



# Developmental Evaluation

2011-2012

Waterloo Region Immigration Partnership  
2011-2012 Developmental Evaluation Report

This document is available in alternate formats upon request.

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## Executive Summary

In early 2012 the Immigration Partnership Council determined that it was vital to gather information about the effectiveness of the work of the Immigration Partnership as soon as possible. Recognizing that the mandate of the Immigration Partnership is focused on complex community issues that defy simple and linear solutions it was agreed that use of a Developmental Evaluation (DE) framework would be most appropriate. Given that DE focuses on providing stakeholders with real time, “roughly right” evaluative feedback that can be used to inform ongoing development and management of a community change process, the Immigration Partnership Council agreed that it was important to approach the 2012 evaluation as a prototype year in which they would “learn by doing” and elaborate and refine the evaluation activities over time. The evaluation was completed over two months in the summer of 2012 with four stakeholder groups: the Settling Systems Mapping Team, Employers, Employment service providers, and members of the Belonging Action Group.

Through the use of Outcome Mapping, Most Significant Change Stories and Contribution Analysis the Immigration Partnership learned that there is a consistently strong awareness of the Immigration Partnership and a significant commitment on the part of stakeholders. Engagement, particularly with respect to participation in the Internship and Mentorship programs, is low across all stakeholder groups.

The themes identified through the sharing and analysis of Most Significant Change stories highlighted positive early gains such as the development of momentum, creating diverse connections among stakeholders, and empowering members to begin to address the complex issues faced by newcomers.

Evaluation participants demonstrated the most variability in rating the contribution of the Immigration Partnership to their work. Employers rated the contribution of the Immigration Partnership as lowest. The Systems Mapping Team rated the Partnership as providing the most value; giving credence to the assumption that frequency and depth of connection to the Immigration Partnership has an influence on its perceived contribution to participants work.

A number of consistent themes emerged such as a recognition that the Immigration Partnership is becoming a “hub” for information and has a significant role in providing awareness and education to community members. It was also identified that the Immigration Partnership’s role in facilitation and engagement contributes to broad stakeholder input and action on identified priorities.

The Immigration Partnership has heard from its stakeholders that during the first year it is headed in “roughly the right direction” and has made positive progress on its ambitious and complex mandate.

## Background

The Immigration Partnership is a community-wide initiative whose mandate is to facilitate successful settlement and integration of immigrants<sup>1</sup> in Waterloo Region. Planning for the Immigration Partnership began in 2009 and was supported by funding from Citizenship and Immigration Canada (CIC).

The vision of the Immigration Partnership is that Waterloo Region will be a community where immigrants and refugees can settle, work and belong.

In 2011, the Immigration Partnership commenced implementation of the Action Plan, which was developed through a collaborative, community planning process. A Partnership Council was formed to guide implementation of the strategic activities. Action groups represent the three different outcome or domain areas: Settling, Working and Belonging. These action groups were established between June and September 2011 and are comprised of between 15 – 25 diverse stakeholders who are responsible for working in collaboration with community partners to carry out strategic activities identified as part of the Action Plan. Additionally, Ad Hoc Task Groups have been established to facilitate focused activity in specific priority areas. The structure of the Immigration Partnership during the period of September 2011 – June 2012 is attached in Appendix A.

In early 2012 the Immigration Partnership Council determined it was vital to gather information about the effectiveness of the work of the Immigration Partnership as soon as possible. Recognizing the mandate of the Immigration Partnership is focused on complex community issues that defy simple and linear solutions it was agreed that use of a Developmental Evaluation framework would be most appropriate.

<sup>1</sup> "Immigrants" includes people who immigrated a long time ago or more recently, refugees and refugee claimants, immigrants who are and are not Canadian Citizens and all newcomers to Canada, who are living in Waterloo Region

“Developmental evaluation requires a genuine and conscious commitment to learning and change. It is grounded in a humbleness and ability to say, “We don’t quite know what’s going to happen here, but we believe that our intervention (initiative, project) can contribute to making a difference in solving this complex social problem. And, because we can’t predict all possible outcomes or how this effort will affect the people and systems with whom and within which we’re operating, we need an evaluation approach that provides us with real time questions and data so we can learn and adjust our strategy and activities along the way.”<sup>2</sup>

As such, and through support of funding provided by The Region of Waterloo, the Immigration Partnership hired a consultant<sup>3</sup> to facilitate development of the Evaluation Scope of Work, including a Theory of Change and Statement of Intended Impact. In May 2012, during a facilitated session with members of the Immigration Partnership Council and Data/Evaluation Committee, the initial elements were identified and these included:

- a clear understanding of the direct beneficiaries of the Partnership’s efforts;
- a broad area description of three domains of outcomes;
- a mandate that describes the roles the Immigration Partnership plays such as information sharing, coordination, problem-solving and developing strategies;
- a set of principles to guide the activities of the Immigration Partnership members; and
- an initial pool of initiatives and activities in each domain area<sup>4</sup>.

