TURNING THE TIDE

AN INSPIRING COMMUNITIES INITIATIVE

Turning the Tide
Evaluation Plan

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Evaluation Plan: Turning the Tide

OVERVIEW: EVALUATION PLAN COMPONENTS

Turning the Tide's Evaluation Plan outlines information required for several purposes: learning from experience and experimentation, assessing progress toward identified outcomes, accountability to funders, meeting internal and external reporting requirements, and planning for next steps. For each of these purposes, Information is required at different intervals, and is obtained from various sources and by utilizing a range of methods. There is also overlap in the information required for different purposes.

The Evaluation Plan for Turning the Tide is organized into the following components:

Governance and Infrastructure	How the initiative is organized for its work, who guides and carries out the work, and how the initiative makes decisions, shares responsibilities, works together
Strategic Planning/Shared Agenda	How we collectively define the problem, develop a vision, identify prospective solutions, and develop a collaborative plan to work toward those solutions
Community Engagement	How we involve community sectors in designing and implementing our plan of action, how we encourage community connections, and how we ensure diverse voices are heard and involved in the work
Capacity Building/Knowledge Exchange	How we support the development of capacity across community sectors, and share knowledge related to focal issues and the work of the initiative
Evaluation, Research and Learning	How we track and reflect on our progress and impact, how we learn from research and experimentation, and how we assess success in achieving goals
Continuous Communication	How we build trust and respect across all participants by sharing information about the work, what we have learned, and plans for future; how we support cross-community communication

These six components are addressed in the next six sections of this document. Each section includes evaluation questions for each component, sources of information for the questions, and the frequency with which information is collected or available. Subsequent sections include more detail on identified information sources and on reporting requirements, along with links to existing tools and templates.

It should be noted that this Evaluation Plan applies to the Communities Building Youth Futures work as part of Turning the Tide's overall work; CBYF activities are not identified separately. Tamarack will guide the development of additional evaluation requirements specific to the CBYF work.

This Evaluation Plan was developed to address Turning the Tide's status as of the end of 2020; it should be reviewed on a regular basis, and revised as needed.

Governance and Infrastructure

Governance and Infrastructure	How the initiative is organized for its work, who guides and carries out the work, and how the initiative makes decisions, shares responsibilities, works together	
Evaluation Questions	**Information Sources**	**Frequency**
Does the organizational structure established to guide and implement the initiative include community leaders, cross-sector partners, champions, community members, and people of diverse lived experiences and cultural backgrounds?	Member and Meeting Records Project Lead Interview	As needed Quarterly
Does the organizational structure include working groups focusing on specific aspects of the initiative's work?	Observation: Collaborative Framework	As needed
Do groups within the organizational structure have a clear understanding of roles, responsibilities, interrelationships within the initiative?	Collaborative Framework Reflection	Semi-Annually
Do groups within the organizational structure have agreements for working together, for making decisions, for having difficult conversations?	Meeting agendas and notes	As needed
Are members of groups within the organizational structure developing trusting relationships? *Are members of cross-community groups developing trusting relationships?**	Meeting Feedback Forms	After each meeting
Are groups within the organizational structure meeting regularly and carrying out roles and responsibilities as intended/as needed?	Member & Meeting Records Backbone Weekly Check-In Collaborative Framework Reflection	As needed Weekly Semi-Annually
Are community members/leaders/partners taking on leadership roles in various aspects of the initiative's work?	Meeting agendas and notes	As needed
Is there a strong backbone team in place with the appropriate skill set to build collaborative leadership, mobilize resources, and provide other forms of support for the initiative's work?	Observation: Backbone Weekly Check-In Meeting Feedback Forms Project Lead Interview	Weekly After each meeting Quarterly
Is the work of the initiative carried out in a manner that reflects Inspiring Communities principles?	Backbone Reflection Session Collaborative Framework Reflection	Monthly Semi-Annually

