



Collaborative Framework Project

Outcome Harvest 2015

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January 2016

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1. Introduction and Summary

Project Overview

CommunityWise Resource Centre (CWRC or CommunityWise) is located in the heart of Calgary's Beltline, maintaining a beautiful venue that provides offices, meeting rooms, activity spaces, and both indoor and outdoor common spaces for over 80 member organizations. United by the concept of "co-location" (together in the same space), CommunityWise believes that when diverse, multi-sector groups co-exist in the same location, the result is more than the sum of its parts¹.

The *Collaborative Framework* project is an initiative of the CWRC with the mission "to intentionally facilitate opportunities for collaboration in order to unleash the potential of CWRC participants."² Project activities began in 2013 and include a variety of approaches designed to integrate with other work of CWRC and of its participants (i.e. member organizations and their constituents). The project context presents a distinctive case for evaluation: project activities are designed to bring a Community Development approach to the cross-organizational milieu, which means that its participants are both individuals and organizations. On the one hand, insofar as the project is oriented to organizational collaborative structures and goals – aiming to minimize the impacts of organizational stresses and pressures and to maximize the capacity of each organization to carry out its mission – it has to model its stakeholders as organizations. From this perspective there is some theoretical overlap with "collective impact" initiatives, but the work of the project is qualitatively distinct from those due to the diversity of missions present among the member base, ranging from cultural societies to poverty reduction to the arts and environmental organizations. On the other hand, insofar as it is grounded in a Community Development approach – aiming to maximize the ties of belonging and reciprocity among its constituents – it has to recognize its stakeholders as individuals. From this perspective, the specific context of operating in the context of a shared history and geography of "The Building" presents both the advantages and challenges of neighbourhood-based Community Development work.

Evaluation Overview

Outcome Harvesting is a utilization-focused evaluation methodology originally developed for the international development context³ and revised for local community development evaluation in Calgary.⁴ Its primary innovation consists in its capacity to "not measure progress towards predetermined outcomes or objectives, but rather [to] collect evidence of what has been achieved, and [to] work backward to determine whether and how the project or intervention contributed to the change."⁵

The Outcome Harvest described in this report was carried out from October 2015 to January 2016 as one of several developmental evaluation activities undertaken in conjunction with the project. The evaluation was carried out by a collaborative team consisting of an internal project lead (Erin McFarlane, *CWRC Staff Collective*) and two third-party evaluators (Robyn Sachs, *Robyn Sachs Consulting* and Roman Katsnelson, *KRD Consulting Group*). The evaluation was designed to cover impacts experienced over the full duration of the project so far, i.e. 2013 – 2015. A variety of internal and external stakeholders were engaged as informants and substantiators. A detailed description of the methodology is presented in Appendix 1.

¹ CommunityWise Resource Centre website (www.communitywise.net), accessed November 2015

² CWRC Collaborative Framework Project Theory of Change, July 2015

³ *Outcome Harvesting*, Wilson-Grau & Britt, Ford Foundation 2012 (r.2013)

⁴ *Outcome Harvesting 101*, Abboud, Claussen & Katsnelson, Community Development Learning Initiative 2014

⁵ Wilson-Grau & Britt, 2012

Findings Summary

The evaluation surfaced learning along three domains of change: stakeholder understanding and commitment to collaboration, stakeholder collaborative behaviours, and organizational impact of new collaborative behaviours. These learnings are detailed in Section 2 in the same sequence as they are summarized here.

Stakeholders who retain a traditional definition of collaboration as limited to the explicit, active planning and execution of shared projects have a concomitant perception of a “high-cost” nature of collaboration. Due to the explicitly project-based view, they cite lack of information about shared projects as a barrier to collaborative behaviour; and due to the high-cost view, they cite lack of time and staff resources as another key barrier.

Members who participated in activities and benefited from the supports offered by the *Collaborative Framework* initiative tended to expand their understanding of collaboration to include the concepts of asset sharing and community belonging. This change was significant in allowing members to see “low-cost” collaborative practices and allowing them to more readily overcome the barriers mentioned above. Project activities contributed to this shift by combining a breadth of explicitly variable engagement opportunities with highly valued practical supports. Project activities were also found to be in alignment with other CWRC work designed to support a shift toward collective culture, resulting in an immersive experience supportive of attitudinal shift.

