

# Living SJ

## Draft Evaluation Plan

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## Context

Evaluation is a core activity during all stages of a Collective Impact initiative. This evaluation plan has been developed to help ensure that evaluative thinking is embedded in the work of Living SJ, and so that partners and funders receive meaningful information about the progress of the Living SJ network.

### The Phases of Collective Impact

Phase I <i>Generate Ideas and Host Dialogues</i>	Phase II <i>Initiate Action</i>	Phase III <i>Organize for Impact</i>	Phase IV <i>Review and Renew</i>
Pre start-up <i>Focus: Engagement and Exploration</i>	Start up <i>Focus: From Idea to Formation</i>	Growth <i>Focus: Experimentation and Growth</i>	Maturity <i>Focus: Sustain and Renew</i>

(Collective Impact Self-Assessment and Planning Tool, Tamarack, 2016)

Collective Impact initiatives go through different phases as they progress. With each phase, there are different areas of focus, and different questions for evaluating progress. Living SJ shifted from the pre start-up phase of **generating ideas and hosting dialogues**, in which the community was engaged in identifying priorities and targets for reducing poverty; to **initiating action** with the establishment of a backbone, leadership team and Collective Impact Teams; and is currently in the **organizing for impact** phase.

The focus on evaluation and measurement in the early years of a Collective Impact initiative is around setting up a Collective Impact process and determining key outcomes and indicators. The Living SJ strategy was launched in December 2014, and key outcomes and targets were identified for each Collective Impact team.



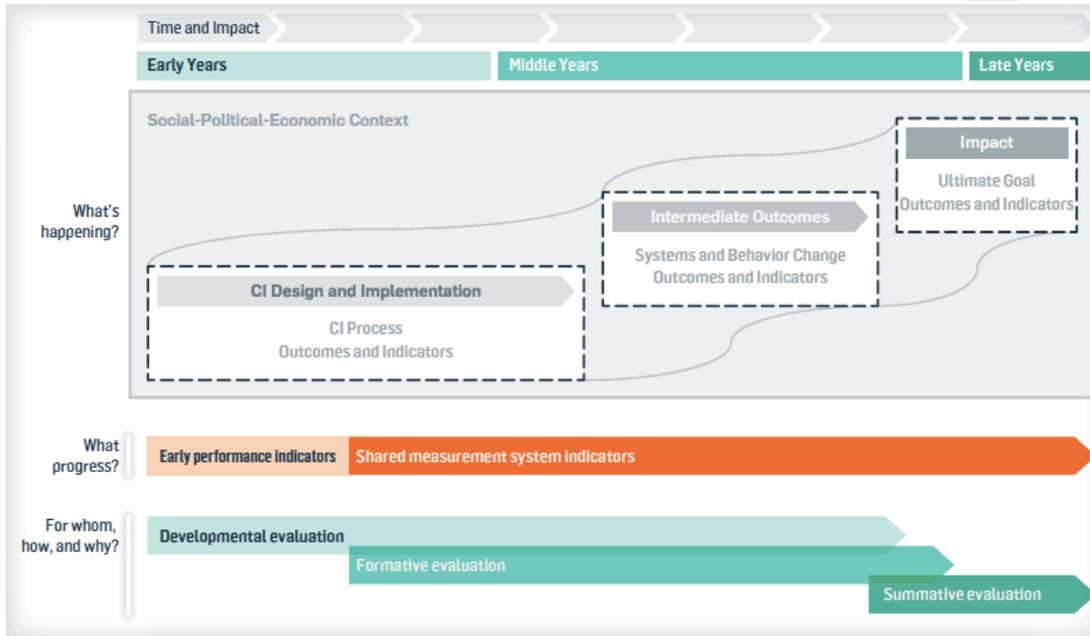
Collective Impact enables partners to use existing resources to achieve long-term population-level outcomes (reducing generational poverty). They do so by convening around a common agenda that is supported by a locally-generated agenda, led by interventions that are supported through mutually reinforcing activities (see Kania 2011).