** questions in blue font are specific to areas of activity identified in Turning the Tide's Framework for Change*

Strategic Planning/Shared Agenda

Strategic Planning/Shared Agenda	How we collectively define the problem, develop a vision, identify prospective solutions, and develop a collaborative plan to work toward those solutions	
Evaluation Questions	Information Sources	Frequency
Do initiative participants and community partners have a common understanding of the issues to be addressed by the initiative?	Collaborative Framework Reflection	Semi-Annually
Does the initiative have a vision of what it hopes to achieve?	Project Lead Interview Observation/Document Review	Quarterly As needed
Is there broad awareness of/agreement with this vision within the initiative and across community partners?	Collaborative Framework Reflection Community Partner Reflection	Semi-Annually Annually
Does the initiative have a plan identifying how the initiative will work together to realize this vision – what key actions are required, who will do what?	Project Lead Interview Observation/Document Review	Quarterly As needed
Is there broad understanding of/agreement with this plan within the initiative and across community partners?	Collaborative Framework Reflection Community Partner Reflection	Semi-Annually Annual
What steps have been taken to implement this plan?	Project Lead Interview Meeting agendas and notes Backbone Reflection Session	Quarterly As needed Monthly
Who has been involved in implementing the plan? (backbone team, initiative participants, community partners, community members, others)	Member and Meeting Records Meeting agendas and notes Backbone Reflection Session	As needed As needed Monthly
What progress is the initiative making in moving toward the vision identified for this work?	Meeting Feedback Forms Collaborative Framework Reflection	After each meeting Semi-Annually
Is interest and involvement in the work increasing across the initiative? Among community partners? Across sectors? Among community members?	Member and Meeting Records Community Partner Reflection Collaborative Framework Reflection?	As needed Annually Semi-Annually
Is the plan for realizing the vision reviewed on a regular basis, and updated/modified as needed?	Project Lead Interview	Quarterly

Community Engagement

Community Engagement	How we involve community sectors in designing and implementing our plan of action, how we encourage community connections, and how we ensure diverse voices are heard and involved in the work

Evaluation Questions	Information Sources	Frequency
Have community voices, including diverse perspectives, been engaged in identifying focus areas for the initiative?	Document review: Community Survey; World Cafes	As needed
Have community voices, including diverse perspectives, been engaged in identifying an aspiration and developing a plan for what the initiative hopes to accomplish?	Meeting and Member Records	As needed
To what extent are people with lived experiences and a variety of cultural perspectives engaged in the work of the initiative? *To what extent are people from different communities engaged in cross-community projects?*	Member and Meeting Records Backbone Reflection Session	As needed Monthly
Do people with lived experiences and a variety of cultural perspectives indicate a sense of ownership for the work of the initiative?	Meeting Feedback Forms	After each meeting
What steps are being taken to determine who else/what other voices should be involved in the work of the initiative? What steps are being taken to seek out and encourage broader participation in initiative activity?	Backbone Reflection Session Project Lead Interview	Monthly Quarterly
Do community members, including those with diverse perspectives, indicate awareness and understanding of, interest in, and support for the work of the initiative?	Backbone Reflection Session Community Partner Reflection	Monthly Annually
What steps are being taken to provide opportunities for cross-community connections and the development of relationships across sectors?	Observation: Backbone Check-In Document Review: Project Reports Project Lead Interview Backbone Reflection Session	Weekly/As needed As needed Quarterly Monthly
Are there indications of increasing ability and willingness to work together among members of cross community groups?	Member and Meeting Records Meeting Feedback Forms	As needed After each meeting

Capacity Building/Knowledge Exchange

Capacity Building/Knowledge Exchange	How we support the development of capacity across community sectors, how we share knowledge related to focal issues and the work of the initiative, how we support knowledge sharing among community partners

