraising practices etc.). Moreover, by linking capacity-building efforts to the Standards Program, organizations are assured of continual access to the newest thinking in these areas and are able to provide leaders who are interested in demonstrating that their organizations are following best practices with a way to do so.	Tools for Impact; Increased knowledge and skills
Between March 2013 and December 2013 the number of the charitable and not-for-profit organizations that accessed and downloaded material on sector source increased.	Tools for Impact; Increased knowledge and skills

OUTCOME CHALLENGE STATEMENT

Looking ahead:

» SectorSource is more clearly integrated in a core organizational capacity-building initiative of Imagine Canada with a focused user group.

» We have an advisory group of 3-5 volunteers to help with tool assessment and evaluation feedback.

» We have a core sample group of our broader user audience to provide answers to larger-scale surveys.

Inform Ontario Outcome Challenge Statement (to be affirmed by IO leadership)

One year from now, what is success?

1. Each tool created in the project has been used and validate by at least 3 IO members.

2. At the 2015 conference, IO members will discuss good practice in collaboration. IO will develop a draft standard for collaborative practice based on the project learnings.

3. Local pilot communities have explicit agreements for continual working relationships for maintenance and input on local resources produced during the project.

4. Waterloo Region (at least) will have a network event (ex. forum) on gaps between formal service systems and what people need in their settlement process and their day-to-day lives.
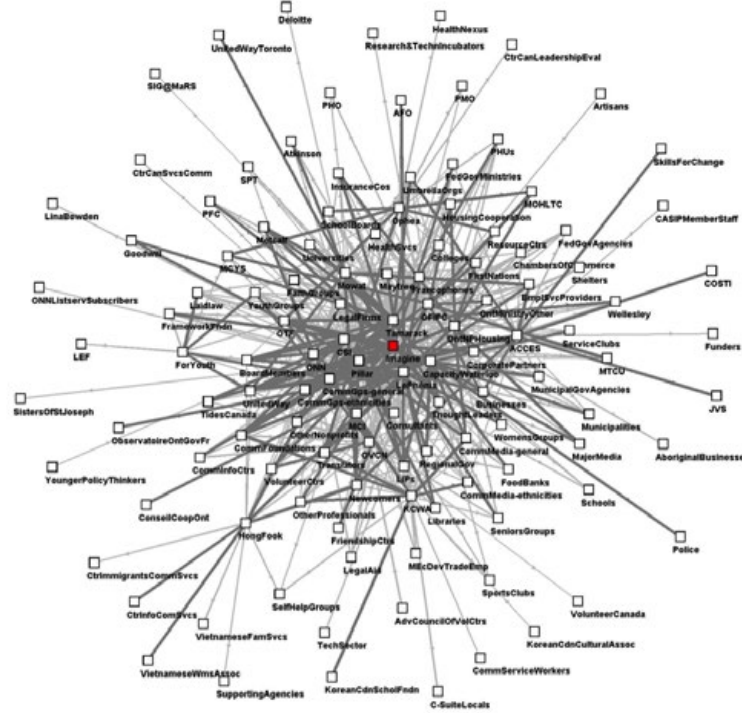
SOCIAL NETWORK MAPS
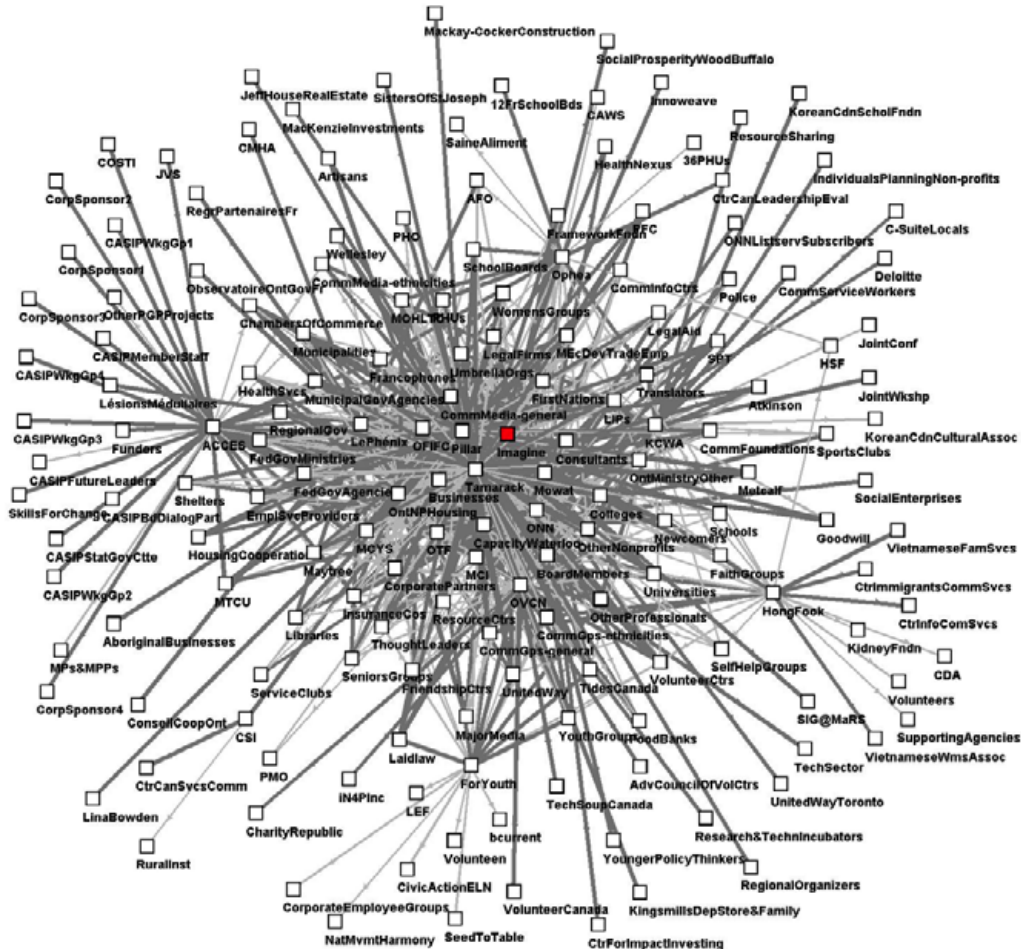
All connections: before the project
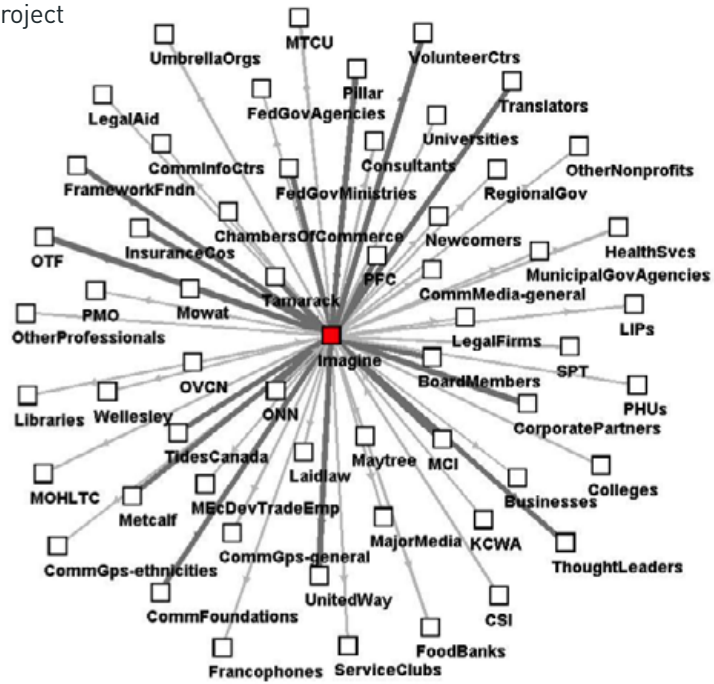
All connections: now

All PGLP connections – before the project

All PGLP connections: now

Immigrant Women Services Ottawa

Digital Outreach

The project will explore the use social media as an effective tool to strengthen the network and collaborative capacity of IWSO, LASI World Skills and SCFC. Social media tools will be mobilized to improve responsiveness to clients, communities and stakeholders. Best practices will be shared with other settlement and service providing organizations. Activities will include organizational capacity building through public engagement and staff training, inter-agency capacity building through streamlined processes, and developing online tools and resources as an organization program for both newcomers and employers.

MOST SIGNIFICANT CHANGE

Story 1

The DOP –PGO is led by Immigrant Women Services Ottawa (IWSO). IWSO approached several local agencies for partnership. The two partners, Somali Centre for Family Services and LASI World Skills agreed to partner with IWSO on the project. IWSO is tasked with all the administrative activities associated with the project.

The DOP-PGP has enhanced the ability of the partner agencies to improve their service delivery to the community, modify their internal systems and build stronger relationships with key stakeholders.

The DOP – PGP allowed one of the partners, Somali Centre for Family Services to embrace the digital world and social media; which resulted in attracting new clients, volunteers and possibly new donors.

The story we would like to share with you today- is the impact the increase in numbers of volunteers had on their organization by simply having an online volunteer registration form and promoting it via our Facebook page. Whether it was high school kids trying to finish their 40 hours of volunteering, newcomers who wanted to gain valuable experience or parents who wanted to help-out with the youth programs. Since they had a great Facebook presence and were sharing valuable content with their clients on a weekly basis. The community finally understood the different services the centre provided and that they were more than just a settlement agency.

In the summer of 2013 when their soccer program started, they posted the schedule and started to share weekly posts. Few parents approached them about starting few teams for younger kids ages 4-9. Their program co-ordinators were a little hesitant since they had limited staff; their programs are geared to youth starting from age 9 and not to forget they were already managing 14 teams. However, the parents gave them a proposal they couldn't resist; they volunteered to do the coaching and facilitate their program same days as the regular activity. They just had to provide the volunteers with extra field time and all the support they needed. This summer they started the first soccer program for kids between the ages of 5-9. The turnout was great and impact was more impressive.

'We are very proud that we can instill in our young youth the benefits of healthy living and being active at a younger age. We are very proud that our volunteer parents are still dedicated to the program and running an indoor winter session twice a week. Practice on Monday nights and games on Saturday afternoons' says Naima, Manager of Youth Projects, SCFS.

Given the target group served by each partner agency and the changing climate in which we do business, it is imperative for us to be relevant, to be responsive to the needs of the client community, to utilize the technology available and to communication clearly to our partners and service users.

Story 2

The DOP –PGO is led by Immigrant Women Services Ottawa (IWSO). IWSO approached several a few local agencies for partnership. The two partners, Somali Centre for Family Services and LASI World Skills agreed to partner with IWSO on the project. IWSO is tasked with all the administrative activities associated with the project.

For the other two partners, World Skills and IWSO, the DOP-PGP has contributed to some significant changes within each organization. The DOP- PGP enabled the organizations to engage in some internal reflections on their structure, their method of communication and how they connected with their service users and other stakeholders. Here are their combined stories:

The Digital Outreach project was instrumental in helping them think differently about the way we generate, use and share information at all levels of the organization, with

their service users, other agencies and institutions. For IWSO, it was quite surprising to learn of the many clients (newcomer women) who used social media and made them think seriously of their method of communicating with their clientele.

Having undergone a substantial Change Management process, one agency has modified their website; the other has adapted and enhanced their ICT systems in several ways.

Working with their partners and a Communication Specialist, they have been exposed to new and different ways of doing business. The workshops with staff have opened up their understanding of the benefits: personal and professional-of social media.

The ability of service providers to use the online function to request services such as Language Interpretation is a significant improvement to the way IWSO did business. Both LASI World Skills and IWSO are now "working smarter"

by placing an emphasis on strategic planning; investing in Communications and Content Management System expertise; and leveraging Project Management principles.

The DOP – PGP has increased the visibility of the partner agencies within the community, increased one partner's pool of volunteers and provided an opportunity for these volunteers to give back. Overall the DOP-PGP has enhanced the ability of the partner agencies to improve their service delivery to the community, modify their internal systems and build stronger relationships with key stakeholders.

Given the target group served by each partner agency and the changing climate in which we do business, it is imperative for us to be relevant, to be responsive to the needs of the client community, to utilize the technology available and to communication clearly to our partners and service users.

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
The Digital Outreach Project has enhanced the ability of the partner agencies, Somali Centre for Family Services and LASI World Skills, to be sustainable and to improve their service delivery to the community, modify their internal systems and build stronger relationships with key stakeholders. It started with the 3 agencies changing their practice in the Fall of 2012 when each launched a new website and a social media strategy including a Facebook page and monthly E-newsletter launched in October 2013. Donations have been increasing and more people from around the world have been accessing the newsletter.	Tools for Impact; Increased knowledge and skills

OUTCOMES CHALLENGE STATEMENT

Looking forward, we hope to see:

» Agencies recruit participants to a new program for Somali youth using social media.

» Stronger partnerships between mainstream agencies to reduce barriers and ensure that people are not falling through the cracks. They will co-deliver programs in a central location as well as partner to deliver programs. They can then pool resources to see better outcomes such as hiring a staff person together.

» Need to find the time to build collaboration through the monthly networks of agencies serving immigrants.

KCWA Family & Social Services

Towards a Common Goal

Modernizing the operational infrastructure of the Korean immigrant community's not-for-profit sector by training their Executive Directors and Board Members in the areas of governance, financial management, strategic planning, and risk management. This will increase effective cooperation and enhance structural capacity by linking together disparate groups of Korean community-based not-for-profit organizations in Ontario.