The evaluation identified three streams of new collaborative behaviour over the course of 2014 and 2015: participation in staff-initiated activities, the initiation of collaborative activities by members themselves, and participation in informal connective interactions. Contribution of the *Collaborative Framework* project to the formal interactions included the planning, implementation, resourcing and modelling of activities that are relevant across multiple organizational missions, structures and cultures and accessible to multiple individual socio-locations and interests. Importantly however, the full range of individual experience and organizational context is not yet accommodated, as some participants cited the perception of in-group dynamics as barriers to participation. Contribution to the informal interactions included the mental model shift toward a collaborative culture described above.

Unanticipated outcomes (in this timeframe) found during the harvest included impacts on organizational capacities for participating member organizations, tentatively grouped into the themes of increased accessibility of programming and increased engagement in learning opportunities for internal stakeholders (i.e. staff and volunteers of member organizations). Increased accessibility manifested both physically (e.g. access to otherwise unavailable private and shared spaces for users of program) and socio-rationally (e.g. creation of safer spaces for members of marginalized and typically excluded groups). Increased engagement in learning for staff and volunteers was found via a higher likelihood of participating in learning and skill-building opportunities that are broadly applicable, rather than mission-specific, when these were organized by the project or by other member organizations. Project contribution to both of these streams of impact consisted of increased bonds of trust and reciprocity and shift to asset-sharing mental models described above, as well as practical supports (e.g. logistics management, communication infrastructure, and staff availability, including practicum and internship placements).

Interpretation and Recommendation Summary

Evaluation findings were mapped separately onto the following frameworks: the project draft Theory of Change (ToC), the Community Development Learning Initiative’s Outcome Domain Map (CDODM), and a draft Collaboration Causal Loop Diagram (CCLD).

ToC mapping provided evidentiary support for the project’s foundational hypotheses of links between project activities and some anticipated outcomes, as well as surfaced some previously hidden assumptions. Continued emphasis on evidenced approaches is recommended, along with new evaluation questions/approaches to surface learning about the newly revealed assumptions.

CDODM mapping showed that project outcomes are strongly aligned with other community development work happening in Calgary, and is therefore able to participate in sector-wide learning about CD practice as contributor and beneficiary. This mapping also revealed a concentration of impacts in the “Collective Efficacy” domain and a relative dearth in the “Social Justice” domain, suggesting the need to continue explicit focus on anti-oppressive and equity-based approaches.

CCLD mapping provides a representation of the non-linear nature of project outcomes and describes the location of project impacts at several crucial change levers in the system, as well as the location of other as-yet-unimpacted levers. However, the system map is in very early draft stages and requires review and adaptation by a broader range of stakeholders before its utilization as one basis for evaluative and strategic work becomes possible. Such review and adaptation are recommended as part of continued focus on building evaluative capacity in CWRC.

2. Outcome Harvest

The Outcome Harvest was guided by three evaluation questions, referred to in the methodology as “useable questions”:

1. What changes in member organizations’ understanding of collaborative possibilities occurred from September 2013 to November 2015, and how did CWRC contribute?
2. What changes in member organizations’ collaborative behaviours occurred from September 2013 to November 2015, and how did CWRC contribute?
3. How has member organizations’ engagement in collaborative opportunities from Sept 2013 to November 2015 impacted their organization’s work, and how did CWRC contribute?

Information gathered, organized, and substantiated for each useable question yielded a number of outcome statements, which are presented in sequence in this section.

Question 1: Changes in understanding

Outcome Statement 1a: Barriers to engagement

In 2014 and 2015, member organizations continued to experience barriers to collaborative action, most significantly from *overwork and lack of capacity*. Members reflected on this challenge as being systemic in nature and difficult to overcome from a programmatic support perspective (i.e. by the Collaborative Framework project). Systemic factors surfaced include organizations’ varied funding structures, varied organizational cultures, and the small size of many member organizations leading to task overload. We also saw some data indicating *lack of awareness* as a barrier to participation, but this seems to have been more of an outlier than a symptomatic barrier. Most participants noted a high level of awareness of collaborative activities and both formal and informal interaction opportunities.

Although this theme represents an ongoing condition more than a change (and is not, therefore, strictly speaking an outcome), we felt it was important to include to the pervasive nature of its evidentiary support during both data gathering and substantiation phases.