Evaluation Questions	Information Sources	Frequency
What steps has the initiative taken determine and address needs for capacity development among people directly involved in the work of the initiative, among community partners, among community members?	Backbone Reflection Session Document Review: Project Reports	Monthly As needed/available
What steps have been taken to determine and address needs for capacity development and perspective sharing among people of diverse lived experiences and a variety of cultural backgrounds?	Backbone Reflection Session Project Lead Interview Collaborative Framework Reflection	Monthly Quarterly Semi-Annually
What steps have been taken to identify and address capacity building needs among the backbone team?	Project Lead Interview Backbone Reflection Session	Quarterly Monthly
To what extent are community members, community partners and others participating in leadership opportunities provided by the initiative?	Meeting agendas and notes Project Lead Interview Backbone Reflection	As needed Quarterly Monthly
To what extent are community and government partners exchanging information about resources and services, and identifying barriers to access?	Collaborative Framework Reflection Community Partner Reflection	Semi-Annually Annually
What steps has the initiative taken to support the development of navigation skills and tools within the initiative, and among community partners?	Backbone Reflection Collaborative Framework Reflection Community Partner Reflection	Monthly Semi-Annually Annually
What steps has the initiative taken to provide or support knowledge sharing opportunities for community partners? (what, to whom, how often . . .) *What steps has the initiative taken to provide or support positive knowledge sharing opportunities focusing on successes and accomplishments?*	Project Lead Interview Backbone Signals of Change Community Partner Reflection	Quarterly Weekly Annually
To what extent has the initiative participated in knowledge sharing opportunities offered/provided by community partners and others?	Project Lead Interview Backbone Signals of Change	Quarterly Weekly

Evaluation, Research and Learning

Evaluation, Research and Learning	How we track and reflect on our progress and impact, how we learn from research and experimentation, and how we assess success in achieving goals

Evaluation Questions	Information Sources	Frequency
Has the initiative developed a process for tracking progress, and reflecting on the resulting information as the basis for learning from and making changes to future activities? *Has the initiative established a process for reflecting on and learning from cross-community projects?*	Document Review: Evaluation Docs, Project Files	As needed
To what extent, and how has monitoring information been used to make changes in what the initiative does and how it works?	Debrief Sessions Meeting Feedback Forms Project Lead Interview	As needed After each meeting Quarterly
Has the initiative identified indicators of success, and performance measures for key aspects of the initiative's common agenda?	Meeting agendas and notes Backbone Reflection Session	As needed Monthly
Is there broad understanding of/agreement with those indicators and measures across the initiative?	Collaborative Framework Reflection	Semi-Annually
Has the initiative obtained baseline information for key indicators, and established a tracking system to monitor progress on key indicators?	Document Review: Project Files Backbone Reflection Session	As needed Monthly
To what extent is the initiative making progress toward success on key indicators?	Document Review: Project Files	As needed
To what extent is the initiative making progress in improving community connectedness and engagement?	Engage NS Digby Report	2020 and 2024
To what extent is the initiative having an impact on practices, policies, systems?	Project Lead Interview Backbone Signals of Change Community Partner Reflection	Quarterly Weekly Semi-Annually
What other unexpected/unintended impacts are linked to the initiative’s work?	Project Lead Interview Backbone Signals of Change Community Partner Reflection	Quarterly Weekly Semi-Annually

Continuous Communication

Continuous Communication	How we build trust and respect across all participants by sharing information about the work, what we have learned, and plans for future; how we support cross-community communication