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
12 agencies (KWA Canada, GTA Hanka Seniors Association, Toronto North Korean Community Centre, Korean-Canadian Cultural Association, Toronto Korean-Canadian Seniors Association, Toronto North Korean Community Centre, The Milal Mission Canada, Castleview Long-term care centre, Vancouver Korean Women's Association, Korean language school Association Canada, Society of Korean studies, Ontario Korean Trade Association) were provided information on operational efficiency such as effective governance, financial/ human resources/ program management - 8 agencies (U of T: Mentoring Program for Children of North Koreans Refugee, Toronto Father School, KiTE, Castleview Long-term care centre, Ontario Korean Trade Association, Individual-Hyoboon Kim, Catholic Community Service-Korean Women 's Support Group, Volunteer Group of Foot Care) were provided information on how to incorporate and how to apply for a charity - 5 agencies (U of T: Mentoring Program for Children of North Koreans Refugee, Toronto Korean-Canadian Seniors Association, Korean-Canadian Cultural Association, The Mial Mission Canada, Korean language school Association Canada) were provided information on CNCA/ONCA, bylaw update, and policy revision, etc. - 4 agencies (U of T: Mentoring Program for Children of North Koreans Refugee, GTA Hanka, KiTE, Toronto Korean Film Festival) were introduced possible partners to create opportunities for collaboration and sharing volunteer resources. 4 groups identified common mandate. They had never met before and had never collaborated and so through the PGP they started to learn about each other and formed a partnership. 4 groups working together to present shared workshops for North Korean refugee claimants. Plus, 3 agencies (OKTA, JTL) are voluntarily discussing on joint fundraising event as they were inspired by the PGP's joint initiatives.	Increased knowledge and skills
Three non-incorporated organizations were provided information services, and two of them got to reconsider incorporating their organizations, and one of them delayed to register as a charity. They realized how much they should be organized with their activities and all the documents for incorporating, and registering as a charity. They also considered the extent to which their mission, services, and target population are similar to the existing organizations.	Increased knowledge and skills

OUTCOMES CHALLENGE STATEMENT

Going forward, we'd like to carry on with the momentum gained through this process to work with leaders. In the future, we'd like to see:

» Community members are actively engaged and involved in strategic planning processes. The community- based planning processes are informing priority setting (programs and services) for the network of organizations serving the Korean community.

» Strategic planning for the community, not just for organizations. To do this we need to further engage with the community. We'd like to see alignment between community-based research and strategic priority setting for organizations within our network.

» Increased learning about our community and richer data sources.
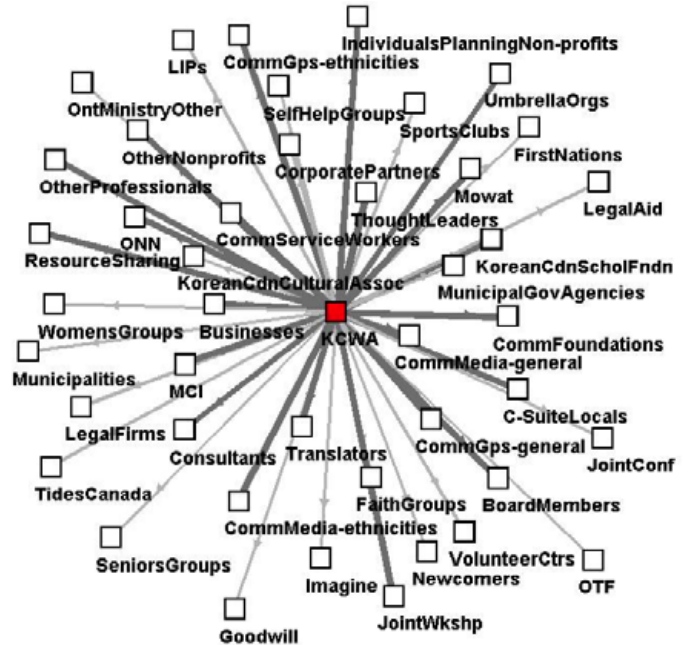
Long-term success indicators:

» Increased employer access to immigrant candidates

» Increased job seeker access to meaningful jobs
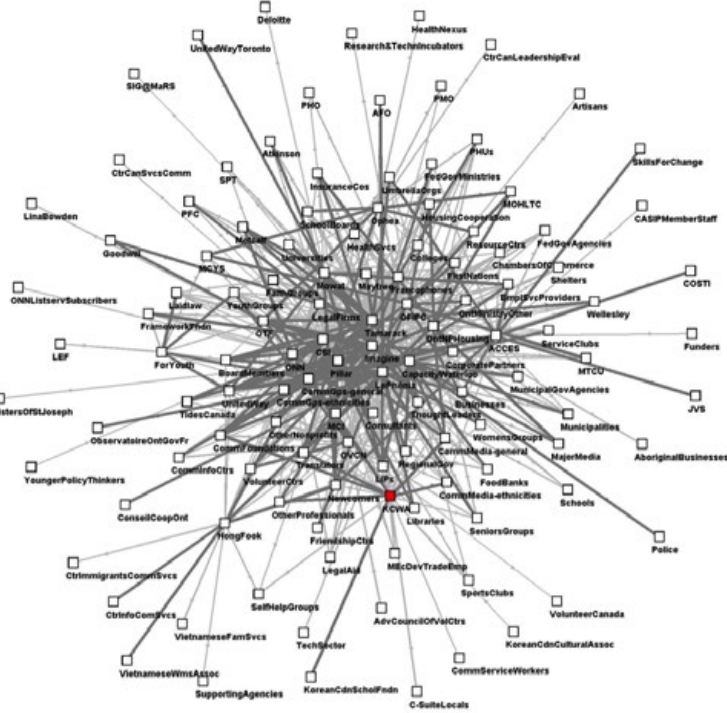
SOCIAL NETWORK MAPS
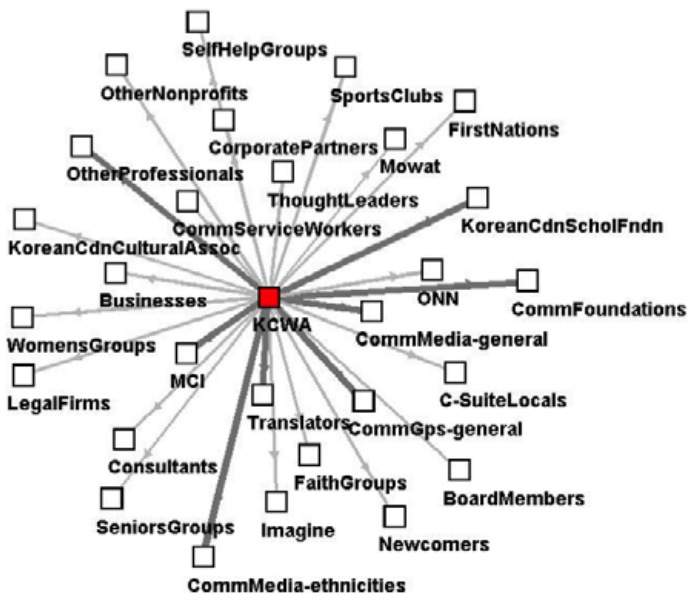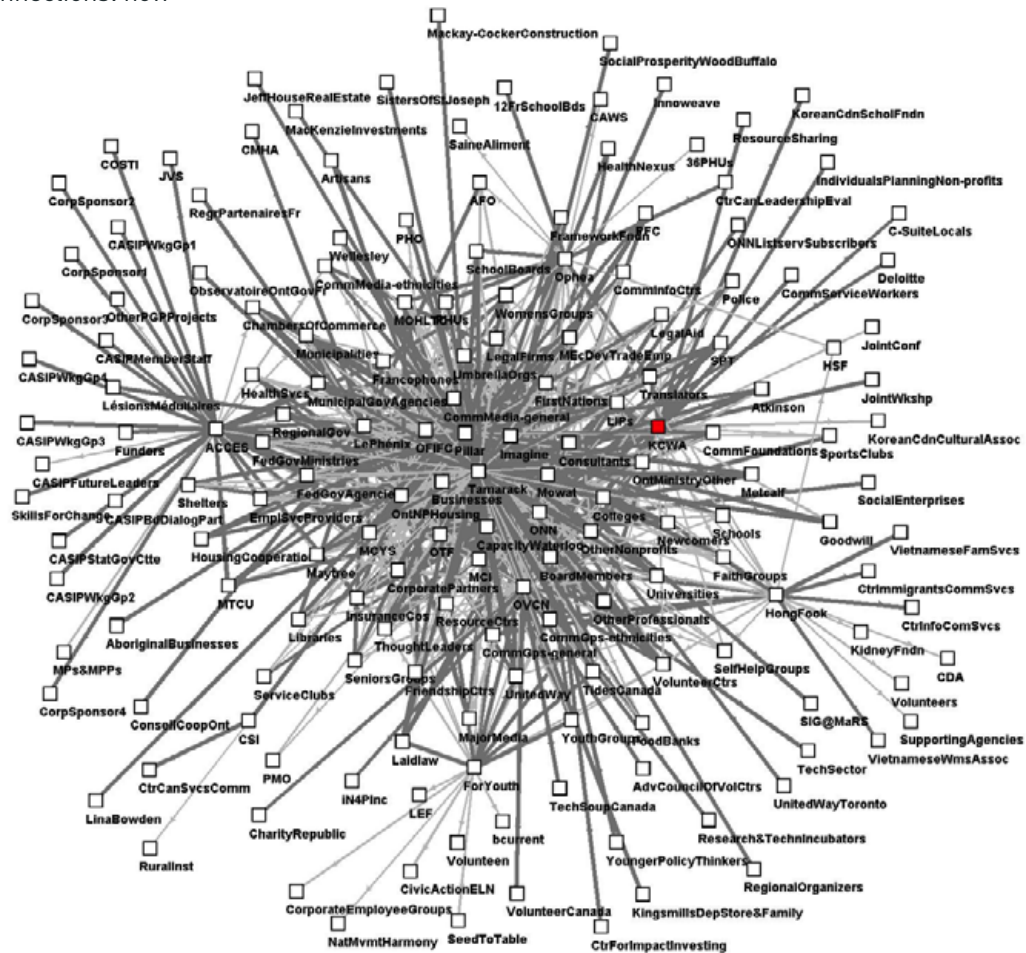
All connections: before the project

All connections: now

All PGLP connections – before the project

All PGLP connections: now

Ontario Association of Children's Rehabilitation Centres (OACRS)

Lead, Excel, Advance, Deliver (LEAD): Building Engagement and Capacity in Children's Services

The goals of this project will include establishing families as key partners in our work; advancing our ability to provide leadership for development of sound policy options; demonstrating improvements in governance excellence both provincially and locally, and advancement in efficient and effective sector partnerships. Primary activities will include: development of networks such as the Family Advisory Council (FAC) and Clinical Services Network (CSN); increased use of technology to promote communication and internal networking (including the introduction of sector wide social networking); advancing excellence in governance locally and provincially to reflect new and emerging legislative requirements; and promotion of cross-organizational activities to advance an integrated system of services and supports for children and youth with disabilities and their families across Ontario.

MOST SIGNIFICANT CHANGE

Story 1

A significant change this past year was an increase in the level of engagement and connectivity of our Family Advisory Council (FAC). Our FAC is made of family/client representatives from each of our member centres (the 21 children's treatment centres across Ontario).

The FAC was created to assist OACRS and the Board in making decisions and pursuing strategic directions that reflect family and client perspectives. Additionally, the FAC additionally provides a forum for the exchange of information and ideas between its members.

This year, our OACRS FAC provided significant input to our organizational efforts as we worked in partnership with Easter Seals Ontario and Holland Bloorview Kids Rehabilitation Hospital to create transition tip sheets for families. These tips sheets are a valuable resource, developed to help guide families through significant phases of their child's development throughout the health and education systems, by offering helpful ideas and links to useful references. Feedback from families helped guide our decision to translate these tips sheets into additional languages (Farsi, Punjabi, Simplified Chinese, Spanish, and French) to ensure that a wide range of families from diverse communities could benefit from them. They are currently available at local CTCs across the province and on the Easter Seals Ontario website.

Story 2

Initially, OACRS' goal was increase connectively between our members, within our sector and to develop connections with other networks, through increased use of technology and social media as a deliverable of the Partnership Grant.

This year we re-examined our social media communications strategy and decided to shift our focus to reflect new learning. At the beginning of the project, one of our goals was to directly engage families of children with disabilities using social media. We have subsequently discovered that family engagement may be different for a provincial association compared to engagement with a service delivery organization. We have also learned that family engagement through social media might be focused primarily through their local CTC.

As a result of this shift and to help promote our messaging, we have: updated and integrated our social media pages; changed the look and feel of all of our social media sites; changed the content to ensure it better describes who we are and what we do; followed key audience members as much as possible to share and re-tweet relevant content; encouraged our members to share and re-tweet OACRS social media posts to additionally spread information about the sector with parents and other stakeholders and subsequently, target a wider audience.

We have also expanded the scope of our key audiences to include: government level policy, program and funding decision-makers; OACRS' members; external stakeholders, etc.

Overall, this shift in focus combined with an expansion of our key audiences and application of a more consistent use of our brand has garnered increased activity within our social media presence. Our next steps include an update to our website to better integrate our key messages and brand with all of our audiences.

Ontario Federation of Indian Friendship Centres

Aboriginal Framework on the Social Economy: Building Capacity in Friendship Centres

In an effort to advance the Social Economy principles and activities in Ontario's 29 Friendship Centres and the urban Aboriginal community, the OFIFC is proposing a 3 year project that would support the development of an Aboriginal Framework on Social Economy through the development of approximately 15 pilot projects over the 3 years. The position of Social Economy Capacity Builder Coordinator will be created, to work with the five Friendship Centres communities to implement their proposed Social Economy projects.

MOST SIGNIFICANT CHANGE

Story 1

I initially came on board with the OFIFC to help member Friendship Centres become more involved in the social economy and look at possible revenue generating activities, or social enterprises, to assist in their sustainability. After an initial assessment, we discovered that while there was a high interest in engaging in social enterprise activities, many Centres requested further training on what that meant, exactly. From this, workshop materials were created that introduce the social economy and social enterprise. The plan was to roll out these workshops to all the Centres, starting with those that have the greatest organizational capacity. One of these initial sites was the Timmins Native Friendship Centre (TNFC).

