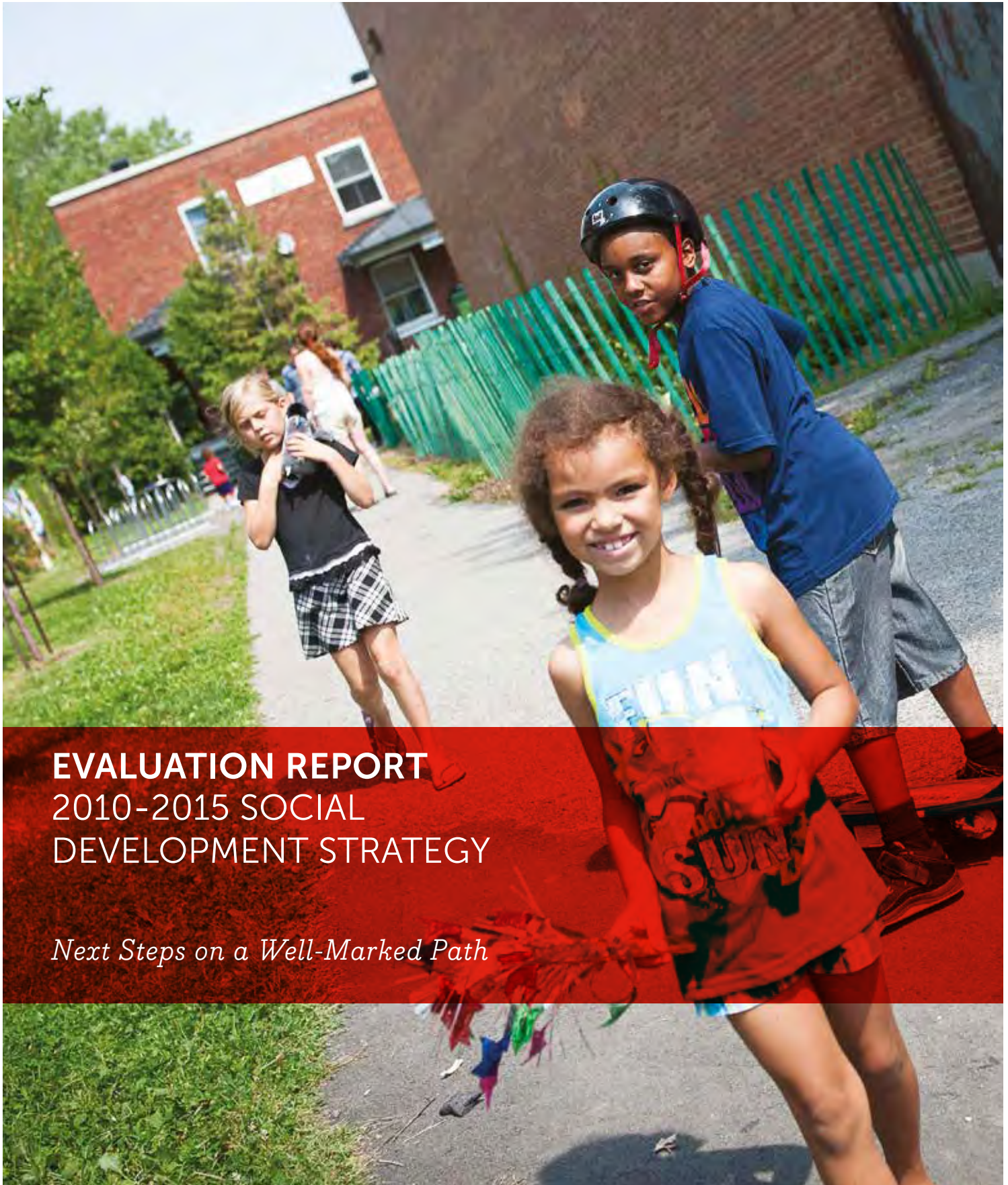




Centraide
of Greater Montreal



EVALUATION REPORT
2010-2015 SOCIAL
DEVELOPMENT STRATEGY

Next Steps on a Well-Marked Path



EXECUTIVE SUMMARY

In 2010, Centraide of Greater Montreal adopted a strategy to fight poverty and social exclusion that was firmly grounded in a territorial approach.

The hypothesis: Centraide could generate better outcomes by prioritizing investment targets and applying strategic and proactive investment approaches across a neighbourhood instead of considering agencies in isolation.

Five years later, an evaluation was conducted in six communities to observe changes and draw lessons from this approach.

Instead of just increasing resources so that agencies can do more, the territorial approach helped Centraide create a plan for each neighbourhood and use available vectors to support the desired improvements. These vectors include:

- Support for solid and dynamic agencies that provide leadership in their communities.
- Support for multi-network and intersectoral coordination so that communities can implement solutions that have the greatest chance of reducing and mitigating the impact of poverty and social exclusion.
- Reinforcement of agency skills and leadership.
- Ongoing relationships between organizations, mobilization initiatives and Centraide.