Evaluation Questions	Information Sources	Frequency
Does the initiative have a communication plan?	Document Review: Drive files	As needed
In what ways, and how often, does the initiative provide information about its work to its community partners? To members of the community?	Document Review: Reports, Newsletters, FB posts, etc. Project Lead Interview Backbone Reflection Session	As needed Quarterly Monthly
Do community partners and members of the community feel sufficiently well informed about the work of the initiative?	Meeting Feedback Forms Collaborative Framework Reflection Community Partner Reflection	After each meeting Semi-Annually Annually
What steps has the initiative taken to ensure that people working in different parts of the initiative are informed about activities in all parts of the initiative?	Project Lead Interview Backbone Reflection Session	Quarterly Monthly
Do people working in different parts of the initiative feel sufficiently well informed about activities in all parts of the initiative?	Collaborative Framework Reflection	Semi-Annually
Do people participating in various initiative activities feel comfortable expressing their views, and feel their voices are heard? *Do members of cross-community groups feel comfortable expressing their views, and feel their voices are heard?*	Collaborative Framework Reflection Meeting Feedback forms	Semi-Annually
Does the initiative share results of its activities/projects with community members and others who have been involved in those activities/projects?	Document Review: Project Files Project Lead Interview	As needed Quarterly
To what extent and in what ways does the initiative provide opportunities to enhance cross-community and cross-sector communication? *What indications are there that people are learning more about other communities across the area? What indications are there that community members have improved access to information about community events and activities?*	Project Lead Interview Backbone Reflection Session Document Review: Project Files	Quarterly Monthly As needed

INFORMATION SOURCES

This section provides more detail on information sources identified in the Evaluation Plan. This includes purpose, method and frequency of administration, as well as content and links to tools where available. This information is current as of the end of 2020, and indicates where changes have been made, or have been planned or recommended.

Member and Meeting Records

Turning the Tide has developed spreadsheets for each of the groups established under its Collaborative Framework, including Communities Building Youth Futures (CBYF) groups. These spreadsheets are consistent in format across groups. They identify group members, including their community affiliation (e.g. organization, sector) and contact information. The spreadsheets also include 'diversity' information, intended to describe the range of lived experiences and variety of cultural perspectives of people participating in the various groups.

It should be noted that some of these spreadsheets were modified from earlier versions which did not include information on diversity. Backbone staff have indicated that they will complete the diversity information for current and future members after consulting with some group members as to the best way of obtaining and recording this information.

For each group, the Meeting and Member Records include information on each meeting: the date and general purpose of the meeting, as well as which members participated.

The Member and Meeting Records contribute the following information to the Evaluation Plan:

- Organizational structure inclusion of community leaders, cross-sector partners, community members, people of diverse lived experiences and cultural backgrounds
- Frequency with which each group meets
- Frequency with which each member attends each group; this also provides information onl trends in interest and involvement in the work as indicated by attendance patterns
- The number and affiliation of people who are actively involved in developing a plan of action and implementing the work of the initiative
- The extent to which people with lived experiences and a variety of cultural perspectives are actively involved in developing a plan of action and implementing the work of the initiative

Meeting Agendas and Notes

Turning the Tide prepares agendas prior to each group meeting, indicating the intended purpose and content of the meeting. Backbone staff are also expected to prepare and file notes after each meeting. To date, practice on this point has not been consistent, and as a result notes currently on file vary in terms of both frequency and format. The addition of an Office Administrator position with responsibilities for meeting note-taking is expected to improve consistency.

The Meeting Agendas and Notes contribute the following information to the Evaluation Plan:

- Information on the focus of each meeting will indicate steps taken to implement action plans, identification of success indicators and performance measures, etc.
- Meeting notes (like Member and Meeting Records) should indicate which members actively participate in the work of each group
- Extent to which members are participating in leadership opportunities through roles such as chairs, co-chairs.

Meeting Feedback Forms

At the end of each meeting, and for other Turning the Tide events and activities, backbone staff consistently administer forms seeking participant feedback on the content and conduct of that meeting or event. The specific content of each feedback form varies with the event, and is determined through a consultation involving the Evaluation Lead and the Backbone team member responsible for coordinating the meeting or event. Some questions are drawn from a bank of feedback questions used by all Inspiring Communities Collective Impact sites, while other questions are developed to address the specific purpose of each meeting or event.