The systemic barriers indicate a limit to success. As noted above, both the project team and some participants recognize that being situated within the “nonprofit industrial complex”⁶ provides inherent challenges. While the Collaborative Framework includes strategies and tactics (the impacts of which are detailed in the remainder of this Outcome Harvest) to buffer member organizations from some of these challenges and model alternative ways of working together, there is not at present a pathway to grow or scale these impacts to alter the broader system.

Outcome Statement 1b: Sharing as Collaboration

In 2014 and 2015, member organizations expanded their perspective of collaboration to include the sharing of resources (viz. assets, expertise and ideas) in both formal and informal environments.

⁶ INCITE!, <http://incite-national.org/page/revolution-will-not-be-funded-conference>, accessed Jan 2016

In the context of sharing *physical assets*, formal and informal opportunities were noted. In more formal opportunities (as through bulletin boards or asset-mapping exercises), members were more likely to initiate an offer of help than a request of help. In informal opportunities (such as the Freecycle area by the front entrance), members reflected both on instrumental and relational benefits.

Expertise sharing was found either as an unexpected outcome of interactions and connections at networking events, and significantly increased as a result of CommunityWise-hosted practicum students and skill-building events. Social Work practicum students were formally supported by the Collaborative Framework staff, and focused on cross-pollinating activities among tenant member organizations. In addition, the collaborative hosting of events was the most concrete expression of expertise sharing, which tended to coalesce along mission-specific themes (as in the arts and social justice). Some mission-agnostic expertise-sharing collaborations were initiated by members and supported by project staff (see Outcome Statement 2b).

Idea sharing happened most frequently in informal or "side" environments (e.g. networking events, shared space interaction). Members reflected on the relational pre-requisites – those in relationships of trust and connection were more likely to participate in spontaneous brainstorming in informal contexts, while those with weaker ties were more likely to limit their interactions to friendly politeness.

The expansion of the concept of collaboration to include both formal and informal sharing opportunities is critical for the lowering of perceived and real barriers to collaboration. One informant referred to this perspective as "low-threshold collaboration," suggesting that it can lead to increased collaborative behaviour for individuals and organizations that are strained for time and resources. Another informant reflected on the significance of sharing as creating a sense of shared ownership and mutual responsibility (linking this impact to Outcome Statement 1c) – cultural shifts that promote commitment to the collective.

The project fostered formal sharing opportunities through dedicated activities listed above and contributed to a community culture that supports informal sharing through supportive policy shifts and ongoing intentional conversation. As well, a significant contribution to this impact was the capacity to host Social Work practicum students.

Outcome Statement 1c: Relationality as Collaboration

In 2014 and 2015, member organizations expanded their understanding of collaborative possibilities to include relational aspects like welcoming, trust and belonging. Members participating in shared activities reported feeling "cared for and supported" by other tenants, and being more connected to the CW community. Members' identities seemed to be drawn more collectively, rather than limited to their own organization. Participants reflected on their CommunityWise identity as a key understanding of value (evaluating initiatives' value for the CW community, rather than just for their organization) and of risk and security (collective response to one member organization folding). Participants also reflected on a shared sense of ownership over community responsibilities (e.g. trash and recycling, balancing safety and openness). Other participants reflected on the challenge of initial entry into strongly bounded relational groups.

This attitudinal change, although certainly not universal, is a key step in the project's change pathway in that it represents the integration of organizational relationships (the language of collaboration) with community relationships (the language of belonging). It is an enabling factor for collective efficacy – a step beyond collective impact – a context that allows people working in organizations with a diversity of missions to find and offer each other mission-agnostic help and support. This model supports the emergence of "collective care," through

which intrapersonal impacts of resource limitations such as overwork and burnout may be minimized or prevented.

Participation in collaborative activities is a necessary but insufficient factor for a shift such as this. It also requires an explicit, intentional cultural socio-linguistic focus to carve out new structures of belonging. These contributions are provided by the project activities and alignment.

It is significant to note that this impact was not reported universally by all informants. One substantiator reflected that while “these activities seem terrific, it was hard for me to find my place. May be it’s just that I’m a bit shy.” Although the remark is generous in accepting the bulk of responsibility onto their own personality, more structural issues may be inferred, stemming from a decreasing permeability that correlates with increasing tie-strength in community networks. Furthermore, many of the members not experiencing such increased sense of belonging would be less likely to participate as informants. As a result their voice may be underrepresented in this evaluation. Both of these factors suggest the need for a continued focus on intentionality for relationship-building with new and more isolated members, lending further support to tactical approaches such as a “buddy system” between Board members and new CommunityWise members.