The five conditions of Collective Impact are:

1. Common Agenda;
2. Mutually Reinforcing Activities;
3. Continuous Communication;
4. Shared Measurement System; and
5. Backbone Structure.

In the first year of Living SJ's implementation, each Collective Impact team worked towards identifying strategies to advance their targets and determining key indicators to track progress. Now in year 2, Living SJ is quickly approaching systemic and behavioral change.

## A Framework for Designing and Conducting Performance Measurement and Evaluation of Collective Impact Efforts



(Guide to Evaluating Collective Impact 02, FSG, Collective Impact Forum, 2014)

### Evaluation Questions

There are two overarching evaluation questions guiding the work of Living SJ.

1. To what extent is Living SJ attaining the Collective Impact team outcomes/targets?
2. To what extent is the Living SJ network following principles of Collective Impact?

The theory of change is that by successfully following the principles of Collective Impact and achieving the Collective Impact team outcomes, we will in turn decrease generational poverty, the ultimate long term outcome of the work of Living SJ.

The evaluation questions are linked to the following outcomes and indicators.

Questions	Outcomes	Indicators
To what extent is Living SJ attaining the Collective Impact team outcomes?	Living SJ has applied an adaptive, flexible and iterative approach to evaluation  Living SJ Collective Impact teams used evidence based decision making to adapt processes  Living SJ Collective Impact teams achieve targets	Structures and process are in place to monitor Collective Impact team targets  Baseline data is collected for each Collective Impact team  Living SJ tracks data as changes and refinements are made to make sure positive results are being achieved
To what extent is the Living SJ network following principles of Collective Impact?	Living SJ is using a combination of different measurement and evaluation activities  Partners are aware and intentional about achieving principles of Collective Impact  The five conditions of Collective Impact are met	Early performance indicators are established to track progress towards Collective Impact principles  Survey results demonstrate progress in following principles

The logic model highlights how principles of Collective Impact are embedded in the work of Living SJ. Each team is carrying out its own activities and has specific short/long-term outcomes, and collectively, Living SJ is working to keep all the wheels in motion towards the ultimate outcome.

Investments	Activities	Select Short Term Outcomes	Collective Impact Team Targets	Long-Term Outcome
In-kind contributions: - Network and engagement of over 100 individuals - Space - Accounting, etc.  Funding  Staff  Supplies/materials	Building and maintaining Living SJ network partnerships  Research/evaluation  Evidence-based decision making	Structures and processes in place to keep Living SJ partners informed and engaged  Partners have a shared vision and common agenda that includes a diverse set of voices and perspectives from multiple sectors  Strengths and assets of the community are leveraged through mutually reinforcing activities  A framework for shared measurement and evaluation is established	Education. Close the education achievement gap  Employment. Create education and training opportunities that lead to employment for low-income citizens  Health. Improve the health of residents through neighbourhood-based models of care  Neighbourhoods. Transform low-income neighbourhoods into vibrant mixed income communities	Generational poverty is eliminated and the quality of life in Saint John, New Brunswick is improved

## Evaluation Design

Living SJ will apply two approaches to track, monitor and evaluate progress. On a systems level, a **developmental evaluation** will guide decisions about what needs to happen and explore whether and how it's working. Developmental evaluations are often used in evaluating Collective Impact initiatives because it is an adaptive approach, and encourages learning and intervention to strengthen strategies throughout the lifespan of an initiative. This approach will be informed by the work of external evaluators, along with Living SJ's evaluation team.

**Shared measurement** is the second approach that will be used, and it has been defined as the "use of a common set of measures to monitor performance, track progress towards outcomes and learn what is and is not working in the group's collective approach" (John Kania, FSG). Shared measures allow a Collective Impact initiative to: Improve Data Quality; Track Progress Toward a Shared Goal; Enable Coordination and Collaboration; Learn and Course Correct; and Catalyze Action (Collective Impact Forum, 2014). The fabric of Living SJ's measurement is illustrated in the Collective Impact team outcome pyramids, which highlight the outcomes each team has identified along with the indicators that will be used to track progress.