Feedback form responses are summarized and reviewed at debrief sessions convened shortly after the meeting or event. The Backbone team member responsible for coordinating the meeting /event is also responsible for convening the debrief session. Feedback form summaries, and debrief meeting notes should be filed on the drive for each meeting/event; practice on this point has varied somewhat, particularly with respect to the preparation and filing of notes from debrief sessions.

Both paper and online versions of the feedback forms are available and have been used. The online versions developed when physical distancing requirements prohibited in-person meetings are quicker to administer and summarize.

Information on feedback form questions, and procedures for debrief sessions can be found at:

https://drive.google.com/drive/folders/1t7ObkEpYuQqWhpMJyXce4mk-YMFkXtv5?usp=sharing

Meeting Feedback Forms, response summaries, and debrief session notes can contribute the following types of information to the Evaluation Plan:

- Extent to which members feel they receive the support they need from Backbone staff
- Extent to which trusting relationships are developing with the initiative
- Extent to which members feel they are making progress in their work
- Extent to which members feel a sense of ownership for the work
- Extent to which members feel they are sufficiently well informed about the work
- Extent to which members feel comfortable expressing their views
- Whether, and in what way feedback information is used to make changes in the way the initiative carries out its work

Backbone Weekly Check-In

At the beginning of each week, Backbone staff participate in an update and planning session focusing on initiative activities. Attendance at these sessions provides information on what activities are underway, how those activities are progressing, any challenges encountered, and how backbone staff carry out their responsibilities relating to those activities.

The Backbone Check-In sessions can contribute to an understanding of the following aspects of the Evaluation Plan:

- Issues relating to attendance at/participation in group meetings, and plans for addressing any challenges
- Backbone team approaches to building collaborative leadership and providing other forms of support for the initiative's work

Project Lead Interview

Each quarter the Project Lead participates in an interview with the Evaluation Lead. This interview may take several hours, but it serves several purposes: supporting the Project Lead in preparing required government reports, providing information needed for the Evaluation Lead's semi-annual Developmental Evaluation Brief, identifying contributions for upcoming Impact Reports, and obtaining the Project Lead's reflections on the initiative's progress and planning. *(Additional information on reporting requirements is provided in a subsequent section of this document).*

The Project Lead interview is scheduled at least quarterly, on a date that allows sufficient time for preparation of other reports based on the discussion. More frequent discussions (e.g. monthly) are preferable when the information is needed for several purposes, when there has been a high level of activity within the initiative, and/or when the initiative is planning future work and directions.

The Project Lead Interview can contribute the following information and insight to the Evaluation Plan:

- Composition and functioning of the organizational structure established to guide and implement the initiative
- Capacity of Backbone team to provide support needed for the initiative's work; steps taken or are planned to identify and address capacity building needs among Backbone team members
- Status of the initiative in establishing a vision for its work, and developing and implementing a plan to realize that vision; factors that support or impede the initiative's ability to in these areas
- Reviews undertaken of initiative work – what is done and how the work is implemented; and changes indicated, planned, or made, based on experience or monitoring information
- Steps taken or planned to determine who else/what other voices should be involved in the work of the initiative, to seek out and encourage broader participation in initiative activity
- Extent to which the initiative is providing opportunities for cross-community connections and the development of relationships across sectors
- Steps taken or planned to determine and address needs for capacity development and perspective sharing among people of diverse lived experiences and a variety of cultural backgrounds
- Steps taken or planned to provide leadership opportunities for community members, community partners and others
- Steps taken or planned to support knowledge sharing with community partners, and/or to participate in knowledge sharing offered by community partners and others
- Impact the initiative is having on community partners' practices, policies, systems; factors influencing such impact
- Examples of unexpected or unintended impacts of the initiative's work
- Steps taken or planned to provide information about the initiative's work to community partners, community members; and to people working in different parts of the initiative.
- Extent to which the initiative is providing opportunities to enhance cross-community and cross sector communication.