Question 2: Changes in behaviour

Outcome Statement 2a: Participation in staff-initiated activities

In 2014 and 2015, staff and volunteers of member organizations, CW staff and practicum students, and partnering community organizations participated in a range of collaborative activities initiated by project staff. Group activities included *networking events* (e.g. Member Night, Dine-a-logues), *skill-building workshops* (e.g. Make Dollars Make Sense, Lunch-n-Learns), and *collective care programs* (e.g. Lunch Club, Burnout Prevention League). Some events (celebrations like the Winter Party) that were organized by CommunityWise exhibited a second-order collaborative impact, in that several member organizations invited their own stakeholders. Events and initiatives that had begun in 2012/13 and had been regularly scheduled were becoming traditions, and attracted broad groups of function-agnostic and mission-agnostic participants – e.g. staff, CW Board members, resident members and guests – adding to what some informants referred to as “network culture.”

Project activities were intentionally planned to represent a broad range of opportunities (from social to professional) and various levels of collaboration in order to more effectively meet participants’ varying organizational structures, cultures, sectoral contexts as well as individual interests, possibilities and personalities. Activities that have had the opportunity to traverse through time have begun to become traditions, adding a critical component to a sense of shared identity and culture, supporting cross-organizational bonds.

Project staff, including practicum students, were able to support activities and initiatives with planning, promotion and facilitation, in addition to ongoing outreach and relationship-building that allows promotion to be farther reaching and more effective.

Outcome Statement 2b: Member-initiated collaboration

In 2014 and 2015, members initiated new collaborative behaviours as a result of project programming. In some instances, connections made at group events resulted in new explicit collaborations, such as exchanged presentations and training opportunities for each other’s staff and volunteers. In other instances, members initiated group projects of their own, based on prototypes of project activities, and open to all CW members. Member-initiated work was done both with CW staff support and without.

This is a second-order impact that provides evidence for the effectiveness of explicit modeling of various levels of collaboration for member organizations. Such behaviour is symptomatic of both increased collaborative vision and increased collaborative capacity – member organizations and their stakeholders are more likely to see the scope of their activity as including their CommunityWise neighbours, and to have the capacity to envision and implement activities relevant to this broader, mission-agnostic, group.

Informants reflected that the emotional, logistical, and experiential support they receive from project staff is a critical factor in moving their ideas through the planning and implementation stages.

Outcome Statement 2c: Informal collaboration

In 2014 and 2015, tenant members made new cross-organizational connections as a result of informal socializing connections. In addition to “door-knocking” on neighbours’ offices, participants reflected on the increased availability of new or improved common spaces: the front porch, the back garden, and the coffee shop.

The opportunity for casual run-ins to manifest and grow into connections and relationships beyond polite friendliness is a significant balancing factor for more formal activities. It is both reflective and supportive of a culture of collaboration and belonging, and aligns with other “low threshold” activities – allowing more participation from organizations and individuals experiencing barriers to more formal participation due to overwork and social isolation.

The informal connective behaviours described here, together with their enabling factors are reflective of the alignment and integration of the Collaborative Framework project with the other initiatives at CommunityWise. The three common spaces described by informants were improved or created during the same time period during which the project has been active, but not as project activities. The physical maintenance activities of CWRC are rooted in the same principles of Community Development as the work of the Collaborative Framework project, and provides a practical expression of the understanding of the links between place and experience.

Question 3: Impacts on member organizations

Outcome Statement 3a: Increased Accessibility

In 2014 and 2015, member organizations were able to further the accessibility of their work by utilizing space shared by other members. Over the last three years, office spaces that are conceived of as private to the renters have become the anomaly rather than the norm. Benefits of shared space included the basic capacity to have office space on minimal budgets, the capacity to host larger groups than own space allowed, and the capacity to meet with clients with mobility challenges (e.g. on a lower floor than own space). As well, member organizations providing supports to people who may feel stigmatization for accessing supports reflected on the culture of belonging acting as a buffer against such stigmatization, leading to increased service uptake and effectiveness.