Overall, agencies have improved their performance based on Centraide's assessment criteria. Their ability to work with other partners has increased. Centraide has also seen positive changes in its relationships with agencies, which have led to a greater climate of confidence and openness.

A number of agencies still perform below expectations despite the vectors put at their disposal.

More communities have created or are in the middle of creating a neighbourhood plan, and these plans appear to foster promising collective action. Centraide has seen an increase in collaborations between community stakeholders, funders and public institutions in the implementation of these neighbourhood plans. Neighbourhood roundtables have also shown a willingness to develop their skills to assess the impact of these neighbourhood plans.

Centraide's territorial knowledge has become more and more recognized and sought after. This knowledge creates opportunities for innovative experiments in some neighbourhoods, in collaboration with other funders and institutional partners.

Overall, this evaluation has revealed that the combination of:

- A territorial approach
- The strategic use of different vectors (funding, training, support, influence)
- Clarity and consistency in communicating messages
- Ongoing relationships with communities and agencies

Tends to generate positive change in the work of agencies and communities.

ACKNOWLEDGEMENTS

We would like to thank everyone who contributed to this analysis. The collective intelligence of the Allocations and Social Analysis Department (ASAD) team under the coordination of Lyne Poitras, the insightful comments and sound advices of Annie Vidal from the Centre de formation populaire helped ensure that this report provides helpful recommendations and is a useful learning tool.

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Acronyms used in this document	
AARC	Allocations and Agency Relations Committee
ASAD	Allocations and Social Analysis Department
CID	Community Impact Department
CIP	Collective Impact Project
STP	Strategic territorial plans



INTRODUCTION

THE WORKING APPROACH

In 2010, Centraide hypothesized that it could generate better outcomes in communities by prioritizing investment targets and applying strategic and proactive investment approaches. Centraide therefore implemented a new structure and new practices to create the necessary conditions for this change.

In 2013, the Allocations and Social Analysis Department (ASAD) began assessing the level of implementation of this strategy, which led to changes to stay on track.

In fall 2014, Centraide began an exercise to evaluate its 2010-2015 Strategy, which continued throughout 2015 with different collection and analysis activities.

This report draws conclusions from various observations that should guide the next steps in this process.

THE EVALUATION REPORT

This report outlines the goals and methodology of the evaluation. It provides an overview of the 2010-2015 Strategy and the changes that it was meant to generate. The report also presents different cross-sectional analyses of the change indicators. Finally, it also documents the concrete results for each area analyzed, i.e., agencies, communities, regional partners, investment, and skills development. The report concludes with the main observations, lessons learned, and next steps.



01

EVALUATION GOALS



The goals of the evaluation are as follows:

- Assess the attainment of the desired changes outlined in the 2010-2015 Strategy of Centraide of Greater Montreal (Next Steps on a Well-Marked Path) to fight poverty and social exclusion.
- Make observations and draw lessons.
- Use these lessons to guide the next steps.