Backbone Signals of Change

At the end of each week, Backbone staff are asked to complete an online form providing a brief description of any changes they observed during the in the following areas: Agreements Reached, Changes to Partner Activities, Commitments of Partners, Knowledge Exchange/Capacity Building, New Collaborations, New Shared Understandings, Policy Changes, Practice Changes, Shared Decision Making, Shifts in Resource Allocation, Shifts in Power Distribution. The online form can be found at: https://forms.gle/19FuirLBiAVSzimp6

The Office Administrator emails the link to Backbone staff on Friday mornings, with the expectation that the form will be completed that day. The Project Lead and the Evaluation Lead use information obtained from completed forms as examples of progress/change related to the initiative's work.

The Backbone Signals of Change can contribute examples/stories of change for the following aspects of the Evaluation Plan:

- Situations where the initiative has provided or supported knowledge sharing opportunities for community partners; and/or where the initiative has participated in knowledge sharing opportunities provided by community partners and others
- Examples of ways in which the initiative is having an impact on community partners' practices, policies, or systems
- Examples of unexpected or unintended impacts linked to the initiative's work.

Backbone Reflection Session

This information source, as described below, is not currently in place. The Backbone team had implemented a practice of including a section for evaluation questions as part of every second Backbone Check-In session. However, this proved to have limited utility as a means of obtaining evaluative information; Backbone Check-In sessions cover many topics, leaving little time to introduce, discuss, or obtain meaningful evaluative information in a consistent manner. It is instead recommended that monthly Backbone Reflection Session be established for this purpose. Coordinated by the Evaluation Lead in consultation with the Project Lead, these (approximately two-hour) sessions would provide an opportunity to reflect on the initiative's progress, challenges, organization, activities, and plans.

While the focus of individual sessions would vary, Backbone Reflection Sessions could contribute the following information and insight to the Evaluation Plan:

- Extent to which the work of the initiative is carried out in a manner that reflects Inspiring Communities principles
- Initiative's progress in identifying priority areas, establishing a shared agenda, and planning and implementing activities to support achievement of identified goals
- Initiative's progress in identifying indicators of success and performance measures; establishing and obtaining baseline data, and developing a system to monitor performance
- Engagement and participation in work of the initiative: who has been/who else should be involved; to what extent are people with lived experiences, a variety of cultural perspectives, from different communities engaged in the work
- Extent to which the initiative provides opportunities for cross-community connections and the development of relationships across sectors
- Steps taken or planned to support community members in learning more about other communities in the area, and to improve access to information about community events and activities

- Awareness of, interest in, and support for the work among community members including those with diverse perspectives, and factors influencing awareness, interest and support
- Steps taken or planned to determine and address needs for capacity development and perspective sharing among people directly involved in the initiative, and among community partners, community members, and people of diverse lived experiences and a variety of cultural backgrounds
- Determining Backbone team needs relating to capacity building, identifying means of addressing those needs

- Extent to which the initiative provides leadership opportunities for community members, community partners and others; factors influencing the extent to which leadership opportunities are offered and accepted; steps taken or planned to increase participation in leadership opportunities available through the initiative
- Steps taken or planned to support development of navigation skills and tools within the initiative, and among community partners
- Steps taken or planned to provide information about initiative work to people working in different parts of the initiative, community partners, members of the community
- Steps taken or planned to provide opportunities to enhance cross-community and cross-sector connections.

Collaborative Framework Reflection

This information source, as described below, is not currently in place. As the initiative grows, it will become increasingly important that those working with the initiative have a common understanding of the issues, and broad agreement with the approach adopted to address those issues. The Collaborative Framework includes members of all groups focusing on various aspects of the initiative; their involvement provides a unique perspective on the initiative's work and progress. It is recommended that a Collaborative Framework Reflection be scheduled on a semi-annual basis to provide an opportunity to learn from the experience of people directly involved in implementing initiative activities.