While the design of the materials and the workshop is tailored to Friendship Centres, it can easily be expanded to include any non-profit organization. To my surprise and delight, the workshop attracted numerous non-profit organizations from the Timmins community, as well as one representative from one of the mining companies! This diverse cross section of participants coloured the session in a way that I never could have created myself. Organizations found they were having similar challenges, could share resources on certain work, or were doing similar work and could potentially be more effective if they partnered with each other. The mining representative brought the

perspective of a funder, and this helped tremendously when participants had to think about what an investor would want to know when reading a business plan. Participants energized one another, and everyone seemed genuinely hungry to discuss these topics and generate creative ideas for tackling their organization's challenges. It was electrifying, and I felt grateful to have been able to create a space for what seemed to be a long overdue networking session.

There are very real, historical reasons why Aboriginal organizations feel uneasy about bringing in non-Aboriginal organizations to collaborate with, but when it comes to social enterprise, success lies in partnerships, sharing, and a supportive environment. I see how necessary that is now, and try my best to help other Friendship Centres see that.

It should be noted that the executive director at the TNFC is particularly innovative and well connected, and all credit for this exciting session goes to her. Her foresight in bringing other groups together, under the roof of TNFC, to talk about social enterprise was astute and inspiring. It is from this experience that I model all future workshops.

Story 2

The Social Economy Capacity Coordinator initially came on board with the OFIFC to help member Friendship Centres become more involved in the social economy and look at possible revenue generating activities, or social enterprises, to assist in their sustainability. After an initial assessment, we discovered that while there was a high interest in engaging in social enterprise activities, all of the Centres expressed a lack of staff availability and funding to dedicate towards these activities. With the ambitious goal we communicated with MCI regarding the initiation of five social economy projects a year, we had a significant challenge ahead of us. It was at this point where we started to think of a solution to meeting our goal to our funder as well as building capacity at the Friendship Centres without draining their limited resources. So the birth of Kitigan began

The arts are a natural expression throughout Aboriginal cultures in Canada, and most Aboriginal people know at least a few artists in their community and/or they have access to a lot of Aboriginal artwork. What is less accessible, however, is the link between authentic, quality Aboriginal artwork and the mainstream, non-Aboriginal community. Current trends see traditional, Aboriginal styles and artwork being replicated by non-Aboriginals, and often in a less than

respectable manner. We wanted to create a marketplace that would showcase the talented Aboriginal artists in our Friendship Centre communities that would allow them to focus on their artwork without having to worry about marketing themselves. The most effective way to do this is through an ecommerce model.

We were lucky enough to have a talented volunteer come on board who was instrumental in the development of this ecommerce art business (now, www.kitigan.com). For months, two OFIFC staff members and this volunteer crafted the vision, mission, and business model; which led to revisiting the purpose and relevancy of the OFIFC's economic development arm, Villages Equity Corporation (a one share corporation, collectively owned by the member Friendship Centres). This business model sees the direct purchase of goods from artists at a negotiated, wholesale price; whereby Kitigan's profits flow back to the Friendship Centres, as shareholders of VEC. Kitigan would be an initiative of VEC, rather than its own incorporated body. Suppliers of Kitigan will receive a five per cent commission on the sale of products that they provided, as well as have a profile on www.kitigan.com. The supplier relationship is another area where Friendship Centres can benefit from Kitigan. As Friendship Centres know the majority of artists in their communities, they can facilitate the purchase of goods from these artists, while generating commissions once these products are sold. Apart from receiving payment for their work at the outset, artists are further supported with a profile on www.kitigan.com, as well as exposure to various opportunities that Kitigan and the OFIFC are a part of.

After various meetings with the VEC board, which includes the OFIFC's executive director, Kitigan was given the green light. With a generous investment from the OFIFC, the hunt for artists and unique, quality products began. Logo and brand development were some other expenses, as well as the website creation. Relationships were built, agreements, were signed, and heaps of products were photographed, priced, and had descriptions written for them. With both OFIFC staff members working most evenings and weekends, it was clear that this would not be a sustainable operation if we could not properly staff the enterprise. Fortunately, support came to us by way of a grant from Miziwe Biik that allowed for two, full time interns on a one year contract. Soon after our interns came on board, www.kitigan.com was launched into cyberspace! This saw the realization of months of hard work and a steep learning curve.

Finally, the first online, authentic, high quality Aboriginal art store!

Why this story is significant should be obvious, but to put it simply: not only does Kitigan directly support artists through the purchase of goods, support Friendship Centres and Aboriginal business suppliers through commissions, or act as a role model for other Aboriginal organizations looking to start a social enterprise—it is changing the way mainstream Canada and the international community view Aboriginal art. Through the stories shared online, Kitigan is also an educational vehicle that demonstrates the true value of these pieces as being works of art and not merely, "crafts".

OUTCOME CHALLENGE STATEMENT

Looking forward, we'd like to see:

1. 'Social Economy' and/or 'social enterprise' be included in the FC's strategic plans, thereby making it a priority for the Centre at a foundational level, supported by the board and all staff.

   a. There are 27 centres, I would like to see this at 3-5 Centres by the end of the project.

2. Our social enterprise Kitigan:

   a. Permanent staff by the end of the project and greater engagement with FC suppliers.

   b. 2-3 Centres with designated contacts for Kitigan and regular communication, quarterly, or every 2-3 months as needed, based on demand
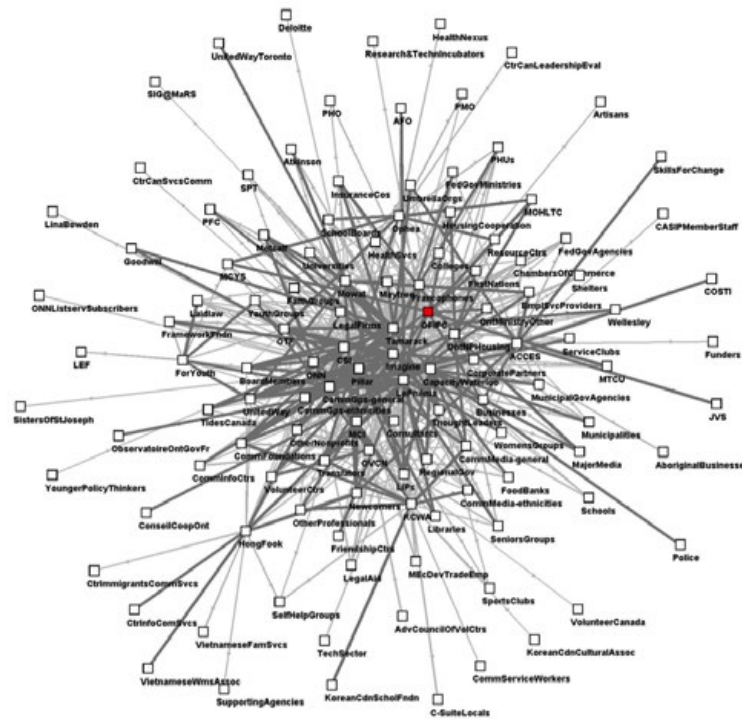
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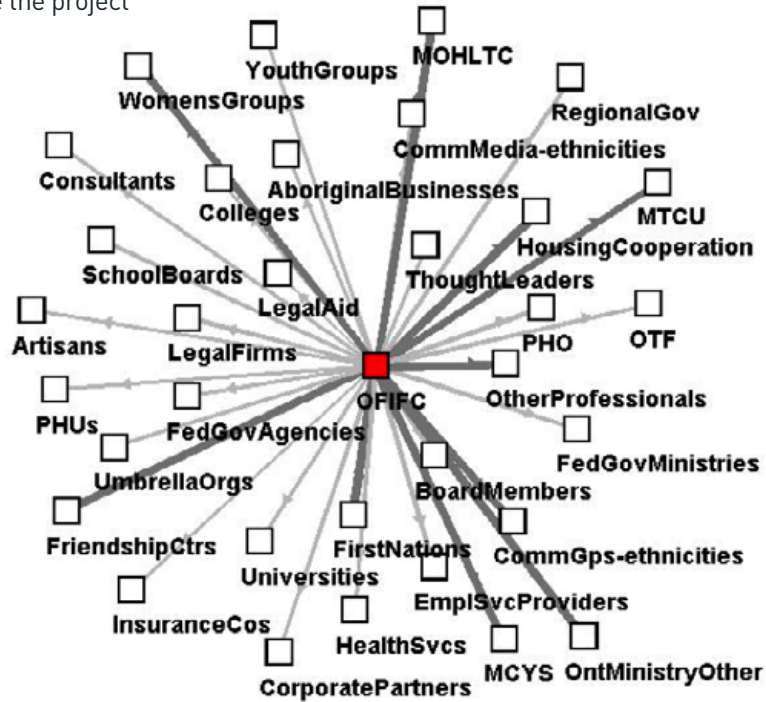
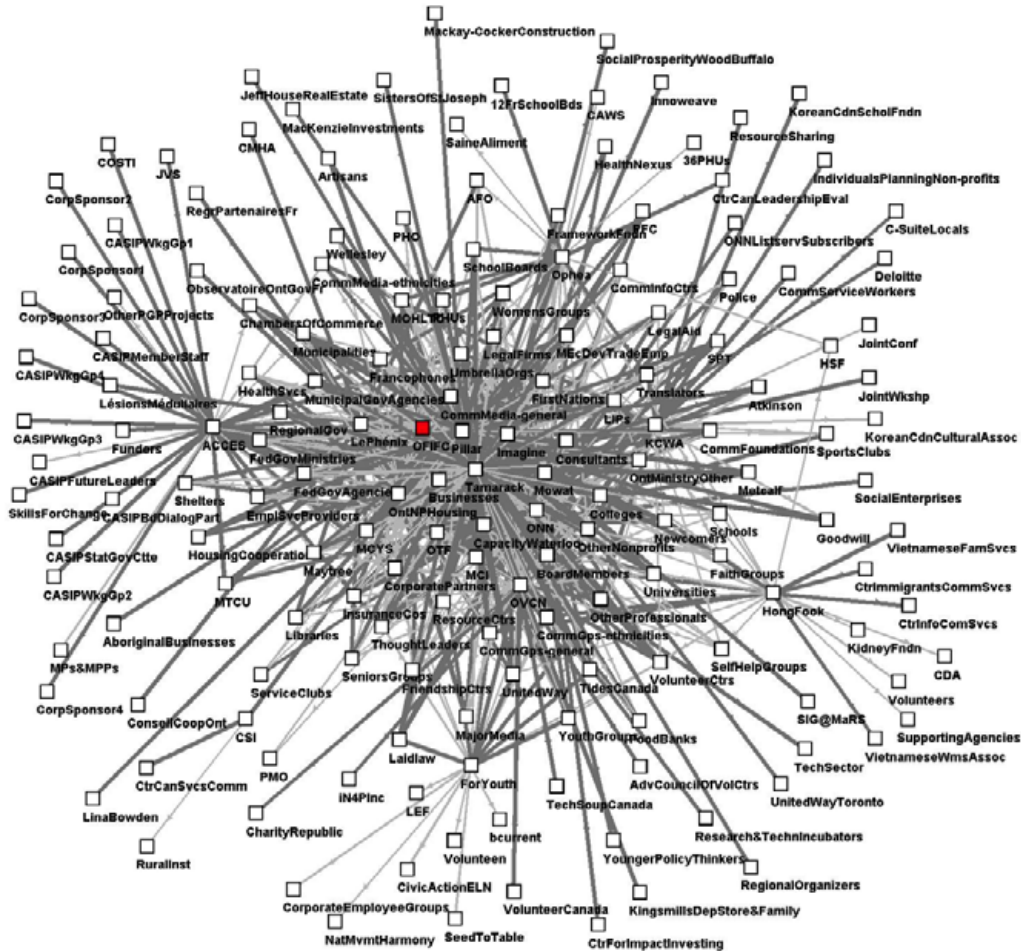All connections: before the project

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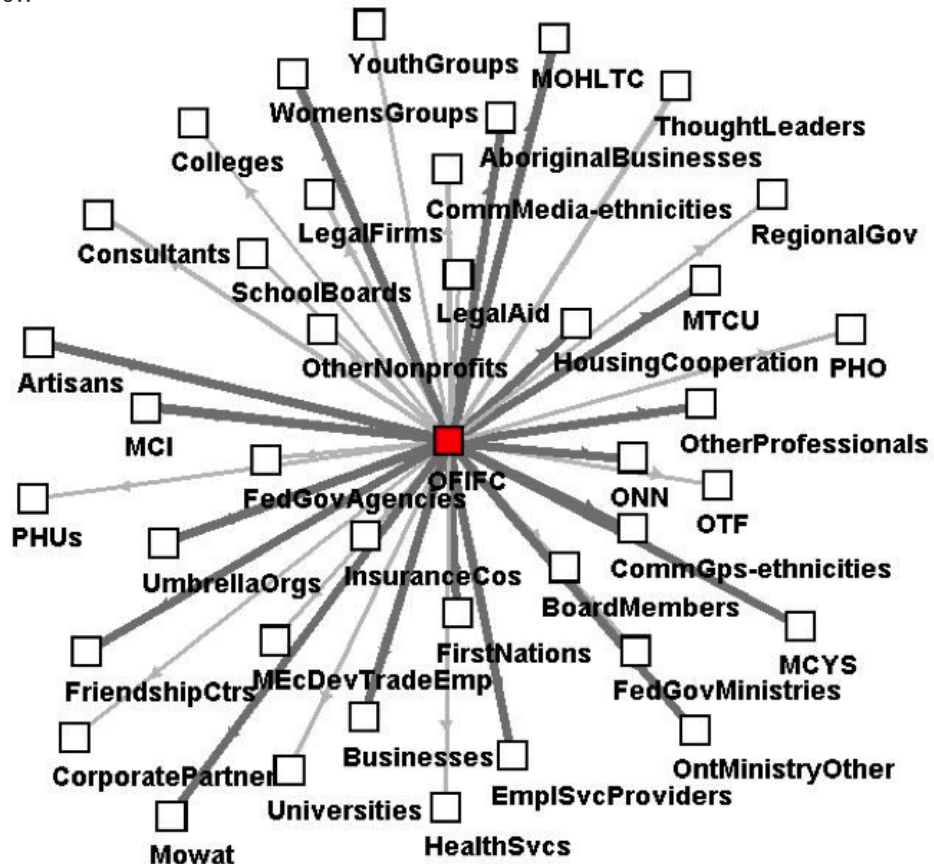
All PGLP connections – before the project

All PGLP connections: now

Ontario NonProfit Housing Association

Social housing mentorship and sustainability program

The focus of this project is to design a program for strengthening the governance and operations of non-profit housing providers. The project will recruit retired employees from the social housing sector to work with Boards of Directors and staff of approximately 20 housing providers that have been identified by their municipal service managers as being "projects in difficulties" in order to provide mentorship opportunities. They will be using existing tools and updated resources to assess and rectify difficulties and problem areas. They will also identify best practices and refine the program and resources for long-term roll out across the province.