It was identified there are further core elements of the Theory of Change and Statement of Intended Impact that require development and it will be the task of the Immigration Partnership to confirm these elements through a “learning-by-doing” approach.

<sup>2</sup> Preskill, H., and Beer, T. (2012). Evaluating social innovation. FSG and the Centre for Evaluation Innovation. [http://www.fsg.org/Portals/0/Uploads/Documents/PDF/Evaluating\\_Social\\_Innovation.pdf](http://www.fsg.org/Portals/0/Uploads/Documents/PDF/Evaluating_Social_Innovation.pdf)

<sup>3</sup> Mark Cabaj is President of From Here to There and is recognized as an expert in DE

<sup>4</sup> Cabaj, M. (2012). Immigration Partnership Waterloo Region: Proposed Evaluation Scope of Work.

## Evaluation Framework

In June 2012 the Immigration Partnership Council agreed to adopt the evaluation approach proposed by the consultant. This developmental evaluation framework considers each of the potential users of the evaluation and in the case of the Immigration Partnership, three clusters of potential users of the evaluation data were identified:

1. Internal Stakeholders, including the Immigration Partnership Council and Immigration Partnership staff;
2. Funders, including CIC, Ministry of Citizenship and Immigration, United Way Kitchener Waterloo & Area and the Region of Waterloo; and
3. The Issue Stakeholders, including Immigrants and Refugees, Settlement Service Providers, Employers/Business, Employment Service Providers, Education, Healthcare, Municipal Government.

In order to address the questions identified for each cluster (see Appendix B), three new evaluation methodologies were added to the current evaluation process. These include:



**Outcome Mapping** – a method that focuses on identifying, monitoring and evaluating the changes in behaviours of the actors in a “system” (e.g. better coordinated services amongst immigrant service agencies) that are required in order to benefit a target population (e.g. recent immigrants);

<http://web.idrc.ca/uploads/user-S/11235064481Brief-FINAL.pdf>



**Most Significant Change** – a method that encourages stakeholders in a change initiative to describe the most significant change that they have witnessed and/or experienced in the initiative and to capture members stories and unearth unintended outcomes

<http://www.mande.co.uk/docs/MSCGuide.pdf>



**Contribution Analysis** – a technique that explores the extent to which an intervention – rather than other factors – has contributed to observed changes in systems and/or in a target population

[http://www.innonet.org/resources/files/Contribution\\_Analysis.pdf](http://www.innonet.org/resources/files/Contribution_Analysis.pdf)

One of the common benefits of these methodologies is that they can be incorporated into meetings with stakeholders, to provide a structured format for gathering input and feedback as part of the day to day work of the Immigration Partnership. This input and feedback can then be rapidly analyzed and used to inform further adaptation within the initiative(s).

## ***Evaluation Process***

In order to obtain timely evaluation data from the first year of operation, the Immigration Partnership embarked upon a retrospective evaluation. The time frame and process for the evaluation was as follows:

**Figure 1. Evaluation Timeline and Process**



Given that DE focuses on providing stakeholders with real time, "roughly right" evaluative feedback used to inform ongoing development and management of a community change process, the Immigration Partnership Council agreed to approach the 2012 evaluation as a prototype year in which they would "learn by doing" and elaborate and refine the evaluation activities over time.

## ***Methodology***

### **Participants**

The Immigration Partnership staff and consultant agreed the evaluation framework would focus on the activities of the Settling, Working and Belonging Action Groups. The timing was ideal to purposefully gather feedback from numerous stakeholders as the partnership had been operational for over a year. Evaluation interviews were conducted by the Immigration Partnership staff, including each of the three Community Engagement Coordinators and the Manager, during the period of July and August 2012.