02

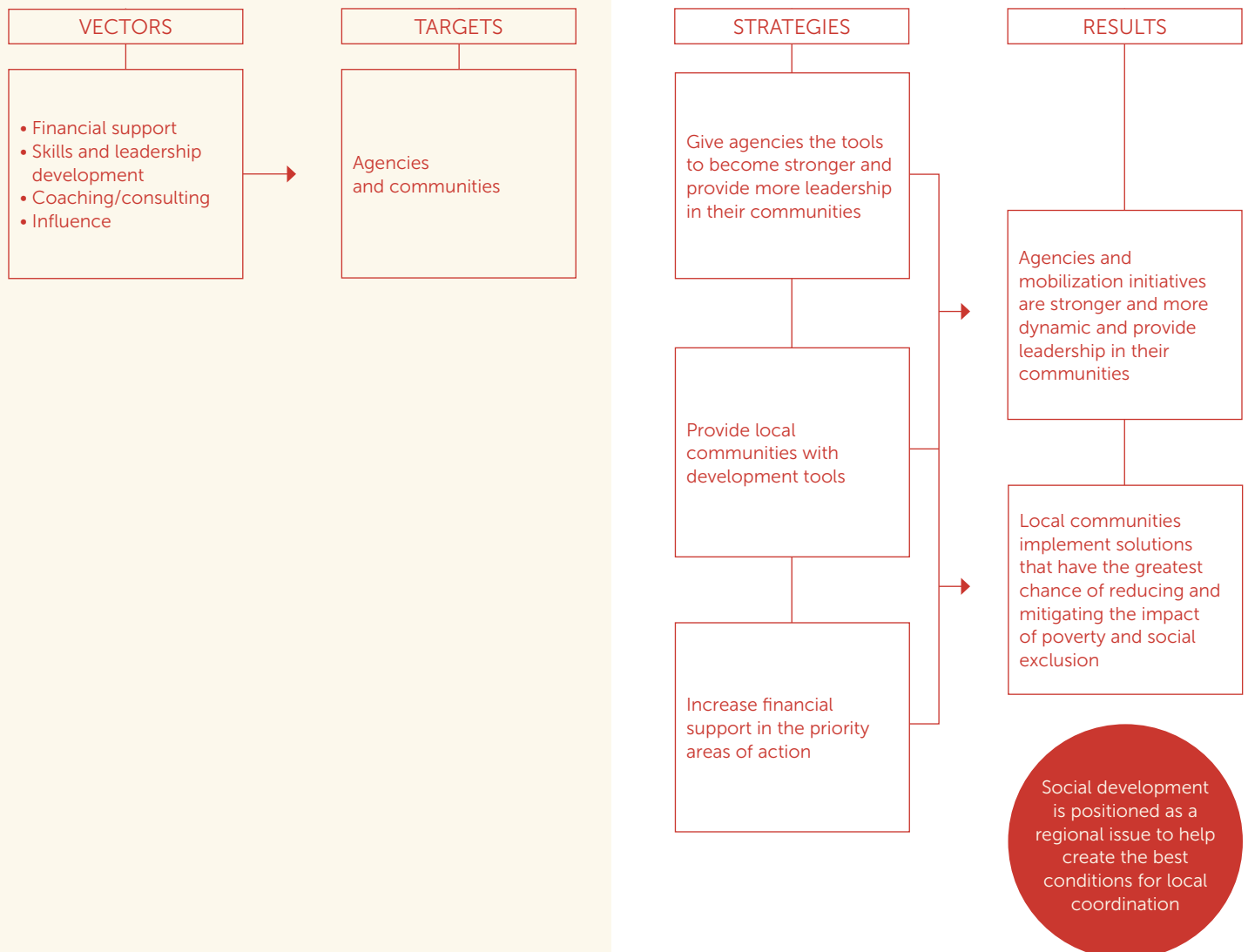
LOGIC MODEL



To measure the attainment of the desired changes outlined in the 2010-2015 Strategy, the evaluation committee defined a logical evaluation framework or "logic model" based on initial goals and intentions.

- A logic model is a graphical representation of the logic behind an action, a project or, in this case, an evaluation process.
- It presents the how (strategies), the what (vectors), the who (targets) and the why (desired outcomes).

GOAL: Reinforce communities in order to fight poverty



02

LOGIC MODEL



WHAT WERE OUR DESIRED OUTCOMES AT THE END OF 2010-2015 STRATEGY?

01

That agencies and mobilization initiatives get stronger and more dynamic and provide leadership in their communities:

- Did we contribute to the development of:
 - Agency practices (such as empowerment approaches instead of services) and to agency vitality and leadership in the community?
 - Collaborative practices, integrated planning, and collective actions?
 - The building of caring communities (for example, by bringing together all local social development stakeholders)?

02

That local communities implement solutions with the greatest chance of reducing and mitigating the impact of poverty and social exclusion.

- Did we contribute to the:
 - Development of local territorial policies and strategies to fight poverty and social exclusion?
 - Creation of solutions with better potential to reduce or mitigate the effects of poverty?

In 2010, we did not define what we meant by solutions with the greatest chance of reducing and mitigating the impact of poverty and social exclusion. We included what we considered as the best solutions based on our ongoing observations.

03

That we position social development as a regional issue to help create the best conditions for local coordination.

- Did we contribute to:
 - Raising the awareness of regional stakeholders who have a local influence (whether from a financial or organizational standpoint) about the importance of taking action to maximize local development?





METHODOLOGY

It is important to mention that this evaluation was done internally by allocations advisors based on their observations and analysis of how agencies and collective projects performed with regards to Centraide's criteria. Different reports were used in the evaluation, and many information sources were also used for this assessment:

1. Case studies: Changes over a six-year period for the six territories, all of which are very different in terms of population characteristics, poverty issues and community dynamics:

- Three territories in their funding renewal period planned in 2015: Laval, Côte-des-Neiges and Sud-Ouest.
- Three territories were in their funding renewal period planned in 2016: Hochelaga-Maisonneuve, West Island and Parc-Extension.

Evolution of practices in agencies and communities over the past six years and the changes that this evolution may have caused based on:

- Each territory's reality in 2009.
- Centraide's intentions at this time.
- The vectors used by Centraide.
- The changes observed at this time in the dynamics and performance of agencies and mobilization initiatives.
- Examples of promising solutions that emerged from this evolution.

2. Evaluation of the Leadership rassembleur™ program in 2013.

3. Evaluation of the Point de bascule program at the end of its first year (2014).

4. Internal reviews: The external evaluations of the Leadership rassembleur™ and Point de bascule programs as well as reviews of Centraide's orientations in terms of skill- and leadership-building all helped establish a relationship between these types of support and the attainment of Centraide's strategic goals.

The review of the strategy for people with disabilities confirmed the impact that an issues-based strategy can have on agency performance. The financial strategy (dashboard) aimed to ensure that the targets were maintained with respect to the goals.

5. Dashboard on Centraide's investments for each priority area of action.

Three elements were documented:

- Changes observed with regard to the target goals
- Possible relationships between these results and the new ASAD practices
- Observations and lessons learned

LIMITATIONS

The fight against poverty and social exclusion takes place in a complex environment of multiple influences from various sources. It is therefore difficult to pinpoint a relationship of causality between a strategy, an action and the resulting impact.