MOST SIGNIFICANT CHANGE

ONPHA has regular check-ins with our mentors through conference calls. At our last meeting, one of our mentors talked about working with a smaller rural non-profit. They had a shrinking board of directors. Staff felt that in a rural environment, it was next to impossible to recruit appropriate new board members. The mentor, a very upbeat, spunky woman posed the question "what have you done to recruit new board members"? "Have you put an ad in the local paper?" Have you contacted local community colleges? Have you gotten in touch with local service clubs?

She convinced everyone to try a different approach. Together, the board and staff crafted an enticing advertisement and placed it in the community newspaper. Calls were made to a number of community services. Someone from the board was identified as the contact person for all incoming calls. Unbelievably, the response was huge. They staged an evening information session for everyone interested and suitable. Scroll forward... They now have a lively new board of directors and an attitude of let's try.

What did I learn from this? It sometimes takes an outsider who is willing to challenge current assumptions to make a change. I have no doubt that without their mentor they would never have arrived at this place.

Story 1

ONPHA staff act as supporting mentors in the partnership program. Where we have worked with boards there has been an increased insight into their role as a board. There has been a momentum for change – not necessarily what we expected mind you. In one case – it meant that almost the entire board resigned. However this left the possibility to recruit and train a new excited board of directors.

In one case a mentor working with the board identified that their property manager was breaking the law. Suddenly the notion of board liability -once an academic issue- was very real.

Slowly through a mentoring relationship boards have become more confident in their role, and more responsible.

It is all about preserving those local corporations as independent organizations serving their local community. Sure, someone could swallow them up but I believe in the vision of local community control and it is nice to see it working. It has been an opportunity for people to learn and grow in non-threatening ways.
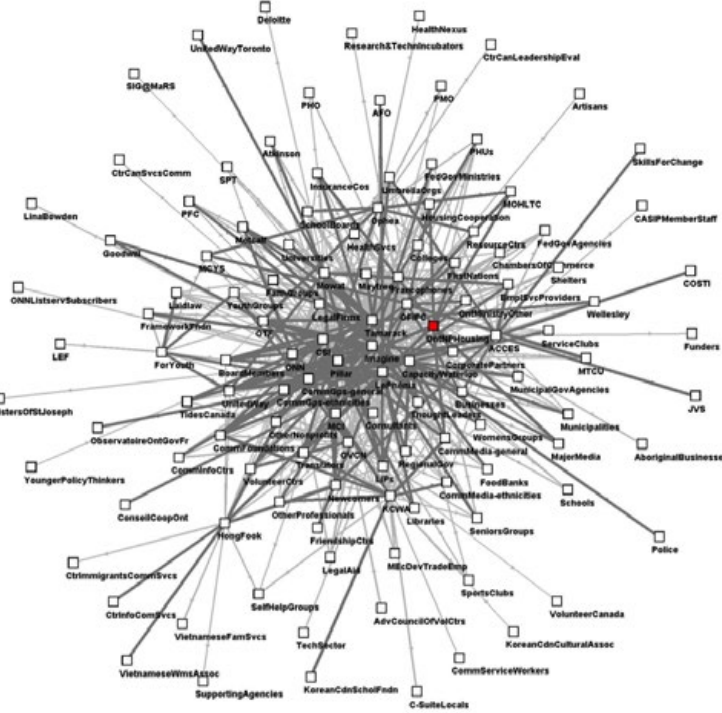
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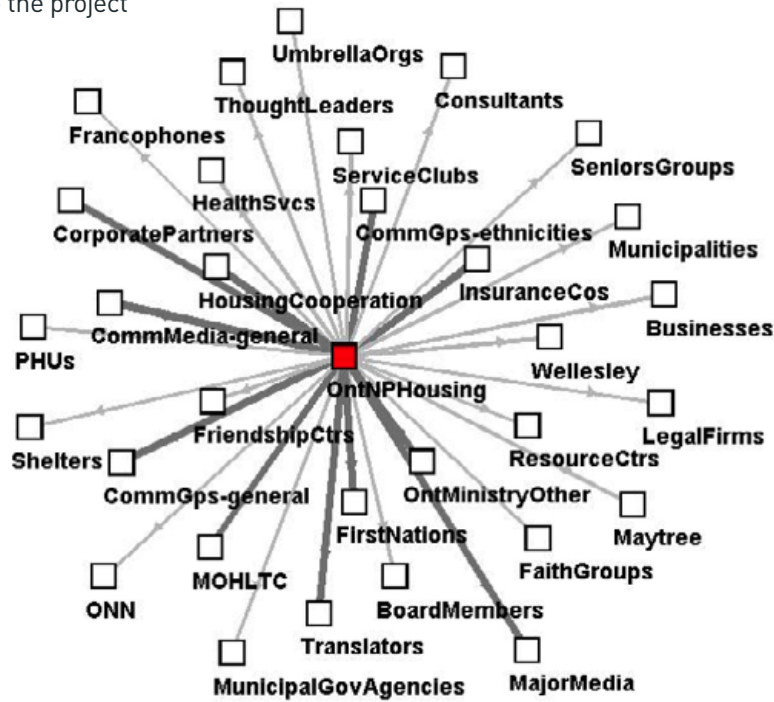
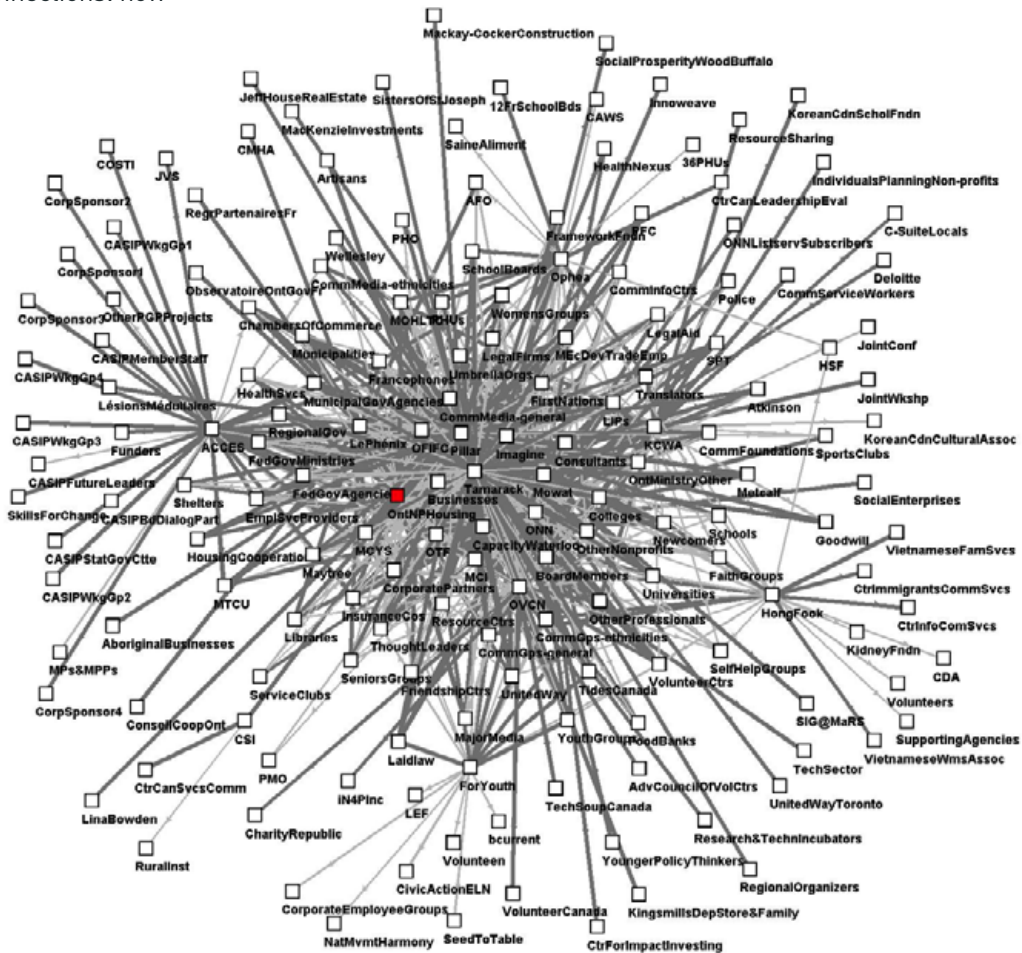All connections: before the project

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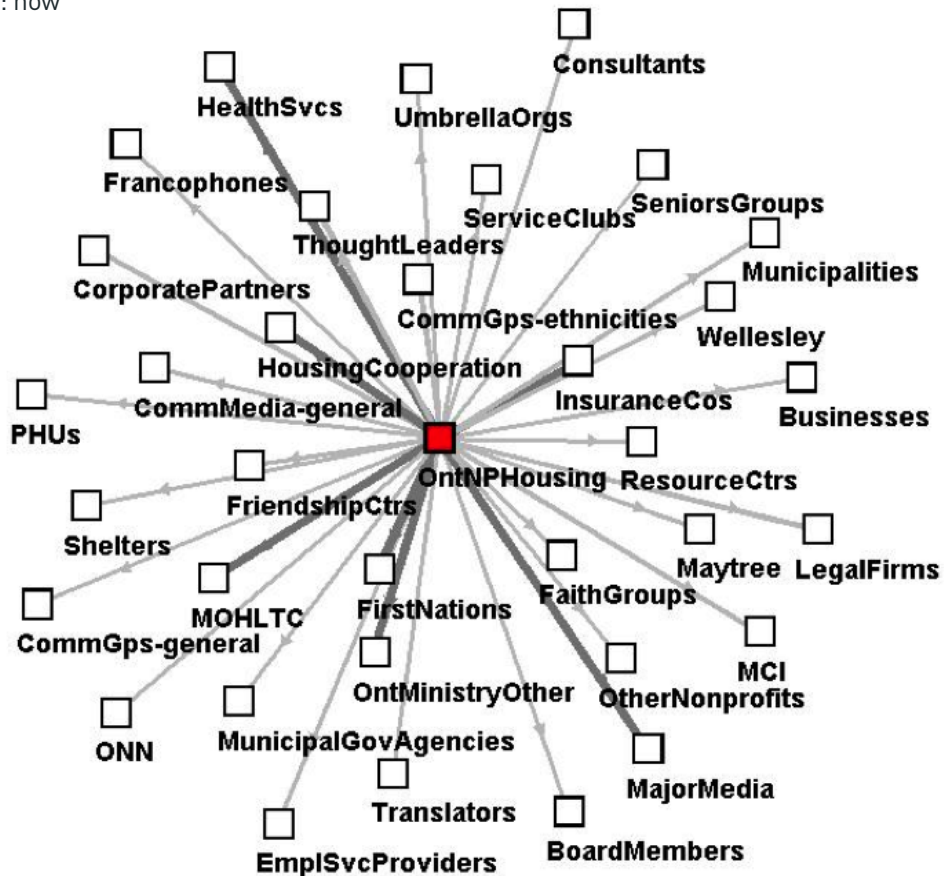
All PGLP connections – before the project

All PGLP connections: now

Ontario Physical and Health Education Association (OPHEA)

Collaborative Health Promotion Approaches for Ontario's Francophone Communities

Collaborative partnership to increase organizational and sector capacity to deliver comprehensive and integrated approaches to health promotion , specifically aimed towards the diverse needs of Ontario's Francophone communities. The project will increase inter-sectoral organizational capacity, raise awareness of health promotion resources and services and enhance service delivery models. Project activities include; outreach, engagement and partnership development activities with Francophone stakeholders for joint planning key priorities for capacity building; development and implementation of coordinated approaches to communication and service delivery in francophone communities; enhancing organizational policies, procedures and structures in order to sustain the capacity of partnering organizations and other stakeholders to continue integrated approaches to health promotion in Ontario's Francophone communities.

MOST SIGNIFICANT CHANGE

Story 1

A significant impact that has been observed has been in relation to the development of French language organizational capacity amongst the project partners (Ophea, Health Nexus and Élargir l'espace francophone) both in the improvement of internal processes and the development of relationships with French language professionals.

During the first year of the project, Ophea recruited one new francophone public health representative to its Curriculum Advisory Council. Ophea`s Curriculum Advisory Council is an advisory group that provides support and recommendations to any Ophea initiative that impacts the implementation of the Health and Physical Education curriculum within the educational system in Ontario. The CAC is made up of educators, curriculum consultants, public health professionals and administrators working

across the province. Although this group has historically had representation from one French language educator, as of winter 2012, this committee was lacking appropriate francophone public health representation. Health Nexus also recruited an additional French representative to their HC Link Advisory Committee. The representative has a strong background in health promotion in Northern Ontario where there are large francophone communities. HC Link is a resource center managed by Health Nexus that works with community groups, organizations and partnerships to build healthy, vibrant communities across Ontario.

This project has allowed Ophea to explore new partnerships within the Franco-Ontarian community. Finding strong writers who had an excellent understanding of health promotion and education was initially a challenge, but through the project, Ophea was able to secure these relationships to ensure access to francophone subject matter experts to consult when working on French-language projects. Ophea has also developed a strong relationship with a bilingual communications and marketing firm. They understand the unique challenges of developing French language products. Their support has been key in the development process and Ophea will continue to work with them as new bilingual communications needs arise. In addition, an evaluation contract was established with Le Clé (le Centre Canadien de leadership en evaluation), for three years, to lead the evaluation process as an external consultant.

The addition of francophone representation on partner advisory committees and the development of relationships with francophone organizations have had significant impact on our ability to serve francophone clients across the province. It has increased Ophea's visibility, credibility, and strengthened relationships with clients and partners alike. In addition, the organization has increased the efficiency with which it works in French, and the quality of the products and services that clients can access.