Within the Settling Action Group the evaluation focused on the Systems Mapping Team, which was comprised of settlement service providers from the YMCA, Reception House; the Working Centre (employment services) and staff from the University of Waterloo and Region of Waterloo Social Planning. The Systems Mapping team had worked together intensely between September 2011 and May 2012 and had made recommendations for significant changes to the settlement services system. It was felt that a focus on this group of stakeholders would capture evaluation data about the effectiveness of priority-focused initiatives within the Immigration Partnership. All five members of the Systems Mapping Team participated in the interviews.

All members of the Belonging Action Group were invited to participate in the evaluation. It was determined that focusing on this group would provide evaluative data regarding engagement at the level of the Action Group. Sixteen of the 23 members of this group participated.

Over the past year the Working domain has evolved to incorporate two distinct stakeholder groups: employers (demand) and employment service providers (supply). The employer cohort was engaged in August 2011 following the integration of the Waterloo Region Immigrant Employment Network into the Immigration Partnership. The employment service providers emerged as an important stakeholder group within the Immigration Partnership in the winter of 2012. In order to capture the unique perspective from each of these stakeholder groups they would be considered as two separate cohorts for the purposes of the evaluation. All members of the Working Action Group were invited to participate in interviews and a number of employers who had attended Immigration Partnership employer events were invited to participate. In total, 17 interviews were conducted with employers. Employment service providers were invited to participate in the evaluation and five interviews were conducted.

## Survey Tools

The consultant provided Immigration Partnership staff with a prototype survey that had recently been used by staff of the Toronto Region Immigrant Employment Council (TRIEC). TRIEC staff developed a survey that combined all three evaluation methods (Outcome Mapping, Most Significant Change and Contribution Analysis) into one evaluation survey and used it as part of their annual stakeholder interview with TRIEC partners. Immigration Partnership staff revised the survey to reflect the activities of each of three Partnership Action Groups (see Appendix C for copies of each of the survey tools).

The Outcome Mapping component of each survey focused on desired behaviours for partners. Each participant was asked about each of the behaviours within the areas of awareness, involvement and commitment. Below is an outline of the behaviours targeted in each area:

**Figure 2. Partner Behaviours**

Awareness	Involvement	Commitment
Receive and read Immigration Partnership emails	Attended networking events or seminars	External Champion – broker relationships between Immigration Partnership and new organizations/agencies
Have met with Immigration Partnership staff	Partner in the Mentorship Program	Internal Champion – move their organization to more/better participation; can make decisions for their organization
Is aware of the Immigration Partnership web-site	Partner in the Internship Program	Encouraged leaders across the community to engage with the Immigration Partnership
Aware of purpose and mandate of Immigration Partnership	Participate on an Immigration Partnership Committee	
	Participate on an Immigration Partnership Ad Hoc Committee	
	Provide monetary or in-kind sponsorship of Immigration Partnership events or activities	

For the Contribution Analysis component of the surveys, each participant was provided with a hard copy of the rating scale below and asked to rate the contribution of the Immigration Partnership activities to their work in the last year. Participants were also asked to provide feedback regarding the reason for choosing their rating.

**Figure 3. Contribution Analysis rating scale**

1 None	2 Minimal	3 Notable	4 Substantial	5 Significant	6 Vital	7 Critical
I would have made these changes without the contribution of the Immigration Partnership.			I would have made these changes anyhow, but the contribution of the Immigration Partnership prompted me to make them on a different scale, quality of product, pace etc.			I would not have made these changes without the contribution of the Immigration Partnership.

**Data Gathering**

The survey was administered by Immigration Partnership staff during interviews that lasted between 40 – 60 minutes. Generally, Partnership staff took responsibility for completing interviews with the stakeholder groups they interacted with most closely during the course of their work. This allowed the interviews to be used not only for data gathering but, more importantly, for relationship development and enhancement as the interviews offered an opportunity to engage and continue to build trust. They discussed future actions and how best to engage participants within the Immigration Partnership over the next year.

## **Data Analysis**

During each interview, Immigration Partnership staff took hand written notes and then entered the data into a word template designed to collect the data for each stakeholder group. As much as possible, information was entered verbatim from the interviews. Immigration Partnership staff used team meetings and individual meetings to reflect on the meaning of the data and identify key themes.