Ideally, this evaluation would have demonstrated the impacts of Centraide's new strategies on poverty in this broader ecosystem. But the complexity of the mechanisms observed—combined with the short evaluation horizon of six years—limits this analysis to the favourable conditions implemented by agencies and communities (collective, dynamic and coordinated action plans; innovative collective action, etc.) and the potential for change that these conditions represent for the target individuals.

RESOURCE PEOPLE AND GROUPS

- One coordinator: (Lyne Poitras) coordinated the process, supported the territorial teams, compiled the data, and drafted the report.
- An evaluation committee (Mario Régis, Jean-Marie Chapeau, Maude Beausoleil and Lyne Poitras) monitored this process and was involved in its various steps.
- The ASAD validated the evaluation plan and helped compile and analyze the collected information.
- The Allocations and Agency Relations Committee (AARC) was responsible for reviewing the report.

The Centre de formation populaire (Annie Vidal) provided support at the start of the process, particularly to define the logic model.

04

2010-2015 STRATEGY



2010 OBSERVATIONS THAT LED TO THE 2010-2015 STRATEGY

2010 Observations	Desired Improvements
Some population segments are more at risk. People can find themselves in a transitional and sometimes persistent situation of poverty. These particular characteristics require more targeted strategies.	Take more intensive action in several priority areas.
Poverty is expressed in various ways in different geographical regions. Strategies must be adapted to the local context. Agencies must work as part of broader collective action to generate greater impact.	Reinforce the territorial approach.
Most of Centraide's practices are rooted in its history; however, newly developed practices have recently been gaining in importance.	Acting more strategically – developing new vectors and conducting more comprehensive and better documented analyses.
Agencies work in an environment that is increasingly complex; they need access to knowledge, social networks, and resources to develop their skills, leadership and strategic capabilities.	Acting proactively (role of advisor) and providing diverse support that is better tailored to the development of agencies' work, based on the desired changes.

Source: Stratégie 2010-2015

STRATEGIC ORIENTATION

*Reinforce communities
in order to fight poverty
and social exclusion*

Centraide would like to contribute to the vitality of Greater Montreal's local and regional communities. The goal is for Centraide to increase its impact on the implementation of solutions to mitigate or reduce the effects of poverty and social exclusion by becoming a strategic and proactive social investor.

Prioritize investment by:

- Emphasizing support for agencies and initiatives that:
 - Develop the full potential of upcoming generations and improve their living conditions.
 - Mobilize community and social stakeholders.
 - Reinforce agency skills and leadership.
- Maintaining the work of agencies and initiatives that provide:
 - Support for vulnerable or socially excluded people.

Implement territorial strategies that are:

- Better adapted to local realities.
- More consistent with priority investment areas.
- Focused on a network of agencies and initiatives that are solid and dynamic and that engage in constructive leadership in their communities.
- Based on a better understanding of agency needs and the ability of agencies and communities to act, along with promising strategies and funding opportunities.

IMPLEMENTATION

01

New decision-making structure based on a territorial approach.

- The ASAD changed its decision-making structure from one based on the **social issues** of poverty and social exclusion to one based on **territories** in order to apply a meaningful approach to community development through investment in agencies and joint initiatives.
- This led to **three territorial committees**, a committee for regional agencies, and a committee for skills and leadership development for agencies that provide support for skills reinforcement.

04

2010-2015 STRATEGY



02

After the creation of the Community Impact Department (CID) in 2005, return to a single department called "Allocations and Social Analysis" to oversee the implementation of and experimentation with mobilization approaches. This merger was required to meet the goals of the new strategy.

- Both departments (Community Impact and Allocations and Social Analysis) were combined, and the new ASAD was given two mandates:
 - Community impact and development
 - Agency relations and investment

03

Review of procedures of the ASAD.

- Different roles attributed to team members in order to be more strategic and proactive in terms of:
 - Support for agencies (6 advisors).
 - Support for mobilization initiatives – local roundtables, communities (3 advisors).
 - Support for the team of advisors for analysis, the development of local communities, and the reinforcement of skills and leadership (5 advisors).
- Strategic and proactive role:
 - Creation of territorial teams.
 - Development of territorial analysis earlier in the process, before agencies and joint initiatives submit their requests.

- Better sharing of Centraide's intentions with communities.
- Emphasis on support for the strongest and most dynamic agencies that exercise constructive leadership.
- Tighter conditions for agencies that do not satisfy criteria.
- Emphasis of non-financial support (coaching/consulting, influence) for collective initiatives and innovative projects.
- Development of new vectors (e.g., support for collective initiatives and reinforcement of skills and leadership) to better support the work of agencies and roundtables.
- More sustained relationships with agencies and roundtables that go beyond accountability.
- Clearer and more frequent communications with agencies and communities.
- Ongoing relationships with regional authorities or partners (for example, the City, the Direction de santé publique, the Coalition montréalaise des tables de quartier and a number of foundations).

04

2011-2016 Investment Plan with targets that allow the goals and priorities to be met.