Story 2

Ophea, Health Nexus and Élargir l'espace francophone have launched online French website, éducavie.ca developed to support the education, public health and community health sectors through an online portal to support the French community of practice.

Having completed a series of consultations with the three sectors, the community of practice will provide a continuum of web-based supports to assist with finding, sharing, transferring and archiving knowledge; problem-solving; re-using assets; discussing developments; documenting experience; and identifying gaps. Key benefits of a community of practice approach are that it provides a variety and choice of topics and methods for knowledge exchange

and professional learning in order to support a range of learning styles, reflect the diversity of needs of Ontario's population, and build knowledge and capacity of individual leaders and the sector as a whole, over time.

The community of practice, educavie.ca would not be possible without the participation of the communities. It was imperative that the end-user be involved from the very beginning. This is a significant milestone in the development of a Community of Practice that has the potential to impact thousands of francophones over time. In addition the francophone community feels engaged in the process and is more likely to take ownership of this virtual community and sustain their involvement.
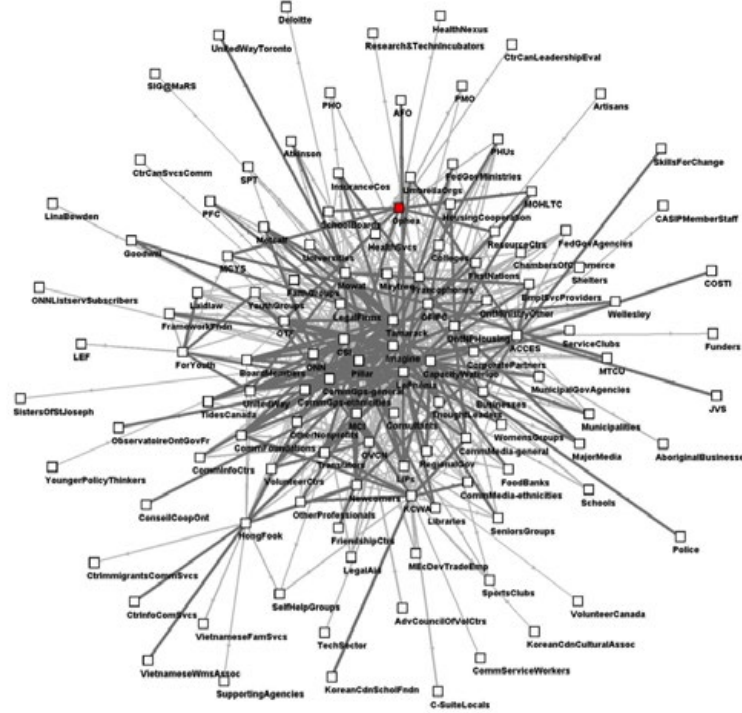
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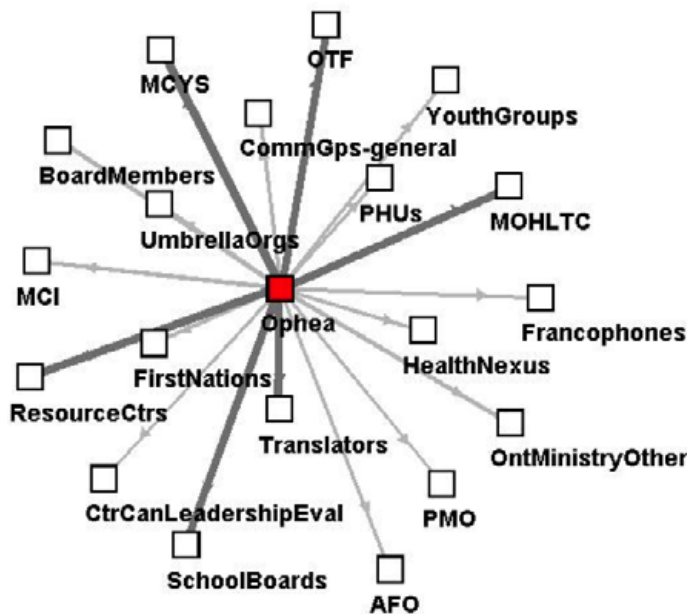
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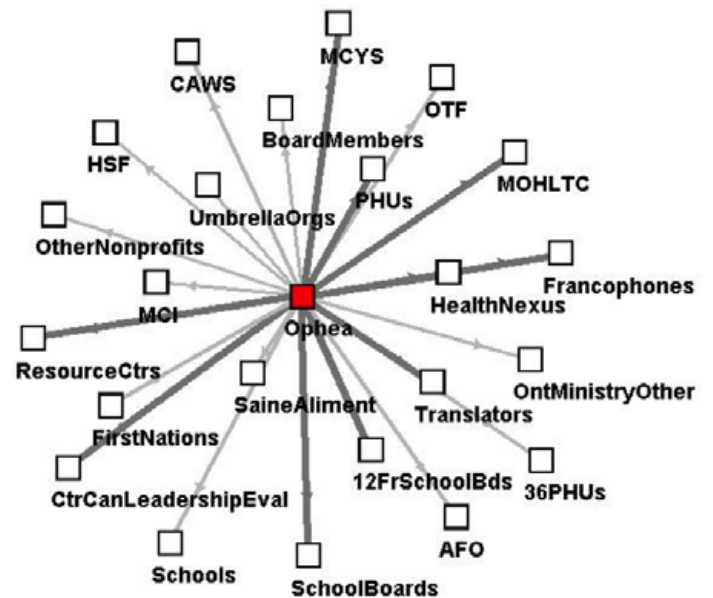
All PGLP connections – before the project

All PGLP connections: now

Pillar Non-Profit Network

Collaborating for Community Impact

This project is focused on building a framework for collaboration that will strengthen the capacity of a broad range of community services in the areas of leadership and governance, sector restructuring, shared space, and program/service delivery. It will also explore opportunities that build on the reciprocal strengths of cross-sector organizations for sharing their respective core competencies in a particular area with each other rather than duplicating efforts and resources. The activities of this project will include research, learning, facilitation, design, implementation, knowledge transfer, and evolution. This project will be open to the over 1200 nonprofit and charitable organizations in the London area, as well as public and private sector stakeholders, contributing to increased social innovation and community impact.

MOST SIGNIFICANT CHANGE

Story 1

With a first-year mandate to explore and document an inventory of existing collaborations in London, Ontario, en route to researching successful case studies and defining best practices, we facilitated 25 individual meetings with a spectrum of community stakeholders involved in various collaborations, as well as two cross-sector focus groups.

Building on this comprehensive work, Pillar then hosted 200+ private, public and non-profit community stakeholders at London's first-ever cross-sector Community Collaboration Forum in September 2012 to gauge which issues were resonating most with citizens. In turn, the Forum outcomes defined the focus for Year 2 (2013) of the CCI Program, which involves rising to these three challenges facing London:

» Transforming London with a Social Innovation Shared Space

» Addressing Poverty through mental health as a barrier to employment

» Building Campus-Community Partnerships to leverage social change

I am delighted to recap a 'most significant change story' about our quest for a social innovation shared space.

Resulting from 10 months of community consultation with more than 200 cross-sector stakeholders, strategic business modeling with a social purpose business aligned with social innovation, number-crunching with social finance supporters, and consensus-building among potential financial investors, tenants and associates, Pillar Nonprofit Network has now made a conditional offer on a downtown London heritage building, which will become home to a London Social Innovation Shared Space in 2014.

This is a magic moment for London, as the establishment of a shared space in our community means we will soon have a vibrant physical hub for collective impact. Our shared vision is for an innovative place where non-profits, social enterprises, social purpose businesses, entrepreneurs, educators and other civic-minded stakeholders can co-exist and cross-pollinate to effect positive social and economic change for London.

In addition to bringing the dream of a shared space to fruition with bricks and mortar, this year-long process of discovery has also served to galvanize many different stakeholders, sectors and components of our community, who now have a greater appreciation for the power and potential of leveraging collective knowledge, networks and resources.

As a key change, rather than continuing to operate solely in sector silos addressing their own work, many stakeholders are now embracing the unique opportunity to work together for the greater good of our city, by signing tenant agreements. And, many others are contemplating ways in which they might interface with the shared space for programming and events, even if they do not require physical space.

As the Community Collaboration Program Manager, witnessing this paradigm shift in our community is extremely gratifying, and I look forward to continuing this important work with fellow collaborators throughout 2014.

Story 2

Building on comprehensive work undertaken in our first year to research successful London case studies and define best practices for collaboration, Pillar then hosted 200+ private, public and non-profit community stakeholders at London's

first-ever cross-sector Community Collaboration Forum in September 2012 to gauge which issues were resonating most with citizens. In turn, the Forum outcomes defined the focus for Year 2 (2013) of the CCI Program, which involves rising to these three challenges facing London:

» Addressing Poverty through mental health as a barrier to employment

» Building Campus-Community Partnerships to leverage social change

» Transforming London with a Social Innovation Shared Space

In my continuing role as Pillar's Community Collaboration Program Manager facilitating community change and collective impact, I am proud to recap a 'most significant change story' about our quest for a collaborative partnership with the private sector/business community – represented by the London Chamber of Commerce.

As background, in earlier years, Pillar had reached out to the London Chamber asking key leaders to consider leveraging their business acumen, networks and resources to help us address root causes of systemic issues, including poverty – as an alternative to solely making charitable contributions toward these needs. But, to no avail, as this work was deemed to be outside the Chamber's realm.

However, a very significant change occurred this year, when Pillar approached the Chamber with a new invitation to join us in launching a London Prince's Seeing is Believing (PSiB) initiative (www.princescharities.ca/initiatives/the-princes-seeing-is-believing/) to address poverty through the lens of mental health as a barrier to employment.

As part of the PSiB program, we arranged a Social Enterprise Tour for business leaders to visit four London agencies (Goodwill Industries, Pathways Skill Development, Youth Opportunities Unlimited, and WOTCH Community Mental Health Services), where they personally met frontline staff with lived mental health experience, who shared their stories of now flourishing in new social enterprise workplaces supportive of their needs, without the stigma that previously kept them out of the traditional workforce.

This 'seeing is believing' experience proved to be an 'aha' moment for our business community, and we now

have a group of business champions encouraging their counterparts to review their company policies to ensure much-needed support is available to their employees who are either personally dealing with mental health challenges or within their family circle. The business leaders are also providing mentorship to new fledgling social enterprises within London's non-profit sector, because they now see the connection between their efforts to address mental health in the workplace and improving London's economic bottom line.

And, as a solid symbol of this significant paradigm shift, Pillar is now partnering with the London Chamber of Commerce in introducing a pivotal new category of Corporate Social Responsibility (CSR) in its annual Chamber Business Achievement Awards Program. For this new recognition tool, our Pillar team had the opportunity to devise the criteria, which are tough and go far beyond simply supporting charitable endeavours.

This first annual CSR award will rate businesses on their achievement in the following areas: Governance; Reporting; Transparency; People, Programs & Engagement; Employee Engagement, Environmental Stewardship; Supply Chain Management and Charitable Donations & Sponsorships.

And, Pillar looks forward to playing a key role in choosing a strong, socially conscious business in London to be the inaugural recipient of this prestigious award at the Chamber's March 2014 Awards Gala.

Collaborating for Community Impact is about striving to bring cross-sector stakeholders together to effect positive change, and Corporate Social Responsibility is about businesses that are determined to have a positive impact on the world in which they operate. So, playing a part in merging these two goals is very encouraging.

Witnessing this significant paradigm shift in our business community and knowing we have forged a new and collaborative relationship is extremely rewarding, and we look forward to continuing this important work with the London Chamber of Commerce throughout 2014.

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
As a result of its first-ever Community Collaboration Forum held on September 19, 2012, Pillar's Community Development and Partnership Development work was strategically directed by 200+ stakeholders representing 117 cross-sector organizations. Of those organizations, 58% were NFP, 26% were public sector and 16% were private sector.	Partnership/collaboration development; Organizational development
Leveraging its PGP funding, Pillar received a London Community Foundation Vitality Grant of $73,222 on November 6, 2012 to undertake a feasibility study to determine London's readiness for a Social Innovation Shared Space and develop a business plan.	Partnership/collaboration development; Increased knowledge and skills
Resulting from its successful feasibility study and business plan, Pillar secured financing (a mortgage and interested investors) and formally made an offer to purchase a multi-million dollar heritage building to house a first-ever London Social Innovation Shared Space (SISS).	Organizational development
London Chamber of Commerce formed new partnership with Pillar to leverage the business network and expertise to help non-profits establish social enterprise businesses to provide opportunities for those dealing with mental health challenges.	Partnership/collaboration development; Increased knowledge and skills
In June 2013, 8-10 business champions came on the "seeing is believing" tour. These business champions then committed themselves to review their company policies in 2014 to ensure support is available to their employees who are either personally dealing with mental health challenges or within their family circles.	Organizational development
On September 24, 2013, 12 representatives from Western University and 10 representatives from Fanshawe College departments participated in the Community Collaboration Forum. This represents a 200% increase in participation from the two campuses between the first Forum held in September 2012 and the second forum held in September 2013. The theme of the forum was Collective Impact, delivered by fellow grantee, Tamarack. As a result, the Pillar Strategic Plan has adopted new language reflecting Collective Impact as being integral to its mission.	Partnership/collaboration development, Organizational Development

OUTCOMES CHALLENGE STATEMENT

Shared space

Building on the reciprocal strengths of cross-sector partners, Pillar aspires to serve as the backbone to a London Social Innovation Shared Space by early 2015. We will have 25-30,000 sq. feet of creative space comprised of nonprofits, social enterprise, social purpose business, public sector/educators, and other individual innovators. A key part of the Shared Space will be a Solutions Lab to help our community address systemic issues, including poverty, unemployment, and addiction. The Shared Space will be owned by Pillar, thus reinforcing our apparatus to be sustainable in terms of revenue generation.