Following completion of all of the interviews the data for each stakeholder group was analyzed utilizing various methods. For the Most Significant Change Stories, which are designed to uncover the unintended outcomes that occur during complex change initiatives, the stories were brought back (with participant identity omitted) to the respective action groups from which they were collected. Where there was concern that details in a story might identify a participant, that participant was contacted prior to the action group meeting to discuss whether they a) wished to have their story used as is; b) have their story used with agreed upon details changed; or c) not included in the group of stories to be used. Action Group members were invited to reflect on each story and identify which stories resonated most with their experience of working within the Immigration Partnership.

To analyze the data gathered from the Outcome Mapping component of the interviews, the responses were added specific to the number of behaviours recorded under the categories of awareness, involvement and commitment for each stakeholder group. They were further analyzed in sub-categories that spanned each of the stakeholder groups.

Contribution Analysis ratings were averaged across each stakeholder group and compared. Qualitative feedback was collected with respect to why participants chose the rating they did and this feedback was themed.

Qualitative feedback was also gathered from participants when they were asked to provide input to the role of the Immigration Partnership in the next year. This feedback was grouped into themes that reflected different activities. Finally, there was an attempt to theme concerns and opportunities for the Partnership.

## **Sense Making**

The results of the data analysis were shared with the Immigration Partnership Council at their meeting in September 2012. An initial discussion was held to begin the process of sense-making and some recommendations for next steps were made. It will be important for the Partnership Council and Action Groups to revisit the results of the evaluation to reflect on them by asking: what, so what and now what. It will also be important to reflect on the process of the evaluation and make suggestions for improvements as part of the prototyping process.

### ***Limitations***

#### **Participant Bias**

The use of Immigration Partnership staff to carry out individual interviews with partners to determine the impact the Partnership had on their organizations and activities had advantages and disadvantages. The advantages were the approach was cost-effective (and meeting with stakeholders is a function of the staff members roles) and staff had a relationship with each of the participants prior to the interview, which may have created a foundation for a relaxed discussion of their experience with the Partnership. However, a potential disadvantage is that participants may also not fully disclose, especially negative feedback, in order to maintain the relationship with the staff person. Additionally, the staff may misinterpret the feedback of participants given their close proximity to the activities and goals of the Partnership.

#### **Sample of Stakeholders**

The first limitation is that the number of stakeholders is variable between each of the cohorts. Selection of participants was limited either by the group that was chosen, for example the Settlement Mapping team had only five members, or by the time available to recruit participants, for example within the Working pillar in the summer, 17 participants were available.

The second limitation related to small and inconsistent participant sample is the variation in numbers of participants makes it difficult to determine statistical significance as part of the data analysis. Therefore, while the sample was not large enough to determine statistical significance, the result of the evaluation show that those who are more closely and consistently involved with the Immigration Partnership attribute value to its work.

## Results

### *Settling Pillar*

#### The Current State

##### **Juan's Story**

Juan made his journey to Canada as a skilled worker along with his family. He did a lot of research before migrating and he decided to settle in the Waterloo Region. Juan looked up through online and newspapers that he could get help in settling in the country. He found information about several agencies helping newcomers such as YMCA Immigrant Services, Multicultural centre, working centre and other agencies.

What was essential for him is renting a house, school registration for his children, language assessment for himself and his spouse, ESL/LINC program for his spouse, finding childcare, transportation, and employment. Juan found different agencies to help him with his settling process in the country however there was a lot of confusion about who is doing what.

Many times Juan got irritated and confused while accessing the agencies; the different eligibility programs were confusing to newcomers. Many services are offered in Canada that Juan was not familiar with in his home country, which often led to misunderstanding. Juan realized and felt that sometimes the informal networks and formal organizations are contradicting each other. He couldn't understand why he has to go through the intake process every time he needs to access services at a different agency. Soon he realized that he needs to work on his social connections and find friends too. Although people were friendly with him he was confused and didn't know the most appropriate way to connect with people and make friends.

He became friends with Santiago and Amir in his ESL class. He started sharing his experience and the services he has received with his new friends. He was more confused when each one of them told him they went to the same agency they had different experience. Sometimes because of eligibility criteria, and others because they were asked to go back to the first agency that served them, to finish some priority requirements that is provided by them.

## **What we are doing**

Juan's story illustrates some of the challenges that exist for newcomers in Waterloo Region who are trying to navigate a complex system of services and supports for newcomers. Newcomers often report it is difficult to know which agency provides which service and they may need to attend multiple agencies in order to receive services. Additionally, there is limited capacity within the settlement service system for coordination of supports and, as a result, 'warm referrals' are inconsistent and newcomers are left to navigate the system of services largely on their own. Once services are located, access often becomes an issue given the eligibility requirements linked to various funders.