2011-2016 INVESTMENT PLAN

Financial Targets of the AARC Envelope

	2010 Actual	2016 Goal
Support for agencies*	91.2%	87%
Support for mobilization initiatives	6.2%	8.5%
Support for the reinforcement of skills and leadership	2.6%	4.5%

* Priority to agencies that develop the potential of upcoming generations and improve their living conditions.

05

OVERALL RESULTS



A. FOR AGENCIES

Before 2010

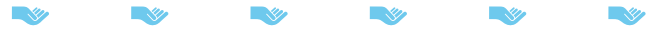
- Many agencies supported by Centraide were dynamic and solid overall.
- Many had developed their practices and promoted collective work. They had more and more influence in their communities and generated new energy.
- Despite this encouraging situation, many agencies were still in a services-based approach instead of one based on empowerment. The sectoral viewpoint took priority over a territorial one, despite significant support for neighbourhood engagement. In many agencies, gaps were observed in terms of governance, planning and evaluation management.
- Many agencies were also in a relationship of distrust with Centraide and possibly with other funders and institutions.
- A number of organizations took their relevance for granted and did not review their practices in an ongoing way. They also did little in the way of training. Meanwhile, poverty and ethnic and cultural diversity had spread across entire territories, whereas before these factors were more concentrated in certain sectors.



In 2015

- In the graphs below, we can see that the main change is in the number of “high performing” agencies that became “very high performing” agencies, which make up 50% of the final portfolio (33% in 2006). However, the table shows that the percentage of agencies with a low performance stayed the same (20%) and that 30% of agencies, while satisfactory, did not fully meet the assessment criteria.
- Possible reasons for this increase in performance are:
 - Instead of just increasing the number of agencies so that they can do more, the territorial approach led to the creation of an adapted plan for each community that uses all available vectors to sufficiently support these communities.
 - Stricter application of criteria.
 - Increased support to reinforce skills.
- Possible reasons for the unchanging percentage of low performing agencies are:
 - Territorial analyses were not specific enough about the actions to take to create an ideal portfolio in a territory. As a portrait of each territory’s community capital had not been systematically defined, it was difficult to propose alternatives for agencies that did not completely satisfy the criteria.
- However, observations reveal a positive change in community practices:
 - Greater interest in training.
 - Greater ability to work together.
 - Greater trust in Centraide.
 - The agencies in Centraide’s network take a more active role in changing community dynamics.
 - Centraide agencies are often associated with the development of more creative solutions.
 - Greater sense of ownership over the concepts of a multi-network approach and intersectoral coordination.

05 OVERALL RESULTS

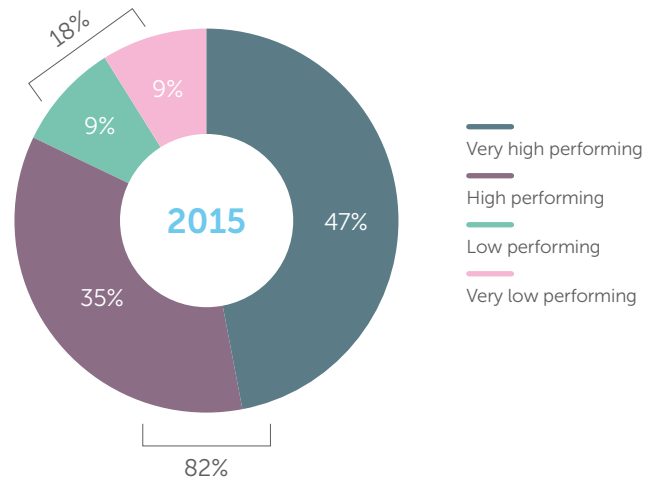
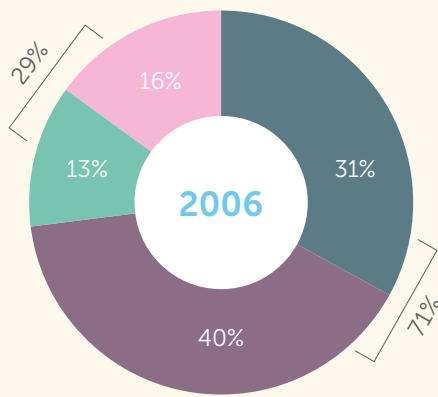


5.1

Change in the performance of agencies in the six territories and agencies for people with disabilities

The following graphs show a comparison, as a percentage, of agencies that were very high performing, high performing, low performing and very low performing in 2006 and in 2015.

In the table below, we can see that the main change is in the number of “high performing” agencies that became “very high performing” agencies, which make up nearly 50% (47%) of the final portfolio (31% in 2006). However, the table shows that the percentage of agencies with a low performance stayed the same at under 20% (18%) and that another 35% of agencies, while satisfactory, did not fully meet the assessment criteria.