**Addressing poverty through the lens of mental health as a barrier to employment**

In one year's time, our success will be measured by how many cross-sector workplaces adopt the Psychological Standards of Health & Well-being as a result of our 2014 pilot project in partnership with the London Chamber of Commerce, United Way, and Pillar to undertake a pilot in 12-15 workplaces and see the changes that develop in terms of making traditional workplaces more accepting of openly talking about and support staff dealing with mental health challenges personally or within family circles.
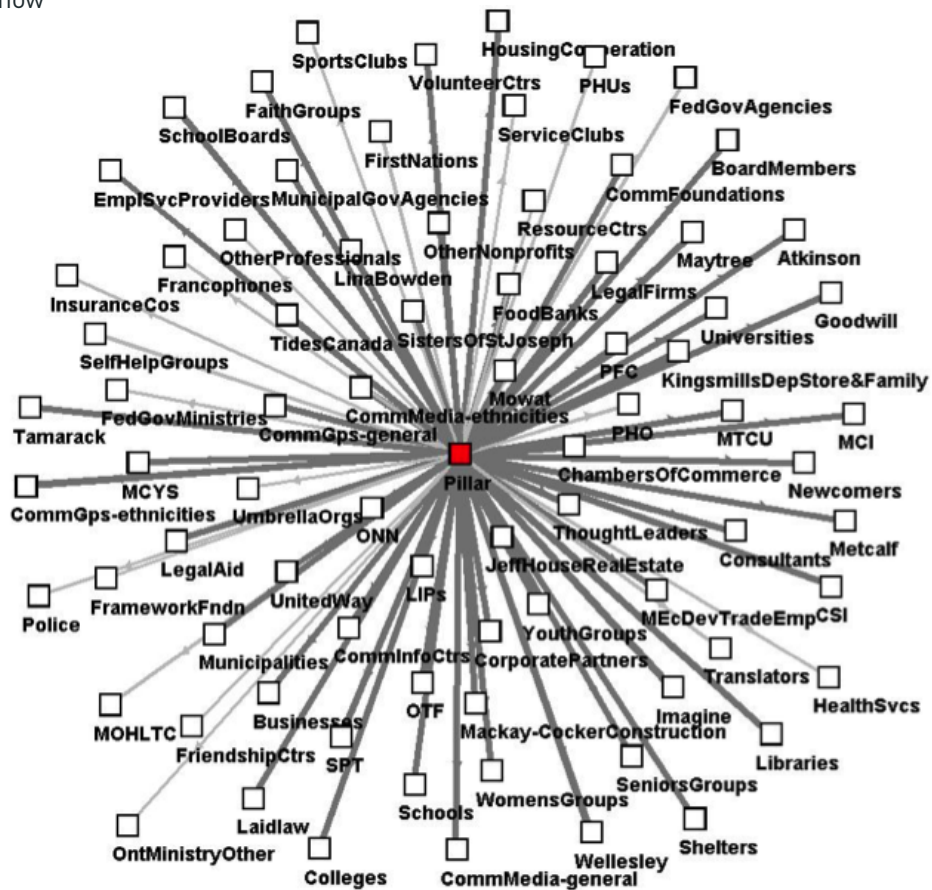
Corporate Social Responsibility

As a second success indicator, we aspire to have an increase in nominations for the 2015 CSR award at the London Chamber of Commerce Business Achievement Awards, after launching the award in March 2014 with six nominations.
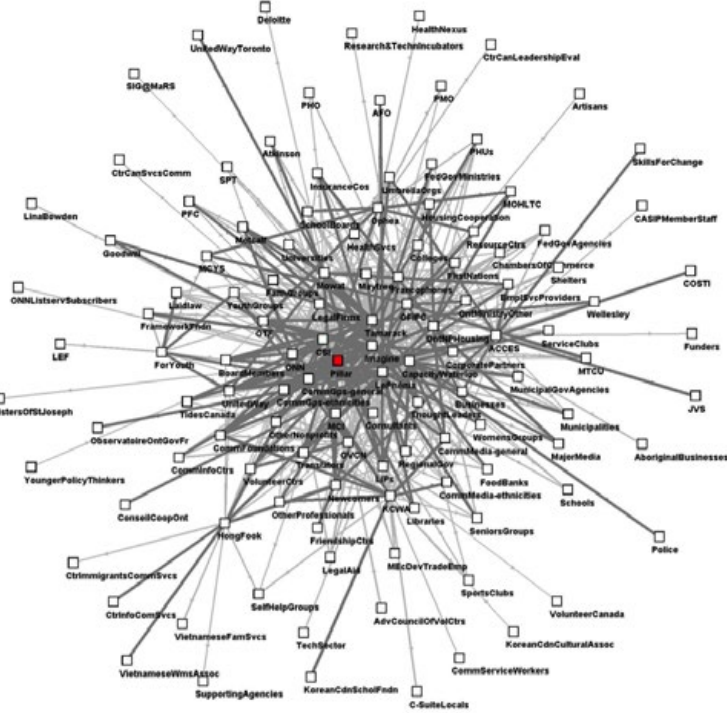
SOCIAL NETWORK MAPS

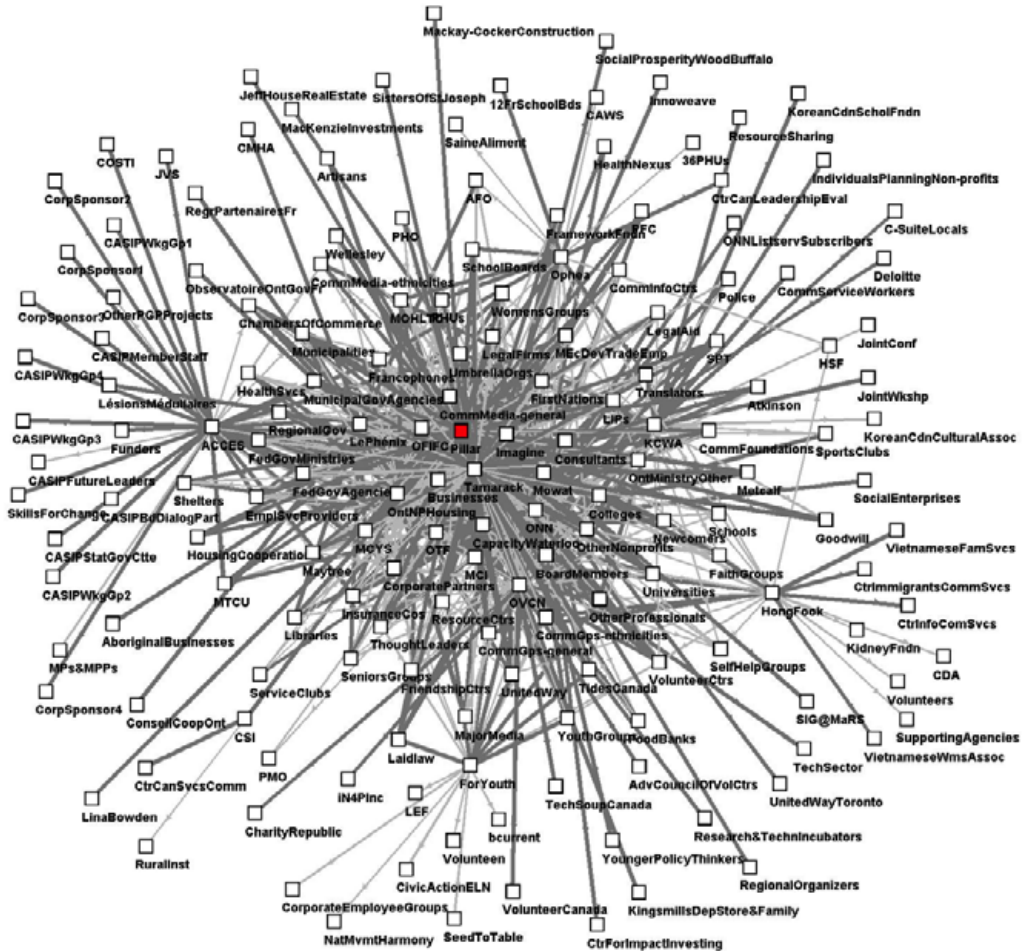All connections: before the project
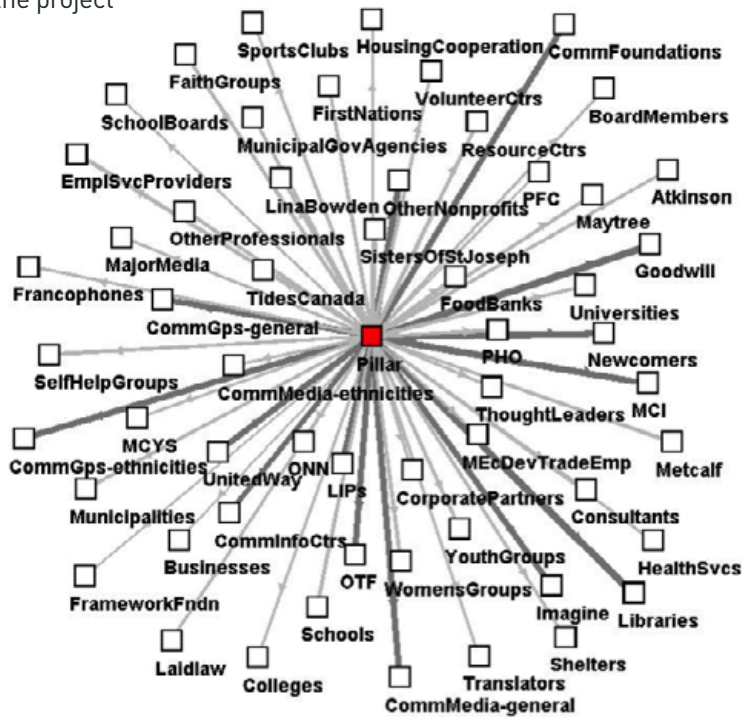
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All PGLP connections – before the project

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Tamarack Institute for Community Engagement

Building Interactive Learning Communities

The project will expand Tamarack's web presence through the development and implementation of two new websites: Communities Collaborating and Vibrant Communities. Both of these sites will focus on reducing city poverty. The Communities Collaborating site will focus on learning tools and resources to enhance the capacity of individuals and organizations around key issues such as collaboration, policy change, and evaluation. The Vibrant Communities site will focus on shared learning and best practices of cities and collaborative community roundtables focused on poverty reduction.

MOST SIGNIFICANT CHANGE

Story 1

In late 2011, as part of my role I facilitate a community of practice around the living wage and those on the call were commenting that it was difficult for national employers to consider implementing a living wage in their companies because of discrepancies across the country in how a living wage was calculated. During that call we decided to convene a small working group to move forward with developing a Canadian Living Wage Framework. I facilitate both the working group and the community of practice as well as lead many of the deliverables of the Canadian Living Wage Framework.

The most significant change has been the movement from connection (community of practice for folks working on living wage) to idea (create a national living wage framework to address inconsistencies in calculating a living wage) to convening (bringing a working group of those interested in addressing the idea together) to work plan (building the Canadian Living Wage Framework and Employer Process) to results (a Canadian Living Wage Framework, website and connecting point for new communities).

Since the Canadian Living Wage Framework launched in June 2013, 7 new communities have decided to launch living wage campaigns and use the national framework.

In November 2013, Canada will participate in a Living Wage week alongside the UK – a first! This single event has turned living wage into a national movement rather than isolated communities with living wage campaigns.

Story 2

In mid-2011, Tamarack decided to launch 3 learning communities to scale up social change in communities. I joined the team at that time and participated in the early days of figuring out what that would look and feel like. My role shifted over time as we explored this model of change. I remain involved in the experiment through the Vibrant Communities Learning Community. Throughout we recognized the need for a staff role of Community Animator to keep the learning communities learning and moving in the direction of co-generated knowledge.

Learning Communities are relationship based – to increase engagement in an online space; a consistent person with whom participants can build a relationship is required. Without Community Animators actively involved in the Learning Communities the level of activity and learning drops significantly, the work of engagement begins all over again in times of staff turnover, the traffic on the website also drops significantly. One cannot underestimate the power of relationship and trust in building learning communities.

This change is significant because change movements do not build themselves – they are deeply rooted in relationships, trust and the people who animate them. If there is a place that money is well spent that place would be in the role of community animator.