## Methodology

The I2L2 Framework emerged from the work of the Annie E. Casey Foundation during the early 2000's as a way to talk about community change initiatives. The framework names and identifies a range of outcomes that are associated with social impact and lays the groundwork for effective impact measurement (ORSimpact). This fits into the methodology of a developmental evaluation, because it enables Living SJ to demonstrate how the ultimate targets are being achieved, and not just how performance indicators are changing. Given the complex characteristics of Collective Impact Initiatives, it enables Living SJ to track and monitor changes not just within performance indicators relating to shared measurement, but also systems and policy changes the teams are working to achieve.

## Data Collection

A number of methods will be employed to monitor Living SJ evaluation questions. Data collection/analysis is the responsibility of the Living SJ evaluation team, led by the evaluation manager and informed by an external evaluator.

### 1. To what extent is the Living SJ network following principles of Collective Impact?

Qualitative analysis

- Annual survey – Leadership Team and Planning Team
- Focus groups – Collective Impact teams
- Interviews – Living SJ staff

### 2. To what extent is Living SJ attaining the Collective Impact team outcomes?

Quantitative analysis

- Shared measurement – Ongoing data collection on indicators

Qualitative analysis

- Leadership / Planning Team meetings – Strategies to support Collective Impact teams
- Collective Impact team meetings – Interventions to achieve targets
- Annual survey – Collective Impact Team

The results of this data collection will be shared in an annual report card, and will be used to adapt strategies on an ongoing basis.

## Timeline

End of Year 1	End of Year 2	End of Year 3	End of Year 4	End of Year 5
Collective Impact teams identify key indicators to track outcomes	Year 1 Report Card released	Year 2 Report Card released	Year 3 Report Card released	Living SJ data analysis (of all qualitative and quantitative data)
Baseline data collected	Adaptation to performance indicators as required/review of outcomes and targets	Adaptation to performance indicators as required/review of outcomes and targets	Adaptation to performance indicators as required/review of outcomes and targets	Final evaluation report released
Options for accessing data/addressing confidentiality challenges identified	Comprehensive online system for shared measurement explored	Ongoing data collection/monitoring	Ongoing data collection/monitoring	
Surveys/focus groups/interviews conducted to evaluate progress	NBCC/Living SJ evaluation project commences (TBD)	Barriers for addressing data collection challenges addressed		
Collective Impact progress	Ongoing data collection/monitoring			
External evaluator review				

## Measuring Process:

### The I2L2 Framework & Living SJ's Developmental Evaluation

In 2015 Living SJ underwent a process working with a developmental evaluator to conduct a one-year review of the work of the Collective Impact initiative. The process involved applying the I2L2 Framework to tell the story of Living SJ, take stock in what has been achieved and learned and to help Living SJ adapt and adjust work going forward.

As Shared Measurement is being used to track the degree to which Living SJ outcomes are being achieved through clear indicators and targets, the I2L2 Framework is being employed to help evaluate the Collective Impact process, helping to answer the question – to what extent is the Living SJ network following principles of Collective Impact? It provides a lens to capture the change that is occurring as a result of the work of the Collective Impact teams through different spheres (Impact, Influence, Leverage and Learning). It can be easy to overlook the powerful change that results as multiple systems interact together, and as a community learns to work differently together.

**“I2L2 presents the elements of influence, leverage, and learning as contributors to impact. Isolating these elements shifts attention to them, recognizing them as the factors that can enable, accelerate, or amplify impact – always with the intention of driving toward positive impacts and reducing negative impacts” (I2L2, ORSImpact, 2015).**

$$\text{Impact} = \text{Influence} + \text{Leverage} + \text{Learning}$$

#### **Impact:**

Relates to changes in lives of individuals and among populations in a specific community. These are reflected in the performance indicators that have been defined for each Living SJ priority

#### **Influence:**

Reflects a wide range of systems-level changes that may happen among or within organizations, institutions, networks, partnership, policies or practices.