In order to ensure immigrants like Juan have access to a settlement service system that is coordinated and easy to navigate, the members of the Settling Action Group decided their first priority was to complete a Systems Map. The goal of the Systems Mapping was to develop a framework and shared understanding of the definition of settlement so as to better conceptualize the "continuum of settlement services" that should exist within the community, and then to develop a Systems Map and make recommendations for system change opportunities.

A five member Systems Mapping team met frequently over the course of six months and created a definition of settling, a conceptual framework for settlement services and a survey for settlement service providers. They then used the survey results to make recommendations for changes to the settlement service system. These recommendations were approved by the Immigration Partnership Council in June 2012 and include:

1. Review standardized tools across all settlement agencies.
2. Review evaluation tools across all settlement agencies.
3. Begin to track secondary migrants across all agencies.
4. Clarify the way in which service provision is tracked and reported across programs.

5. Create opportunities for concrete/practical systems planning with Senior Management staff of immigrant-serving agencies through development of a Collaboration Council.
6. Begin a process to further explore/develop a one-stop model of service provision for immigrants/refugees in Waterloo Region.
7. Review and develop information materials regarding services that are easy to access in a variety of formats and reflect how to navigate the system effectively.

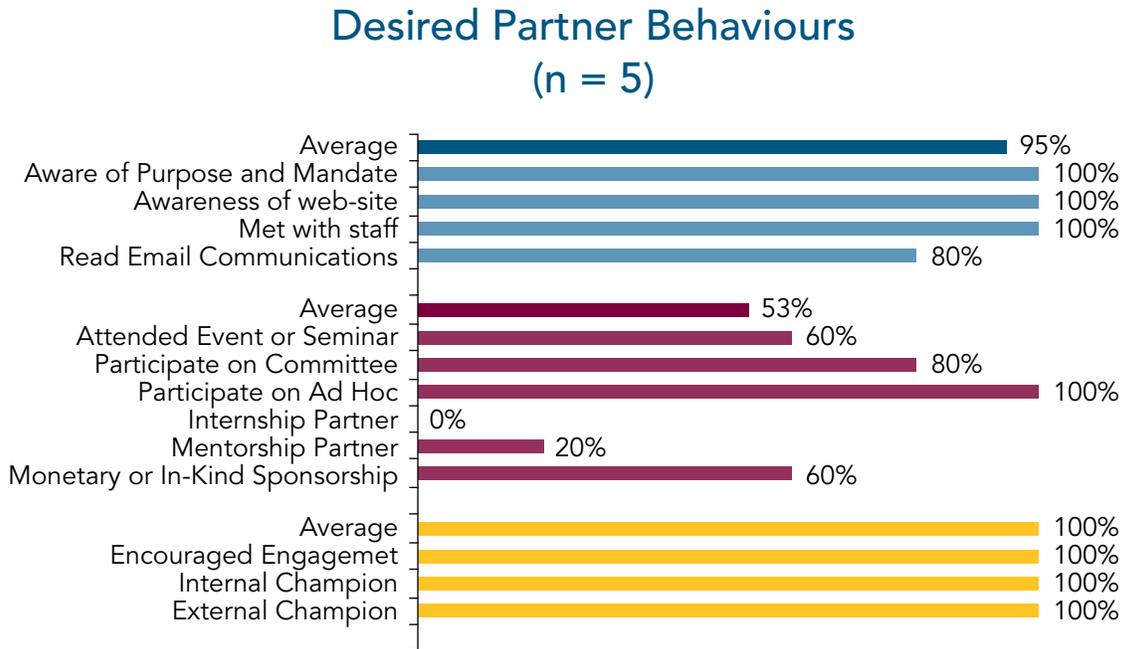
### **What has changed?**

The establishment of the Systems Mapping Team represents a common method of convening used by the Immigration Partnership to tackle priority issues. That is, a small group of stakeholders both internal and external to the Partnership, who can focus on an identified priority and achieve actionable results. An example of this would be the establishment of Ad Hoc Task Groups to tackle health care priorities such as access to hospital-based interpretation, access to primary health care, and access to mental health care. The benefit of completing an evaluation with these team members is that it can provide us with insight into how members are engaged within the Partnership to address the identified priority.