OUTCOMES HARVESTED

| OUTCOME	TYPES OF CAPACITY BUILT
In June 2013, the Canadian Living Wage Framework was launched. Between June 2013 and September 2013, there were 7 new communities that decided to launch living wage campaigns and use the Canadian Living Wage Framework.	Tools for Impact
In November 2013, the first National Living Wage week was launched alongside the United Kingdom. This single event has turned living wage into a national movement rather than isolated communities with living wage campaigns.	Tools for Impact
Between 2011 and 2013, Tamarack's community animators collaborated with thought leaders for each of the 3 learning communities and together produced materials to engage the learning communities. 2218 people joined one of the 3 learning communities, and accessed over 30,000 resources by downloading them from the learning community website.	Increased knowledge and skills

SOCIAL NETWORK MAPS

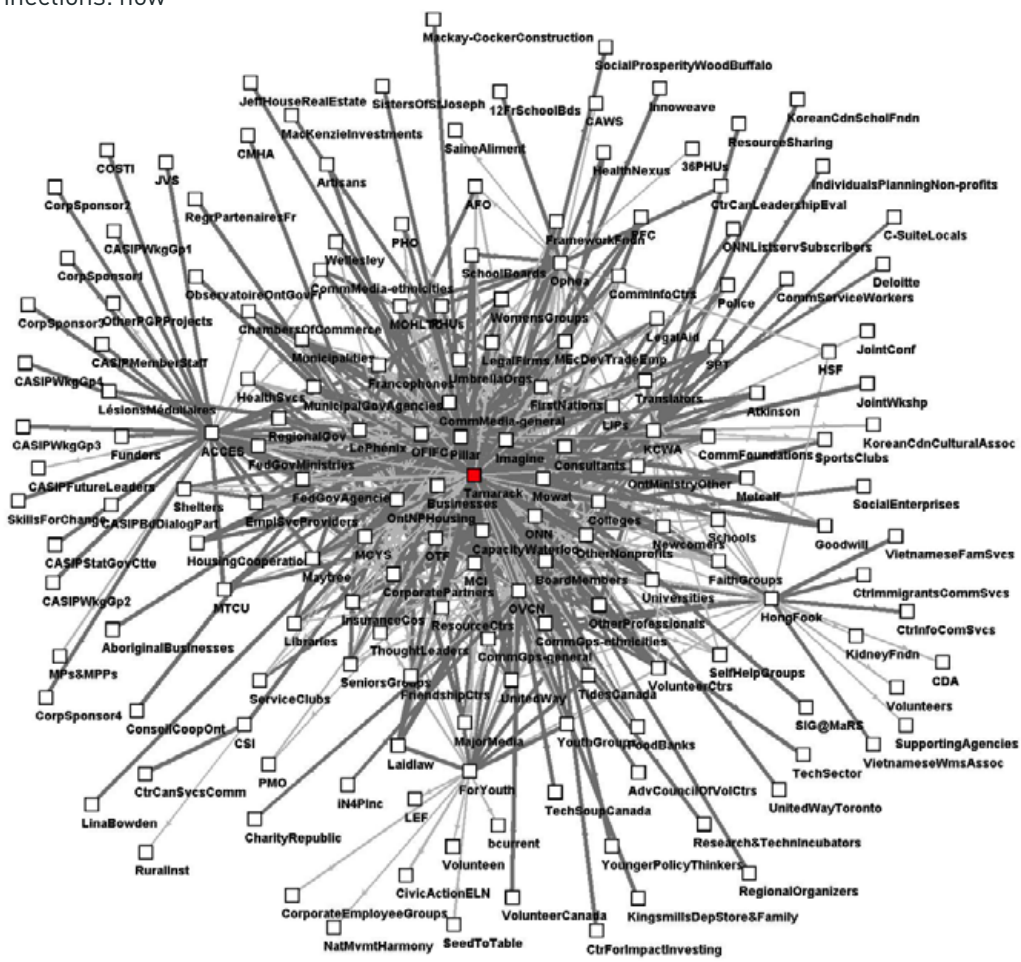All connections: before the project

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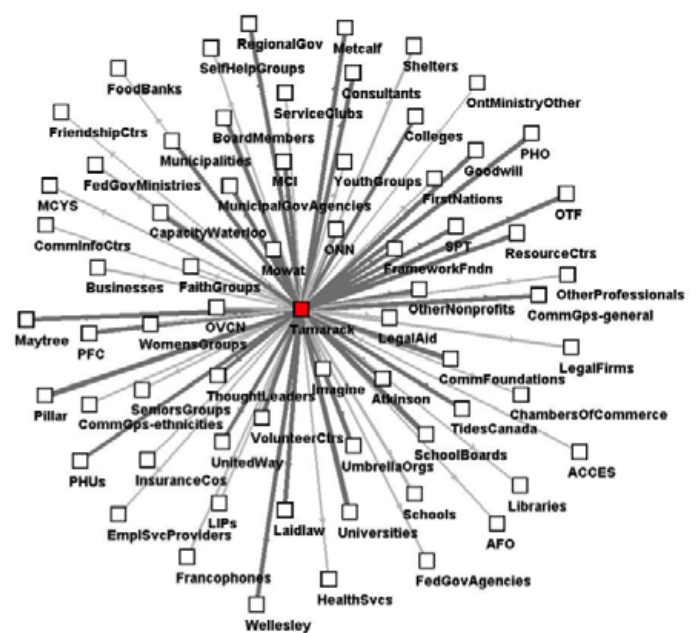
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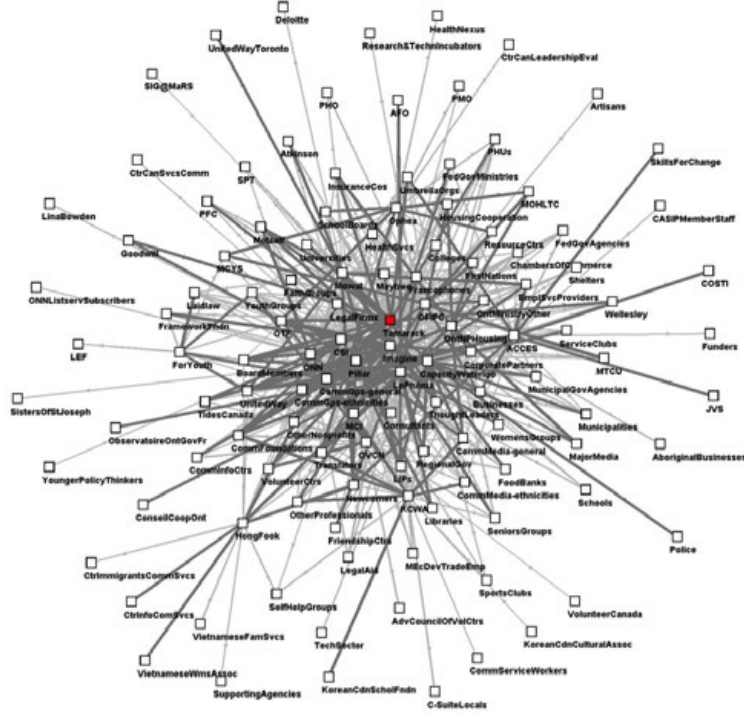
All PGLP connections: now

Tides Canada

Capacity Waterloo Region

Working together with community organizations and leaders to build capacity that supports social change: the project will drive innovative solutions to social challenges and opportunities by creating Social Innovation Labs and developing case studies on successful innovation and social change. The project will build leadership capacity with community organizations through governance development, mentoring, and coaching. The project will create environments that champion social change through community education and develop cross-sectoral change initiatives.

MOST SIGNIFICANT CHANGE

Story 1

A significant outcome of this project is a Story Telling Guide. The unique feature of our Storytelling project was combining the talents of a research and evaluation expert with the talents of a storytelling journalist and communicator: Tanya Darisi and Jennifer King. Tanya and Jennifer presented their work this past June at the annual conference of the Canadian Evaluation Society.

Story 2

Two beautiful children each. Both with loving husbands and fathers. Young. Vibrant. And, suddenly, widows. Beth Bailey's children were three years and 13 months old when her husband, Scott, died of brain cancer in 2006. Marny Williams Balodis' husband, Keith, died in 2002 of esophageal cancer, a short six weeks after being diagnosed. Her children were ages three years and three months.

Both Beth and Marny had lots of support and shoulders to lean on, but no one could truly understand what they were going through. They turned to bereavement services and groups. The groups helped, for a while. But both women imagined a further way to help others that had experienced similar devastating loss – help that lasted beyond the initial shock and adjustment of a spouse's death – help designed specifically for young parents facing extraordinary and ongoing hardships.

In 2009, they began a journey to create The Hummingbird Centre for Hope, a "second stage" non-profit program based on peer-to-peer support and the experience that comes from living through a similar loss.

Early last year, Beth and Marny began working with Capacity Waterloo Region and Cathy Brothers, the Executive Director in Residence, to help their idea take shape.

"Cathy just got it," says Beth. She adds that the story of what they're doing is something some people don't want to hear, and sometimes people simply shut down. "But that wasn't the case with Cathy. She was very intuitive and really heard what we were telling her. She got our mission right away and was able to pinpoint what might work for us. It was tailored advice, not a blanket answer and off you go. Cathy said 'I believe in what you're doing.'"

Cathy initially met with the two founders to talk about stages of development, strategic alliances for back-office needs, and fundraising. But with a new board that had not yet started to govern, she also saw the need for board development guidance and provided a training session with the new board.

"The board governance piece and the presentation were just phenomenal," says Beth. "It's not always an easy topic to talk about and Cathy made it feel as though it was. We're now using the information for the foundation of our own board policies. We couldn't have asked for a better way to develop this." Cathy was told by a Hummingbird board member that he'd been on a lot of boards but he learned more in the three-hour session with Capacity Waterloo Region about what the other boards he has been on could be doing.

"Doing the governance training in advance, before the board got going, has impressed on them the importance of ongoing board development," says Cathy. "Volunteers don't automatically know how to govern. Their passion gets them to the table but how do they actually grow the work of the organization and enable the staff to do their work?"

The Hummingbird Centre for Hope is now up and running with its first peer support group. Marny and Beth are taking their message on the road, speaking to audiences from Niagara to Myrtle Beach about young widowhood and the need for unique help.

"Capacity Waterloo Region and Cathy provided us with a huge amount of resources and information, guiding us to people and places we didn't know about," says Beth. "I personally don't know if we would be as far ahead as we are without that influence."

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
The Hummingbird Centre for Hope is up and running with its first peer support group. Strengthening of the organization, Marny and Beth have been speaking to audiences from Niagara to Myrtle Beach about young widowhood and the need for unique help.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
Between January 2011 and January 2014, we saw an increase in the number of people who attended Boards Boot Camps, Board Matching and Board development sessions hosted by Capacity Waterloo Region. The result is a network for EDs/CEOs in the non-profit sector with 80% reporting that the intensive workshops have enabled them to become more strategic thinkers; more effective Board members; and to rethink their governance practices. Over 85% of attendees reported that Board Boot Camp workshops and training sessions presented valuable information, tools and strategies that they can apply to their own organizations. 89% reported that as a result of the Board training sessions, they were better equipped to fulfill their role as Board members.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills
Leadership development of the CWR network and capacity of the EDs have expanded their own networks; enhanced their organizational practices for example, relationship between EDs and board chairs and boards overall). HR strategy; technology strategy; storytelling practices. Ability to navigate the non-profit system.	Partnership/collaboration development; Tools for Impact; Increased knowledge and skills

SOCIAL NETWORK MAPS

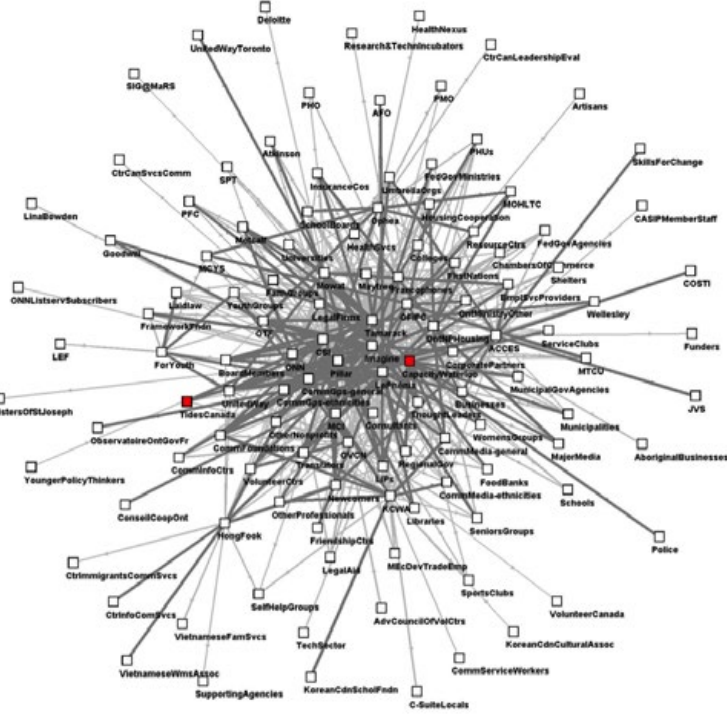All connections: before the project

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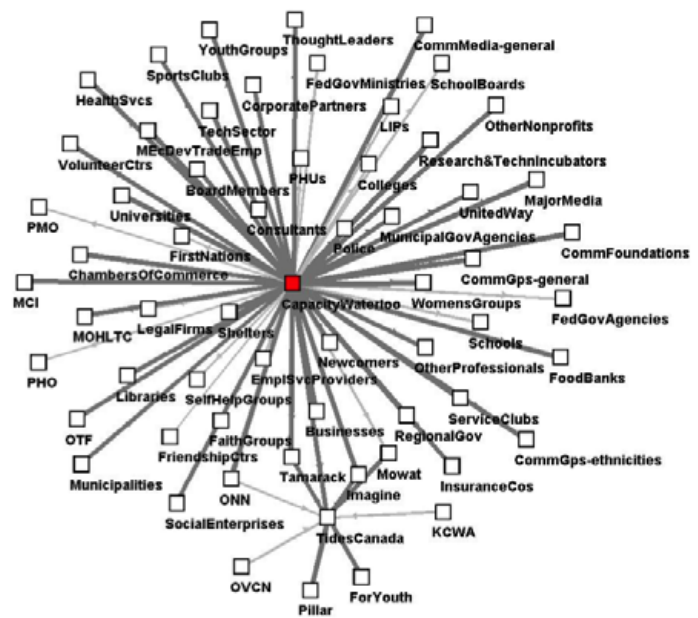
All PGLP connections – before the project

All PGLP connections: now

United Way of Chatham Kent

Building Community Capacity through Youth Engagement

The project will help the community of Chatham-Kent to increase the capacity of its not-for-profit sector organizations and to address the challenges of an aging population of volunteers. The focus of them project is to develop tools and create opportunities to engage, train and support young people, age 18 to 35, to serve as volunteers, on community boards and committees. A Youth Leadership Co-ordinator will be hired for this project. The project will include asset mapping and gap analysis, matching and mentoring, system co-ordination and administrative support, training and professional development, and community service opportunities. At every stage of the project, the focus will be on engaging youth volunteers.

OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
On November 6, 2013, the Youth Engagement Partnership Group (Y.E.P.) and the United Way Youth Committee merged to form one group. This merger benefits both groups as it increases their ability to realize and scale their goals leading to more robust results. The Youth Engagement Partnership is a group of community members working with youth and concerned citizens that wish to engage and empower youth in community life. Whereas the United Way Youth Committee is a group of high school students from across Chatham-Kent who support the United Way fundraising campaign within the school as well as inspires other youth to engage in community life by organizing youth engagement initiatives. In short, the new relationships being fostered between the service providers from the original Youth Engagement Partnership Group and the youth from the United Way Youth Committee provides the service providers with direct youth input on upcoming engagement initiatives, programs, services geared to youth, meanwhile, the youth in the group have a stronger base of community support to bring about youth-led community engagement initiatives. On the first and second meetings following the merger, the group joined in a strategic planning to determine the youth engagement initiatives it will undertake in the coming year. On the February 6th meeting, the group will finalize the process and begin working together to realize the goals.	Partnership/collaboration development; Tools for Impact
In addition, United Way of Chatham-Kent achieved efficiencies as a result of the merger. Prior to the merger, United Way allocated a staff member to provide support to each of the groups – one staff provided administrative support to the Youth Engagement Partnership Group in a position funded by the Partnership Grant Project from the Ministry of Citizenship and Immigration, and one staff who provided support to the Youth Committee in their pursuit of engaging youth and raising funds for United Way. With the merger, the average of 5.5 hours per month that the support staff person dedicated to the Youth Committee is now being dedicated to other initiatives within the organization. With this merger, United Way is also able to more effectively support youth engagement that is both directly tied with our organization and for the benefit of the community, by centralizing all youth-related initiatives through one staff person.	Organizational Development
On November 21, 2013, United Way of Chatham-Kent hosted the inaugural Chatham-Kent Timeraiser event, which raised 460 volunteer hours, by matching young professionals with 8 local non-profits to fulfill their volunteer needs. The event had 50 paid attendees in addition to the complementary tickets for non-profit representatives and artists being showcased.	Tools for Impact
The formation of the Chatham-Kent Nonprofit Network: On November 22, 2013, 52 representatives of local non-profits, foundations, and government officials attended the Ontario Nonprofit Network Regional Meeting. At this meeting, the group voted on the need and benefits of forming the Chatham-Kent Nonprofit Network. The goal of the Network is to tackle issues affecting the non-profit sector in our community, to address challenges and to promote the economic development value of the sector in a unified voice. We will also work as a liaison body connecting local with provincial work being administered by the Ontario Nonprofit Network. The group will meet again on January 29th, 2014 to discuss next steps for the network which will include formulating terms of reference.	Partnership/collaboration development; Tools for Impact

Volunteer Mississauga Brampton Caledon (on behalf of Ontario Volunteer Centre Network)

Building a Stronger Ontario through Volunteer Centre Services

The project will develop and engage a Network Coordinator position to organize and facilitate the activities and communications of the Ontario Volunteer Centre Network (OVCN). The project will enhance the OVCN's communication resources, and assess technology capabilities. The project will hold an annual conference and regular regional meetings for members, enhancing inter-sectoral collaboration. Finally, the project will ensure that strong and consistent leadership is in place to manage future projects, with the backing of a strong and supportive host organization.

MOST SIGNIFICANT CHANGE

Story 1

The first stepping stone for the OVCN was to hire a Network Coordinator to help build a communication engagement framework to evaluate outcomes of previous projects and influence the development of a business model to engage Board members, staff and volunteers of the 24 Volunteer Centres across Ontario.

The value of the network became apparent through the identification of an evolved community of practice approach that had occurred organically through invested interests and the desire to collaborate and network with like-minded professionals. Part of the deliverables for the Partnership Grant Project was hosting an annual conference for Volunteer Centre delegates to connect and access training workshops to inspire and strengthen leadership through community service and volunteer engagement. To help build the structure and processes for the OVCN, three key steps were identified; an inventory of member strengths, resources, and core competencies; an action plan; and an engagement strategy. The approach was to conduct an asset based community development workshop as a meaningful approach to support enhanced participation and to motivate participants to remain engaged with the OVCN. As well as supporting a participatory development approach, this process enables the OVCN to identify key priorities and

activities for the OVCN's business model framework. The theme for the 2012 OVCN Conference was ACTION, as a vehicle for change. By mapping the assets of individuals, Volunteer Centres and the Network as a community we were able to uncover our strengths. It was successful because people naturally build on the power, assets and synergy that exist within networked communities.

The impact of the ABCD workshop became evident through the strengthening of peer to peer relationships, partnership development between the OVCN and VCs, and increased stakeholder relations post-conference. The impact and outcome-based measurement evaluation of the asset mapping process will be evident at this year's 2013 OVCN INNOVATION & ACTION! Conference with the release of the OVCN's operational framework, strategic plan and action plans which emerged out of the asset mapping session a year prior.

I believe that 'mapping people's skills and assets which co-exist in networked communities is a catalyst for change that embraces the simple dynamics of people, places and pathways. The concept of networked communities is a collective approach to change-making and community engagement. By evaluating organizational capacities, and mapping community assets, a bridge is created to address institutional gaps and tap into the existing wealth of knowledge, people and practices that facilitate leadership development via organizational management.' This collaborative and community engagement process become the catalyst for change by supporting the OVCN's mandate to provide a provincial network and voice to strengthen the individual and collective ability of Volunteer Centres in Ontario to promote and develop volunteerism.

Story 2

In the spring of 2012, the Ontario Volunteer Centre Network (OVCN) embarked on a 3 year Partnership Grant Project titled 'Building a Stronger Ontario through Volunteer Centre Services'. The objectives of this project were to build the capacity of Volunteer Centres (VCs) through community engagement frameworks, as well as the design and implementation of a communication plan and business model. The first stepping stone for the OVCN was to hire a Network Coordinator to help build a communication framework and establish a viable gateway of communication to engage the Board, staff and volunteers of the 24 Volunteer Centres across Ontario.

It was evident from the start that establishing a private online virtual community to enable VCs to share knowledge, access information / tools, and communicate with fellow colleagues would be instrumental in building the resiliency of the Network. We launched The OVCN Space in the Spring of 2012 to support information-sharing, and record keeping for the ChangeTheWorld (CTW): Ontario Youth Volunteer Challenge. CTW's target was to engage over 25,000 youth across Ontario to volunteer 3 hours during a 3-week campaign. This required great leadership and a collective approach on a provincial and local level. The OVCN Space was established on a communication platform designed by AssociCom, a Canadian company based in Vancouver.

Connecting and engaging a network through a virtual space in itself represented change-making in the process. Any social or professional networking space requires individual engagement, coordination, training and fostering a sense of trust and value to achieve an impact that strengthens the ability of colleagues at great distance to connect and collaborate in a shared space.

The success of our online community was based on the concepts of knowledge ecology, whereby people, knowledge and technology intersect to offer a dynamic environment that can thrive. This offered a change in the ability of the OVCN to connect with Volunteer Centre colleagues and co-create a dynamic virtual space to lead change in the volunteer-sector. We are the voice for Volunteer Centres and volunteerism in Ontario. Change makers and leaders in support of capacity building and sustainable community engagement for the non-profit and volunteer sector! The success of this online communication platform was evident when we were featured on the AssociCom website as a successful case-study and model for building a private online community in support of Volunteer Centres and volunteerism.

I believe that 'the simplest act can become a change agent, a building block, an essential catalyst for change. At times the only change is one that requires observation, contemplation and engagement to effectively communicate the forces of change that exist within teams, organizations and communities.' Change-making happened through a private online community that shifted the dynamics of relationships amongst peers, while enabling the OVCN to map progress, create an archive of engagement, and foster an innovate approach to succession planning.
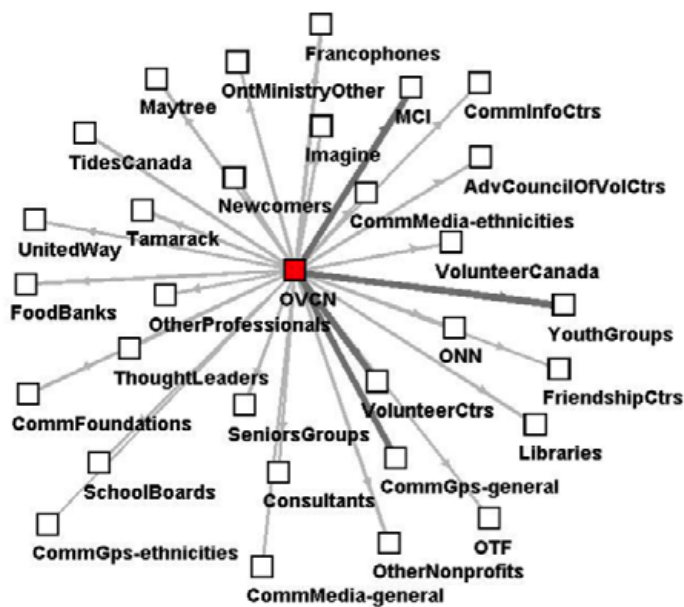
OUTCOMES HARVESTED

OUTCOME	TYPES OF CAPACITY BUILT
The OVCN Space launched in the Spring of 2012 to support information-sharing and record keeping for the ChangeTheWorld (CTW): Ontario Youth Volunteer Challenge. CTW's target was achieved to engage over 25,000 youth across Ontario to volunteer 3 hours during a 3-week campaign.	Tools for Impact; Increased knowledge and skills
March 2012 conference launched tools for knowledge sharing– Innovation and Action conference October 2013 – spotlight innovative projects. Our network of Volunteer Centres and staff are taking innovative action (using online tools and spotlighting innovation) to share their successes, opportunities and resources amongst colleagues through online community platform and action groups. They are taking the lead in communicating their stories, and opportunities to the Network more frequently, or via social media to enable people to share information / files, find out what's happening, and take a collaborative / collective approach to program delivery, implementation and evaluation.	Partnership/collaboration development; Tools for Impact
Over the past year, OVCN has used low cost and free tech savvy tools to start file-storing / sharing, connecting with the community at large, and stakeholders. This has led to building stronger connections/relationships with partners such as Volunteer Canada, through participation on their Advisory Council of Volunteer Centres. This business model and technology plan has also enabled us to formulate memorandum of understandings with technology 'community partners' such as iN4P Inc., Charity Republic and TechSoup Canada. These partnerships support the delivery of tech tools to support VCs in their operations, community outreach and engagement.	Tools for Impact

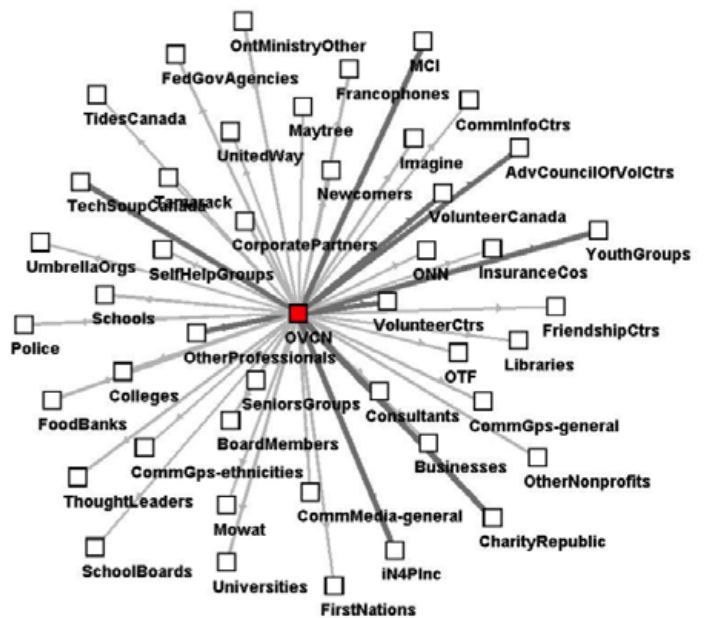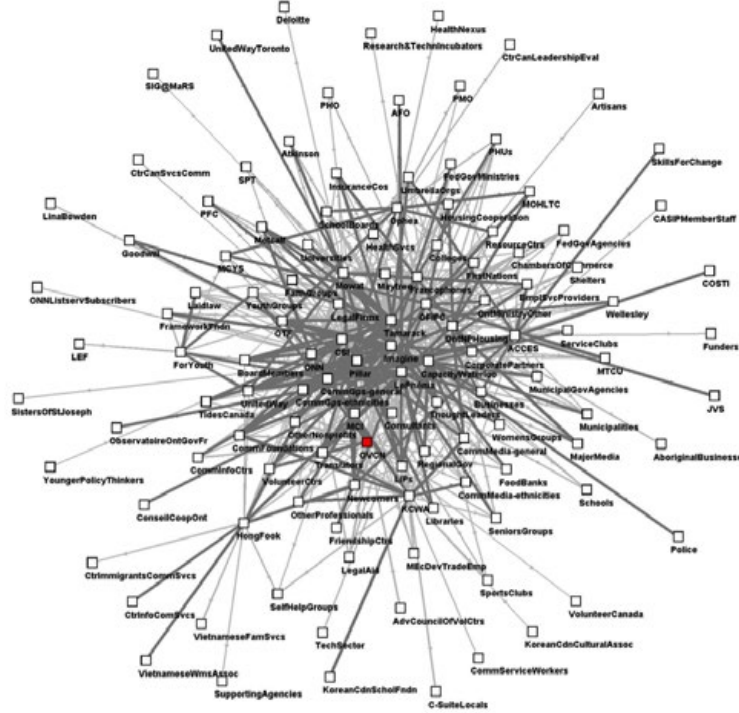| Part of the deliverables for the Partnership Grant Project was hosting an annual conference for Volunteer Centre delegates to connect and access training workshops to inspire and strengthen leadership through community service and volunteer engagement. To help build the structure and processes for the OVCN, three key steps were identified; an inventory of member strengths, resources and core competencies, an action plan and an engagement strategy. The approach was to conduct an asset based community development workshop as a meaningful approach to support enhanced participation to motivate participants to remain engaged with the OVCN. As well as supporting a participatory development approach this process enables the OVCN to identify key priorities and activities for the OVCN's business model framework. The theme for the 2012 OVCN Conference was ACTION, as a vehicle for change. By mapping the assets of individuals, Volunteer Centres and the Network as a community we were able to uncover our strengths. It was successful because people naturally build on the power, assets and synergy that exist within Networked communities.	Organizational Development

SOCIAL NETWORK MAPS

All connections: before the project

All connections: now

All PGLP connections – before the project

All PGLP connections: now

Notes

Mowat Centre
ONTARIO'S VOICE ON PUBLIC POLICY

School of Public Policy & Governance
UNIVERSITY OF TORONTO

**DEMONSTRATING THE RESULTS OF
CAPACITY BUILDING**
FINAL REPORT OF THE PARTNERSHIP GRANTS LEARNING PROJECT