This change signifies the confluence of attitudinal and behavioural changes to create organizational impact and increased capacity to meaningfully advance the mission. The shift from private ownership of office space to collective utility maximization is a visible symptom of an increasing culture of collaboration, and is a significant practical resource for the small-scale groups and organizations making up the member body of CWRC.

Outcome Statement 3b: Learning Capacity

In 2014 and 2015, members learned about each other's events and activities, engaged in deeper learning, and found new audiences for their educational and awareness efforts. CW communication infrastructure (newsletter and bulletin board) provided new opportunities to learn about each other's work. Stronger relationships led to planned custom workshops for members' stakeholders about the needs and possibilities of other stakeholder groups (e.g. single parents, members of LGBTQA communities). Relationships with practicum students resulted in new learning for members who could not otherwise access student support.

This outcome also showcases the confluence of multiple contributions: logistical supports, stronger relationships, and additional resourcing via practicum student placements combine to make this change possible. As a result, organizations are able to reach across mission-specific boundaries to others outside of their traditional sector connections to both provide and benefit from new, emergent learning opportunities. Such a learning context is a significant help to achieving mission success for any organization working in the context of complexity and emergence.

Interpretation and Mapping

Theory of Change

Evaluation findings mapped exceptionally well onto the section of the project's Theory of Change (ToC) that was in scope of the evaluation. In particular, the Harvest found references to all but one of the planned project activities, and all but one outcomes expected by 2016:

CWRC Theory of Change - 2016 Expected Outcome	Relevant OH Outcome Statement(s)
Increase in participation among "isolated" participants	<i>Unsurfaced</i> (see Note 2)
Creation of larger, tangible projects involving cross-member participation	2a - Participation in CWRC-initiated projects
Increase in personal connections among CWRC participants	1c - Relationality as Collaboration 2c - Informal Connections
Increase in the extent to which CWRC participants seek out collaboration with one another	2b - Participation in member-initiated projects
CWRC members use resources more efficiently	1b – Sharing as Collaboration 3a – Increased Accessibility
CWRC members reduce burnout and increase collective care	1c - Relationality as Collaboration 2a – Participation (see Note 1)

Notes on ToC Mapping:

- (1) The Outcome Harvest was designed in awareness of, but without explicit reference to the Theory of Change, and the two methods have been implemented independently of one another – by separate evaluators, and in parallel processes. The close mapping of outcomes some 2.5 years into project implementation provides strong evidence of the overall strength and validity of the Theory of Change – both of the anticipated outcomes, and of the hypothesized link between project activities and outcomes.
- (2) No evidence was surfaced in regard to increased participation of “isolated” members. It should be noted that a lack of evidence is not evidence of a lack. There was no explicit data structure in the Outcome Harvest to catch “isolated” members (see Appendix 1 for lists of Social Actors, Change Agents and Boundary Partners), so it is possible that some increased participation has occurred but was not surfaced by this evaluation. However, Outcome Harvesting is designed to surface strong trends and impacts even when they are not foreseen and designed around (as, for instance in the case of Outcome Statement 2c). It is also possible, therefore, that the barriers to participation that isolate some members more than others have not yet been impacted significantly enough. We recommend an increased explicit focus on identifying what such barriers might be, specifying their location in a systemic anti-oppressive approach, and creating new tactical approaches to reduce them. We also recommend a continued commitment to developmental evaluation, with this question as an explicit focus for upcoming rapid-feedback evaluation.
- (3) Significant evidence was surfaced for CWRC members increasing collective care. However, no explicit evidence was generated in regards to reducing either the frequency or intensity of burnout. We suggest that this anticipated outcome in the ToC contains a causal or at least correlative assumption which ought to be tested in future evaluations.

CDLI Outcome Domain Map

The CDLI Outcome Domain Map (CDODM) was developed as part of the “Evaluation for Learning” framework that also included the adaptation of Outcome Harvesting used in this evaluation. It contains four outcome domains which aim to represent the full scope of Community Development work in Calgary: *transformational learning*, *collective efficacy*, *participation & influence* and *social justice*. Since the Collaborative Framework project brings a CD approach to its work, its impacts were mapped to the CDODM as follows:

CDLI Outcome Domain	Relevant OH Outcome Statement(s)
Transformational Learning	1b – Sharing as Collaboration 1c - Relationality as Collaboration 3b - learning opportunities for stakeholders
Collective Efficacy	1b – Sharing as Collaboration 1c - Relationality as Collaboration 2a - Participation in CWRC-initiated projects; 2c - informal connections; 3a - increased accessibility for programs
Participation & Influence	2b - participation in member-initiated projects 3a - increased accessibility for programs
Social Justice	1a - overwork / overwhelm as barrier