### **Outcome Mapping**

The Systems Mapping team members demonstrate behaviours that show they are highly aware and committed to the Immigration Partnership. Members of the Systems Mapping team had, on average, 95 per cent of the behaviours listed under the awareness category, 53 per cent of the behaviours listed under the involvement category, and 100 per cent of the behaviours listed as demonstrating commitment to the Immigration Partnership. Figure 4 summarizes the results connected to each of the Partner behaviours.

**Figure 4. Summary of Systems Mapping Team Behaviours**



The lowest numbers of behaviours reported, in the Involvement category, were related to whether members were involved in the Internship and Mentorship programs. All members responded they considered themselves to be champions of the Immigration Partnership, both internally within their own organizations and externally within the community.

## Most Significant Change

Most significant change (MSC) stories gathered from interview participants were presented to the Settling Action Group for discussion. Members were asked to highlight which stories resonated most with their experience of the Immigration Partnership. The Settling Action Group chose two stories they thought equally represented their experience to date:

“ I have seen change happen on a number of levels:

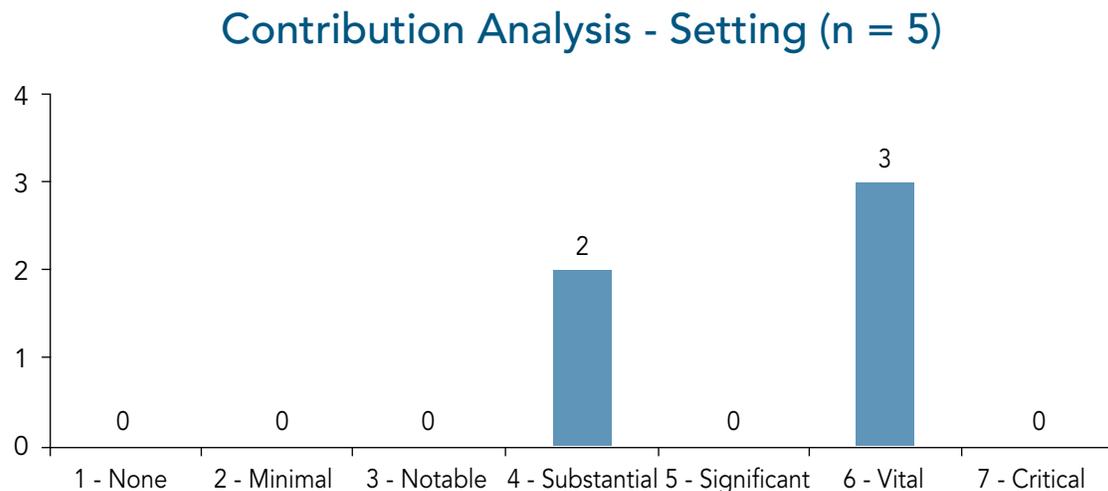
1. Among agencies that provide settlement services – the agencies are coming together to plan and discuss. We went many years without talking and now we have started conversations, the competition has decreased.
2. The systems mapping project has helped us to understand the system and we have used this information to inform and change our planning. We see more new faces (immigrants in particular) out at events, for example, the conversation café's. ”

“ It has been a great way to raise issues that we are grappling with. I am now able to not feel alone in trying to address issues. There seems to be an awareness that immigrant and refugee issues are not always the same. Refugee issues are seen as important. This is significant to me because in the past I often felt isolated when trying to support refugees. It's what I live and breathe everyday and now there is a new place to bring the issues that impact refugees. The mapping exercise helped me to realize that we are not alone. There was worry that given that WRIEN's focus had been on skilled immigrants that the Partnership would not include refugee issues – I now feel reassured. ”

### Contribution Analysis

Systems Mapping team members were asked to rate the contribution of the Immigration Partnership activities, to their work with immigrants and refugees, using the rating scale previously described (page 14). The five members of the Systems Mapping team provided an average rating of 5.2 using this scale. Ratings ranged from four to six for all members. This distribution of all participants is summarized in Figure 5. This contribution rating was higher than the ratings of the other cohorts surveyed and there appears to be a pattern across responses that indicate depth and frequency of connection impacts contribution ratings.