#### **Leverage:**

Refers to changes in the commitment of resources, levels of funding or allocation of non-monetary resources.

#### **Learning:**

Refers to field-building and advancing knowledge and helps lift up insights or knowledge that can be applied to guide and shape decisions and practices.

Living SJ's long-term outcome of ending generational poverty, requires shifts in systemic variables – partnerships, policies, practices and norms. By tracking changes occurring in the spheres of influence, leverage and learning over the duration of the strategy, it will be possible to identify the impact of the Living SJ process.

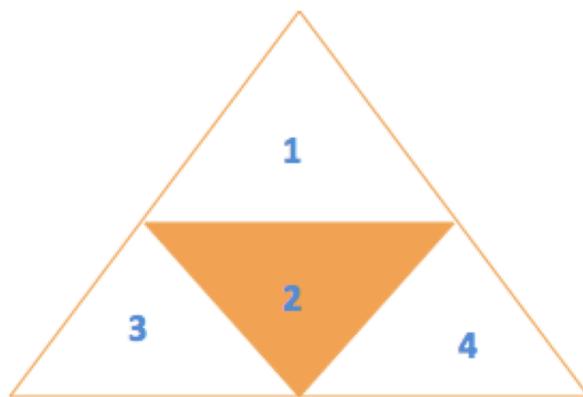
## Measuring Outcomes: Shared Measurement and Living SJ Outcome Pyramids

In addition to evaluating the Collective Impact process, it is integral to develop a system for measuring Living SJ targets and key outcomes. Collective Impact teams have been working towards identifying ways to measure short and long-term progress and accessing the appropriate data to track outcomes.

### Outcome Pyramid

1. **Community Level Outcome:** Proven key levers that need to be moved in order to achieve target
2. **Contributing Indicators:** Measure that is associated with improving the community level outcome that the Collective Impact team is actively working on
3. **Monitoring Indicators:** Measure that the team is not initially focusing on, but might eventually become a focus of the Collective Impact team
4. **Contextual Indicators:** Measure that is outside the Collective Impact team's scope but needs to be monitored as it influences that partnership's outcomes

(The Albany Promise, Outcome Pyramid, 2014)



The Collective Impact team outcome pyramids have been drafted with the input of each team, and are being refined and adapted on an ongoing basis. Baseline data has been collected for most of these indicators, with efforts being made to access/aggregate data for the unit of analysis (Saint John North/City of Saint John/Provincial/National).

Living SJ intends to produce data for each priority area at the neighbourhood level of Saint John North, to establish a small scale "Living Lab." This will enable outcomes to be measured and compared to other units of analysis (City, Province or other neighbourhoods).

## Health Outcome Pyramid

1. Community Level Outcome	2. Contributing Indicators	Source
Improve the health of residents through neighbourhood models of care	Social determinants of health *	Saint John Community Health Needs Assessment
Residents at the North End Wellness Centre (NEW-C) have accessible and timely services	% same day/next day appointments	New Brunswick Health Council – Primary Health Survey
	% family doctor	
New-C services are easily navigated	% no show appointments *	New-C Records
	% of hospital ambulatory care	Decision Support, Horizon Health Network
New-C services are well integrated	% reporting challenges navigating health care systems *	New-C Records
	% of client follow-up	
3. Monitored Indicators	% with integrated health plan *	New-C Records
	Return on investment (cost avoidance- ambulance use, emergency department visits) *	New-C Records
3. Monitored Indicators	Long-term physical health (e.g. % managing chronic disease; % drug/alcohol use; obesity) *	Saint John Community Health Needs Assessment
	4. Contextual Indicators	Provincial/national averages for physical health and social determinants of health