05

OVERALL RESULTS



B. FOR COMMUNITIES

Before 2010

- The 2000's were a time of changing community engagement practices in Montreal.
- Many local communities made gains in terms of both vitality and effectiveness.
- However, many others struggled to do this:
 - Agencies had their own "sectoral turf"
 - Work in silos
 - Lack of community leadership
 - Competition between agencies for funding
- Local structures not always integrated (sectoral roundtables vs. central roundtables).
- Some roundtables preferred keeping their distance from funders.
- Few roundtables had carried out neighbourhood planning exercises.
- It was difficult for roundtables to engage all stakeholders concerned by neighbourhood social development.
- There were issues with agencies' ability to participate (over-collaboration).
- The local approach outside of Montreal was underdeveloped.

In 2015

- There were fewer instances of "sectoral turf" and less work in silos and competition, in particular thanks to harmonized approaches from many funders and more fluid and clearer communications between the partners of Initiative montréalaise, including Centraide and the roundtables.
- Agencies became more involved in the multi-network and intersectoral approach, although not in a consistent way across the board.
- Out of the 13 neighbourhood roundtables in the 6 territories studied, 8 have created a neighbourhood plan, 2 are currently producing one, and 3 neither have a plan nor are in the process of creating one. This is a clear improvement over 2010. And when these plans do exist, they tend to focus on generating collective action based on innovative and promising solutions. An example is substandard housing in Côte-des-Neiges, which is addressed from the standpoint of both housing and health.
- Better collaboration between community stakeholders, funders and public institutions, for example, work around the CAPSSOM – Comité d'action en perseverance scolaire du Sud-Ouest de l'île de Montréal.
- A number of roundtables have worked to better integrate different sectoral structures into the roundtable, e.g., the roundtable in Hochelaga-Maisonneuve.

- Greater recognition on the part of funders and institutions of their important role with neighbourhood roundtables to fight poverty. For example, seven foundations have partnered with Centraide on the Collective Impact Project (CIP).
- Neighbourhood roundtables have shown a desire to develop their skills to assess the impact of their neighbourhood plans.

C. FOR REGIONAL PARTNERSHIPS

Before 2010

- Although tripartite funding for neighbourhood roundtables has existed since the 1990s, the three financial partners of the Initiative montréalaise de soutien au développement social local (Centraide, the Ville de Montréal, and the DSP) and the Coalition montréalaise des tables de quartier, formalized their agreements with the 2006 publication of the program's orientations and management and assessment parameters. Despite all of these positive elements, this local partnership was fragile and worked on a continuous basis.
- Centraide has had a presence on various regional coordination platforms: Horizon 0-5, Réseau réussite, Table sur la faim, the Canada Research Chair in Community Approaches and Health Inequality (CACIS), the SPVM, and the Conférence régional des élus (Forum régional sur le développement social de l'île de Montréal). Very often, Centraide's leadership was recognized for its important contribution. This was the case in the areas of food security, early childhood, and academic perseverance. Centraide started receiving more and more feedback in this regard.

In 2015

- Centraide's territorial knowledge has become more recognized and sought after.
- The Initiative montréalaise started gaining more recognition.
- Regional partnerships have gotten stronger.
- A number of regional stakeholders became better involved at the local level (such as with Québec en Forme and Avenir d'enfants) or with other funders.
- In Parc-Extension and Saint-Michel, funders have carried out innovative local collaborative experiments; Centraide played a leadership role.
- Centraide participates less in the sectoral consultation arenas that it was a part of before 2010. Instead, it is focusing on multi-network and intersectoral interaction spaces and spaces for collaboration in regional social development, as these issues are more relevant today. Below are a few examples of key milestones and events in which Centraide played an important role.

05 OVERALL RESULTS



- Creation of Dynamo (2009)
- Conference: "Jongler avec la complexité" (2011)
- Biennial forum on Montreal's social development (2015)
- Collective Impact Project (2015)

Centraide also supported and participated in the Economic forum in Longueuil (2011) and in the Social development forum in Laval (2012).

The 2011-2016 investment plan included target goals as a percentage of investments.

	2009 Actual	2016 Goal	2016 Results
Agencies	91,2%	87%	89%
Mobilization initiatives	6,2%	8,5%	7,7%
Skills	2,6%	4,5%	3,3%

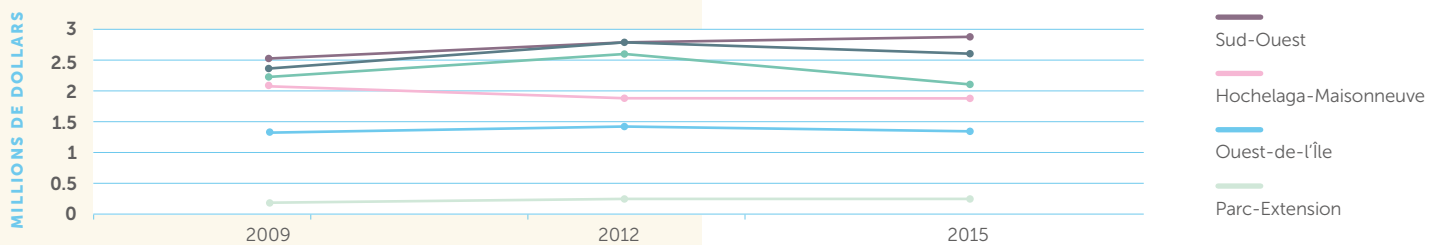
- Centraide **stayed on track to meet its goals** and followed its strategic orientations, whether in times of rising allocations (2010-2012) or reduction period (2013-2015).