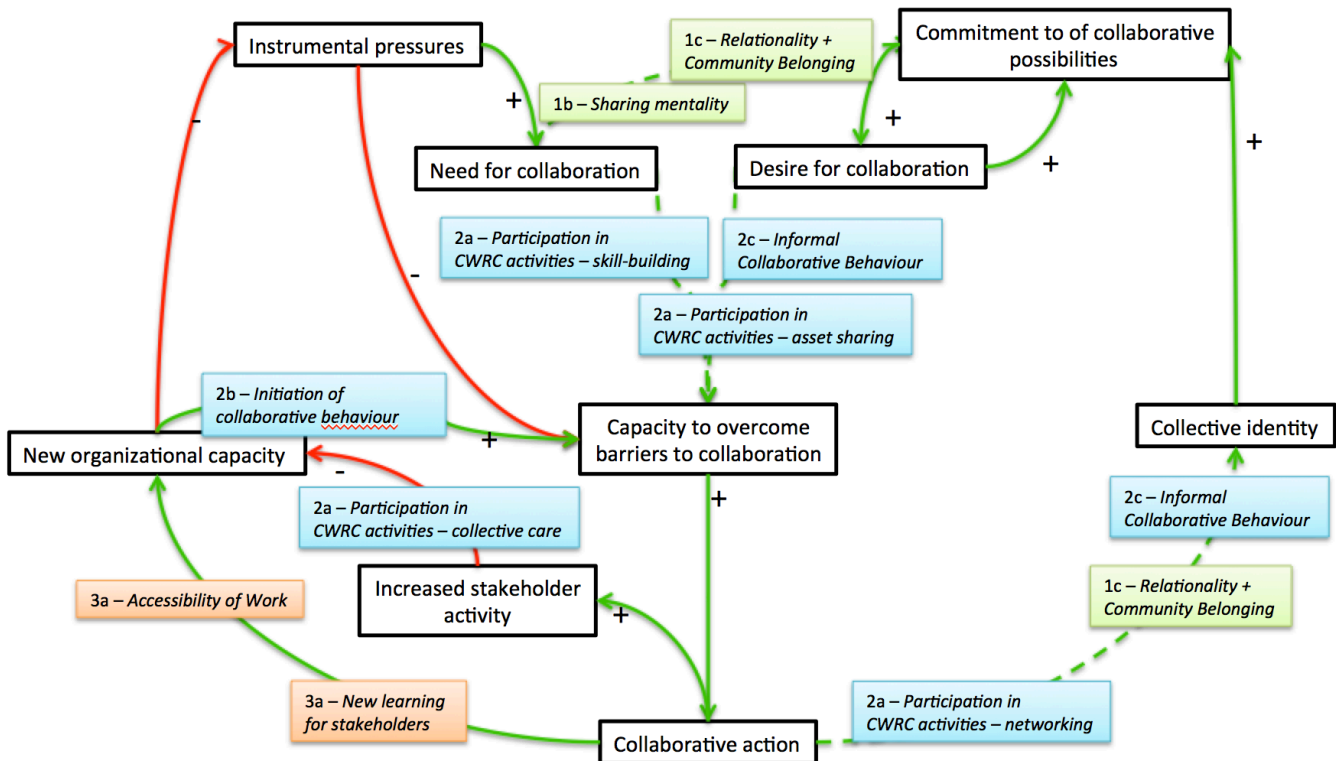
Notes on CDODM mapping:

- (1) Project outcomes mapped across all four of the domains, suggesting that the initiative is strongly aligned with other CD work happening in the sector. Continued collaboration with other CD initiatives, grassroots projects, organizations and sector work will like prove mutually beneficial. Learnings from this Outcome Harvest may be useful to other initiatives doing similar work and attempting cross-initiative learning.
- (2) Project outcomes are weighted significantly to the Collective Efficacy domain, which is not unexpected given the explicit focus on collaboration. However, the smaller mapping onto the Participation & Influence domain has led to questions that can be explored in further evaluations, namely, whether participation and immersion in the collaborative environment at CWRC has had any impact on organizations' participation and position within their respective sectors, particularly for those sectors where multiple organizations share space and resources at CWRC.
- (3) The relative lack of explicit Social Justice outcomes leads to the recommendation that currently-started anti-oppression, anti-racism, and equity-based change initiatives be resourced and carried out as core activities of CWRC, including project-based activities, internal policy-level change, and continued work as leaders of collective action for its members and broader community.