Collaborative Framework Reflections could contribute the following information and insight to the Evaluation Plan:

- Members' understanding of roles, responsibilities and interrelationships across the initiative; extent to which members are carrying out their roles and responsibilities as intended
- Members' understanding of the issues to be addressed by the initiative; their awareness of and agreement with the vision for the work and the plan developed to achieve the vision
- Members understanding of/agreement with indicators of success and performance measures established to monitor progress toward achievement of initiative goals
- Progress in moving toward the vision identified for the initiative's work; factors supporting or slowing this progress
- Level of interest and involvement among those working in the initiative, and at the community level; factors influencing levels of interest and involvement
- Determination of needs for capacity development and perspective sharing among people of diverse lived experiences and a variety of cultural backgrounds; identification of approaches to addressing those needs
- Extent to which the work of the initiative is carried out in a manner that reflects Inspiring Communities principles
- Extent to which community and government partners are exchanging information about resources and services, and identifying barriers to access
- Progress on development of navigation skills and tools within the initiative and among community

partners; ways this work could be enhanced
- Extent to which members, including members of cross community groups, feel sufficiently well informed about the work of all parts of the initiative; aspects on which more information is needed
- Extent to which members feel comfortable expressing their views, feel their voices are being heard; ways in which this could be improved
- Extent to which community partners and community members are sufficiently well informed about the work of the initiative; aspects on which more information is needed; ways in which community awareness could be improved
- Progress enhancing cross-community and cross-sector connections; ways this work could be improved

Community Partner Reflection

This information source, as described below, is not currently in place; however, it has been discussed with, and has the support of the Project Lead. It would provide a structured, regular process for connecting with the community and obtaining community perspectives on the work of the initiative. It is recommended that the initiative convene Community Partner Reflection sessions on an annual basis. Participants would include the Advisory Group and other community partners who may or may not be currently involved with the initiative, as well as other interested community members.

Community Partner Reflections could contribute the following information and insight for evaluation:

- Level of community awareness of, and agreement with the vision established for the initiative's work, and for the plan established to achieve that vision
- Level of community partner and community interest and involvement in initiative work; factors influencing levels of interest and involvement
- Extent to which community partners and community members are sufficiently well informed about the work of the initiative; aspects on which more information is needed; ways in which community awareness could be improved
- Extent to which people of diverse lived experiences and a variety of cultural backgrounds are aware of and interested in the work of the initiative; factors influencing levels of awareness and interest; ways this could be improved
- Extent to which community and government partners are exchanging information about resources and services, and identifying barriers to access
- Progress on the development of navigation skills and tools among community partners; ways this work could be enhanced
- Progress on enhancing cross-community and cross-sector connections; ways this work could be improved
- Progress in providing or supporting knowledge sharing opportunities for community partners; determination of knowledge sharing needs and means of addressing those needs
- Progress in providing or supporting positive knowledge sharing opportunities focusing on successes and accomplishments
- Determination of community needs for capacity development and perspective sharing among people of diverse lived experiences and a variety of cultural backgrounds; identification of approaches to addressing those needs
- Extent to which the initiative is having an impact on community partner practices, policies, or systems
- Extent to which the initiative is having other unexpected or unintended impacts related to the work of the initiative.

CURRENT REPORTING REQUIREMENTS

This Evaluation Plan identifies information needed for various reports Turning the Tide is required or expected to prepare. This section provides a brief overview of reporting requirements as of the beginning of 2021, with an indication of how Evaluation Plan information relates to those reports.