5.2

Comparison table of predicted growth vs. AARC budget

The graph below shows a comparison between the desired growth and the AARC budget between 2009-2010 and 2015-2016.



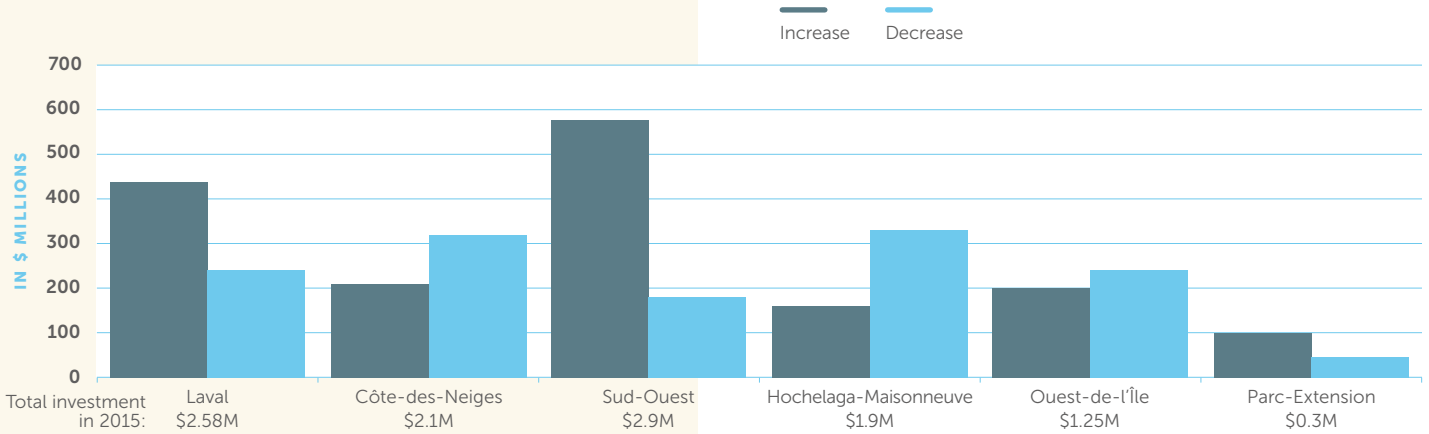
05 OVERALL RESULTS



5.3

Changes in funding in the six territories (2009-2015)

The following graph shows increases and decreases in funding allocated in the six territories.



Before 2010, funding seemed set in stone. But since then and overall, there were increases of \$1.8 million and decreases of \$1.5 million over the six years and the six territories studied. However, there was greater movement of funding and greater opportunities for Centraide to apply its orientations.

Three territories received more increases than decreases (Laval, Le Sud-Ouest and Parc-Extension):

- For Laval and Parc-Extension, Centraide had clear intentions to increase funding. In Le Sud-Ouest, however, strategic opportunities were what laid the groundwork for increases.

Three other territories had more decreases than increases (Côte-des-Neiges, Hochelaga-Maisonneuve and the West Island):

- In these three territories, Centraide's intentions were instead to maintain the status quo, given the territorial analyses conducted internally.
- The logic underlying these decreases was a desire to apply certain rules and to rebalance investment within each territory.



05

OVERALL RESULTS



D. REINFORCING SKILLS AND LEADERSHIP

Before 2010

- Despite regular territorial analyses, allocations were primarily done based on sectoral decisions (a reflection of the two different types of logic of the CID and ASAD).
- There was an internal disconnect between agencies' evaluation work and their work to support mobilization initiatives and to support the development of skills and leadership.
- Centraide's portfolio also had a number of inconsistencies.
- Above all, relationships with agencies focused on accountability and funding renewals instead of the attainment of strategic objectives.
- Despite repeated prioritization exercises, funding remained more or less set in stone.
- Territorial analyses became clearer and better documented. Although they were widely disseminated, Centraide's intentions were not specific, which discouraged the application of territorial strategies.
- The planning/evaluation support project between 2004 and 2007 met a need but did not lead to the hoped-for results.
- The Leadership rassembleur™ project was greatly appreciated. It met a real need and its programming was clearly on the mark.

In 2015

- Evolution from a sectoral to a territorial approach.
- More in-depth territorial analyses conducted earlier in the process.
- Strategic territorial plans (STP) became clearer and better tracked.
- Courage to withdraw funding despite anticipated reactions.
- Clearer and more proactive communications to get ahead of demand.
- Ongoing relations to seize opportunities and identify problems.
- Adjustments to effort and investment in communities and overall investment. Impact of the prioritization exercise both locally and between territories.
- Greater support for solid agencies that is better adapted to their situation.
- Greater ability to manage situations that require improvement. However, many challenges remain with very low performing agencies.
- Widespread use of new vectors (volunteers, advisors) to better support community action.
- Financial changes (increases and decreases) more frequent and in alignment with priorities (STP).