## Education Outcome pyramid

1. Community Level Outcome	2. Contributing Indicators	Source
Vulnerable families have access to high quality early childhood education and childcare and are ready for kindergarten	% of children with green/yellow EYE-DA score *	Department of Education
Every child achieves appropriate Grade 2 literacy levels	% of children who achieve appropriate Grade 2 Literacy levels	Department of Education
Every child in low income neighbourhood has access to high quality afterschool programs 12 months of the year	% of children accessing afterschool programming by school *	Priority School Principals
Every child graduates from high school with appropriate skills for further education and employment	% of youth graduating from high school on time *	BCAPI
Every resident values lifelong learning and has opportunities for further education and employment	% enrollment at UNB, NBCC from priority neighbourhoods *	UNB and NBCC
3. Monitored Indicators	High school academic progress in English and Math	Department of Education
	% attendance rates	
3. Monitored Indicators	% completion in trade certificates and programs)	Post Secondary Education Training and Labour/ Statistics Canada
	4. Contextual Indicators	Provincial/national averages (literacy/high school graduation)

\* Denotes indicators in which we lack sufficient data (due to geographic limits -zones/regions associated with data collection, or confidentiality constraints)

## Neighbourhood Outcome pyramid

1. Community Level Outcome	2. Contributing Indicators	Source
Residents experience a meaningful connection to their community	% reporting having meaningful connection to community *	UNBSJ Promise Partnership (TBD)
	% of individuals who participate in their community (volunteering, community events) *	City of Saint John Service Agreements`
The conditions in which low-income people live are improved	% poverty rate	Statistics Canada
	% child poverty rate	Statistics Canada
	% of individuals moving in the past five years	Statistics Canada
Residents have access to safe, suitable accessible housing	% of new affordable housing stock *	Statistics Canada
	% households spending 30% or more of total income on shelter	
	% housing with major repairs needed	
Neighbourhoods are safe for all	% CAD calls (911)	Saint John Police Force
	% of crime	Saint John Police Force
<b>3. Monitored Indicators</b>	% family violence	Saint John Police Force
	% employed	Statistics Canada
	% single parents	
	% rented dwellings	
<b>4. Contextual Indicators</b>	Provincial / national averages (crime, poverty, civic engagement)	Statistics Canada

## Employment Outcome pyramid

1. Community Level Outcome	2. Contributing Indicators	Source
Responsive programs help residents' transition to employment	# of unemployed individuals participating in transition to work training	Post Secondary Education Training and Labour
	# of individuals on income assistance participating in pre-employment training	Post Secondary Education Training and Labour
	# of individuals that attended pre-employment training and gained employment	Post Secondary Education Training and Labour
	% of unemployed individuals taking WES with improved soft skills	Post Secondary Education Training and Labour
	% attaining GED *	
	# reduction of social assistance cases *	Social Development
<b>3. Monitored Indicators</b>	% labour force participation	Statistics Canada
	% of individuals who take employment programs that maintain employment 6 months post-training	Saint John Learning Exchange
	# of clients removed from social assistance that have kept employment for the last 18 months *	Social Development
	% accessing wage exception *	
	% accessing subsidized childcare *	
% recidivism (social assistance) *		
<b>4. Contextual Indicators</b>	Provincial / national averages (Employment/WES/Apprenticeship)	Post Secondary Education Training and Labour Statistics Canada

\* Denotes indicators in which we lack sufficient data (due to geographic limits- zones/regions associated with data collection, or confidentiality constraints)

## Limits and challenges

1. Assembling neighbourhood level data – certain indicators are available at a Census tract level (Greater Saint John) or at district/regional levels.
2. Access to data – challenges relating to accessing data due to confidentiality.
3. Consistent tracking – Collective Impact team member data contacts will be collecting/aggregating data for Living SJ off the side of their desk which could result in discontinuity in data collection.
4. Adaptation – Collective Impact initiatives are adaptive in nature and require a less structure evaluation plan. This requires ongoing communication and collaboration to ensure accountability to partners and funders.

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