Government Reports: Progress and Planning

Inspiring Communities' three Collective Impact sites are required to prepare semi-annual reports (April to September, October to March) updating progress during the previous six months, and outlining plans for the upcoming period. Inspiring Communities structures these reports around two tables – Progress and Planning – and provides templates for the tables. Both tables are organized to provide information on the five Collective Impact components:

Governance & Infrastructure

Strategic Planning/Shared Agenda

Community Engagement/Capacity Building

Evaluation, Research & Improvement

Continuous Communication

Turning the Tide's Evaluation Plan follows a similar structure (with the exception that Community Engagement and Capacity Building are treated separately), indicating sources of information for each section of the Progress report. Reports are due approximately a month after the end of each six month period. The Project Lead is responsible for preparing the reports, and the Evaluation Lead supports the Project Lead in completing the reports in the required format and within the required timeframe.

Currently, the Project Lead uses a working document to record progress on the Collective Impact components. This working document is based on the previous period's planning report, and includes space to record progress on the specific activities identified within each Collective Impact component. Initially, an online tracking tool was to be completed weekly for this purpose; however, this proved to be too frequent and less helpful than intended. The Project Lead instead uses the working document to record notes during a month and/or at the end of each month. The working document for the period October 1, 2020 to March 31, 2021 can be found at:
https://drive.google.com/file/d/1jJssXjTOobf7Romh1hxaiUFhcRxnRA1S/view?usp=sharing

Developmental Evaluation Brief:

On a semi-annual basis, the Evaluation Lead prepares a report for Inspiring Communities, capturing learnings based on their experience with their initiative, and on discussions with Backbone staff. For Turning the Tide, this information is gleaned through observations and discussions during Check-Ins and other Backbone staff meetings, and through the Project Lead Interview. The DE brief focuses on nesting, evaluating, and learning interactions; on adherence to Inspiring Communities' Principles; and on reflections on achievements and challenges relating to Governance & Infrastructure, Strategic Planning/Shared Agenda, Community Engagement/Capacity Building, Evaluation, Research & Improvement, and Continuous Communication. The current version of the DE Brief Template can be found at:
https://drive.google.com/file/d/1UZT2fvPWXbGdFlkwzcFMGVRDH9y-i37h/view?usp=sharing

Impact Report

The stated purpose of Inspiring Communities Impact Report is *'to increase awareness in the community of the value of Collective Impact and our work by depicting the impacts of our work in a format that is accessible to a wider audience'.* The Impact Report is a narrative document, focusing on stories and pictures rather than data. Effective this year, each CI initiative is to develop its own Impact Report. Initiatives are requested to prepare impact information semi-annually, for use in Inspiring Communities annual Impact Report. This year, the first report is due at the end of February.

Impacts to be included in the report are identified jointly by the Project Lead and the Evaluation Lead; the Project Lead Interview provides an opportunity to review, identify, and describe examples of Turning the Tide's impact. The Evaluation Lead prepares the material for review and approval by the Project Lead, and ensures that any needed consents (for quotes, pictures) have been arranged. Turning the Tide information to be included in Inspiring Communities Impact Report is drafted by Inspiring Communities and returned to Turning the Tide's Project Lead for review and final approval.

Inspiring Communities has prepared a template to be used for the 2021 Impact Report; this template can be found at: Impact report

IC Principles Review

During 2020, Inspiring Communities developed a set of ten principles to describe and guide how we carry out our work. These principles can also be used as a means of evaluating our work. Inspiring Communities has requested that each initiative undertake a semi annual review of the principles with a view to determining their relevance to our work.

The first IC Principles Review is to be completed approximately the end of January 2021, for submission by mid-February to the Director of Research and Evaluation. Each initiative's Evaluation Lead is responsible for determining who should be involved in this review. Turning the Tide's Evaluation Plan includes the IC Principles Review in the monthly Backbone Reflection Sessions, and in the semi-annual Collaborative Framework Reflection.

Inspiring Communities has prepared a template to be used for the IC Principles Review; this can be found at: Template

Project Reports

In addition to the above reporting requirements, reports will be prepared for each project undertaken by Turning the Tide. The content will vary with each project, but will address the relevant questions identified in Turning the Tide's Framework for Change, and in this Evaluation Plan.