- Centraide's influence has a structuring impact.
- Multiplying effect of the investments combination: in the agencies, in the engagement and in it the skills development.

Results:

- The goal was to invest 4.5% of the budget to reinforce skills and leadership. The final percentage invested was 3.3%. Over five years, Centraide was nevertheless able to develop a relevant support mechanism to serve its investment strategies.
- Centraide is recognized as a credible liaison between needs and constantly changing services on the one hand and the main network of stakeholders involved in skills development—particularly in the area of community mobilization—on the other.
- 59 out of 85 leaders who took Dynamo's Leadership rassembleur™ training in 2014 answered a survey and identified 187 positive impacts in their communities, including 80% that were directly related to the training.
- 18 communities were reinforced thanks to support from Dynamo's Point de bascule project.
- 300 activities carried out by Bénévoles d'affaires helped transfer expertise to agencies.
- With the ÉvalPop project run by the Centre de formation populaire, 53% of Centraide-supported agencies used a validated instrument to measure (in 2015) their contribution to changes for the people they help. This project is scheduled to be rolled out to the entire Centraide network by 2017.
- In the sector of people with disabilities, a well thought-out and effectively communicated strategy as well as targeted actions led to improved performance in this network, which was assessed as quite weak before 2010.
- By investing in the development of skills and leadership, Centraide is influencing profound change in communities (culture of evaluation, culture of collaboration, culture of questioning and learning) to help community stakeholders better carry out their mission to support vulnerable people.

06 CONCLUSION



OBSERVATIONS

Centraide hypothesized that it could generate greater impact if it partnered with solid agencies that were leaders. The result has been progress in agency performance and growth in agencies that are very high performing, the percentage of which grew from 31% in 2006 to 47% in 2015. This is very good news, as great effort was invested in generating this type of improvement.

However, a significant percentage of agencies still do not meet the different criteria that they are subject to, even though these criteria have been more strictly enforced in recent years.

The evaluation process is particularly meaningful when it is part of a territorial approach and when we identify how Centraide can make a better contribution in a territory in light of the challenges described in its neighbourhood plan and given its community capital, without limiting this evaluation to just the agencies supported by Centraide.

Centraide had also identified the importance of dynamic communities as a major source of impact. Major progress has been made in this area in large part thanks to support from Dynamo and coordination between different regional funders to support local communities.

Centraide also hypothesized that it needed to foster the implementation of new, collective and creative solutions in order to mitigate the impact of poverty. We have noted these types of innovative actions in each territory studied.

Overall, this evaluation has revealed that the combination of a territorial approach, internal coordination around different vectors (funding, training, guidance, influence), clarity and consistency in communicated messages, and sustained relationships are all factors that have served to create changes in the work of agencies and communities. We have observed this effect not only in agencies' performance but also their relevance.

LESSONS LEARNED

In recent years, variations in available funding have become opportunities to apply strategies while allowing us to experiment and take risks by decreasing or removing funding.

The territorial strategies as a whole, along with the use of different vectors, have led to improvements in performance of the strongest agencies.

All vectors have led to an evolution in the ability of communities to act collectively and improve their vitality.

A critical mass of strong agencies in a neighbourhood generates the potential for a positive influence on the community.

The fact that we are no longer looking at agencies one by one has given rise to a culture of innovation and better conditions for a positive impact.

The more that strategic territorial plans are clear and better communicated, the more they accelerate change in the community.

However, the territorial analysis conducted by the ASAD is limited to the agencies supported by Centraide. A better understanding of others could enhance territorial strategies.

Non-financial support—or Centraide's advisory role and ongoing relationships—is a central ingredient to developing the ability to act and get concrete results from more relevant investment.



06

CONCLUSION



NEXT STEPS

- 1.** Reinforce Centraide's positioning as a "change maker" (or vector of change) and continue developing the skills of Centraide's team to achieve this goal.
- 2.** Continue the territorial approach to avoid evaluating agencies in isolation and independently from the neighbourhoods that they are a part of.
- 3.** Broaden the strategic analysis of local social dynamics and the networks that make up neighbourhoods beyond the agencies supported by Centraide.
- 4.** Clarify Centraide's intentions and specify short- and medium-term goals.
- 5.** Support more innovative collective initiatives and equip communities so that they can measure the impacts of these initiatives.
- 6.** Continue reinforcing the proactive and strategic nature of the practices of Centraide's team to advance the agreed-upon priorities.
- 7.** Reinforce the reflex and skills to create strategic partnerships by sharing Centraide's intentions, for example, with other funders.
- 8.** Maintain diverse vectors and allocate funding as per the 2010-2015 investment plan.
- 9.** Create specific strategies for low performing agencies and communities while upholding the agreed-upon priorities.
- 10.** Demonstrate the impact of Centraide's activities on its entire ecosystem beyond its strategic territorial plans (STP) taken in isolation.
- 11.** Provide the ASAD with a logic model, clear indicators, and a support structure for ongoing evaluation work as well as knowledge development.
- 12.** Use the Collective Impact Project as a laboratory to develop Centraide's knowledge, practices and processes.