Causal Loop Diagram

Systems analysis was not a planned component of the present evaluation. However, upon working through the interpretation stage and the mappings above, we found that the mapping were insufficient for demonstrating the non-linear nature of the interrelationships among actors, activities and impacts present in the context of the Collaborative Framework project. Therefore, a draft system map was developed, using the Causal Loop Diagram technique⁷. Project outcomes were then mapped onto the resulting Collaboration Causal Loop (CCL). It should be noted at the outset that the CCL is in early draft form and is recorded here as, itself, a recommendation to explore whether this level of analysis is suitable and helpful for the work of the project.

System Impacts via *Collaborative Framework* initiative



Notes on CCL mapping:

- (1) Project outcomes are well distributed over several areas of the system, notably:
 - Shaping mental models & cultural alignment (links from “need for” to “commitment” and from “action” to “collective identity”)
 - Minimizing barriers or expanding capacity to overcome barriers to collaboration
 - Strengthening positive feedback look (link of “action” to “new capacity” and back to “collaboration”)
 - Mitigating decrease in organizational capacity due to burnout via collective care

(2) Limitations of map, notably:

⁷ Williams & Hummelbrunner, *Systems Concepts in Action*, 2011 Stanford University Press. pp 31 - 43

- Black box of “barriers to collaboration” needs to be unpacked to better represent varying organizational and individual contexts
 - Node of “instrumental pressures” needs to be explicitly linked to external and internal pressures, showing variability and linkages to broader systems (i.e. non-profit industrial complex).
- (3) We recommend making a determination whether a CLD technique has potential utilization for strategic and evaluative planning, and building capacity accordingly.

3. Further Information

For clarification about CommunityWise Resource Centre’s Collaborative Framework Project, please contact Erin McFarlane at erin@communitywise.net.

For information and questions about the Evaluation Framework, Developmental Evaluation and the Theory of Change, please contact Robyn Sachs at robyn.sachs@gmail.com.

For information and questions about Outcome Harvesting, System Dynamics, and the findings and recommendations in this report, please contact Roman Katsnelson at roman@hellokrd.net.

Appendices

Appendix 1 – Outcome Harvesting Design

Outcome Harvesting consists of a (potentially cyclical) six-step process:

1. Plan
2. Design
3. Data Harvest
4. Substantiation
5. Interpretation
6. Plan for use

The planning and design stages yielded the following results:

(1) Useable Questions

- What changes in member organizations' understanding of collaborative possibilities occurred from September 2013 to November 2015, and how did CWRC contribute?
- What changes in member organizations' collaborative behaviours occurred from September 2013 to November 2015, and how did CWRC contribute?
- How has member organizations' engagement in collaborative opportunities from Sept 2013 to November 2015 impacted their organization's work, and how did CWRC contribute?

(2) Project Roles

- *Change Agents*: CWRC Staff Collective, CWRC Members, Practicum Students
- *Social Actors*: CWRC Members, CWRC Members' constituents
- *Boundary Partners*: All change agents, CWRC Board of Directors, CWRC sector partners, periodic support, CWRC Members' constituents, CWRC volunteers and committee members

(3) Evaluation Roles:

- *Harvesters*: evaluation team (Erin McFarlane, Roman Katsnelson, Robyn Sachs)
- *Harvest Users*: CWRC Staff Collective, CWRC Members, community members, project funders and partners

(4) Data Sources:

- Tenant e-mails, project feedback forms, surveys, social media mentions

Data was harvested from designated sources and entered into a Drupal database, sorted by category, useable question and a system of free tags designed for surfacing emerging themes.

After sorting the information into 7 themes, pre-substantiation outcome statements were generated. Substantiation took place in a series of one-on-one semi-structured phone interviews with a group of stakeholders consisting of Social Actors, Change Agents and Boundary Partners. As a result of substantiation, all 7 statements were amended and 1 was added (2c).

Interpretation and plan for use stages added significance and contribution analysis to each statement, as well as performed the series of mappings detailed in the body of the report.