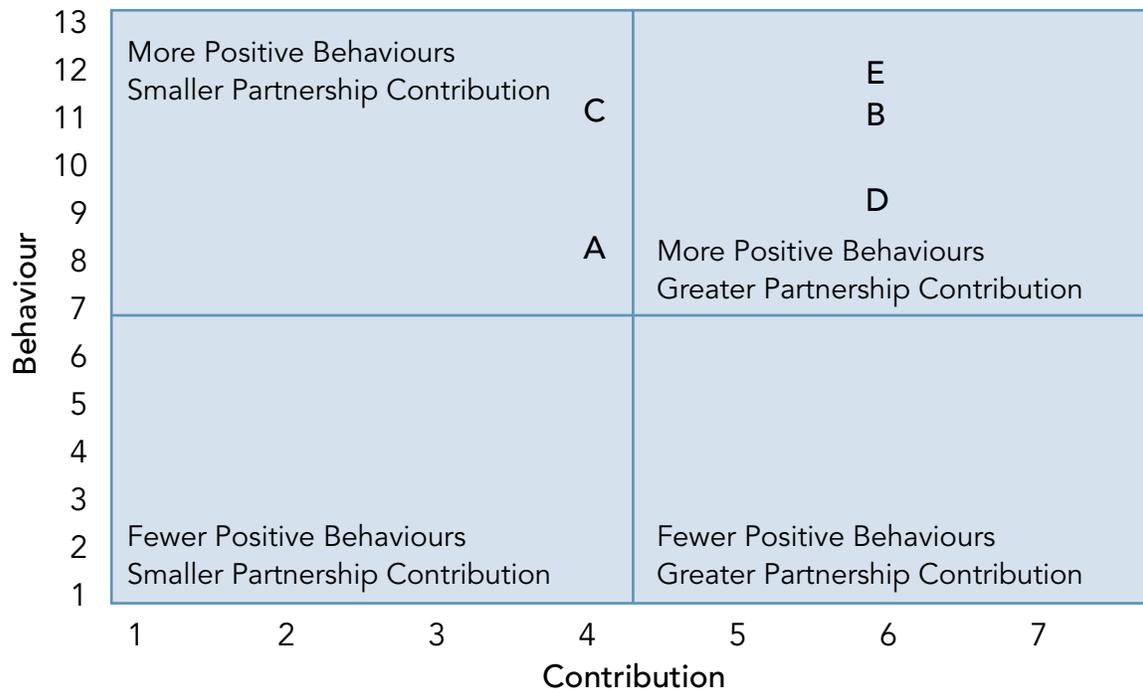
**Figure 5. Systems Mapping Team Contribution Analysis**



### Contribution and Behaviours – Settling Mapping Team

When examining the contribution ratings and the number of manifested behaviours for members of the settling mapping team, there is a relatively uneven distribution related to behaviours with all providers clustered above the midpoint of seven behaviours. With respect to contribution there is an uneven distribution of these ratings with employment service providers rating a contribution of between four and six. This means that all mapping team members demonstrate more positive behaviours, and the majority reports the Immigration Partnership has had a greater contribution to their work. The distribution of all the survey participants is summarized in Figure 6 (each letter anonymously represents a service provider).

**Figure 6. Settling Mapping Team Contribution and Behaviours**



**How will Juan’s experience be different?**

As a result of the work of the Systems Mapping team and the Immigration Partnership, we expect one day Juan can enter a system of settlement services where he has to access only one location, physically and/or virtually, to obtain all the information he requires about how best to settle in Waterloo region. The recommendation of a one-stop location or virtual one-stop shop to access services means Juan should be able to experience “warm” connections to all of the service providers. He will benefit from the relationships and understanding of services that will develop as a result of the increased collaboration and potential co-location. Juan will also benefit from the increased capacity that exists as a result of collaboration. He will enter a system that is using its resources as effectively as possible and is able to gather data in a way that makes the case for increased funding to meet consistently documented demand. Juan’s settlement experience will be less frustrating and he will be able to move towards integrating into his community in an engaged and supported manner. While it may take a number of years to develop this “integrated” system, community partners have demonstrated a commitment to creating a system that will make it easier for Juan to have his settlement needs met in Waterloo Region.

## **Working Pillar**

### **The Current State**

#### **Lilliana's Story**

I recalled my trepidation of having to pack up my life once again and move to a foreign country being over shadowed by excitement and anticipation of my new life in Canada. Aglow with hope of bright tomorrows, convinced of the many opportunities that awaited me and the contributions I would make, the new day dawned; I arrived in Canada December 12, 2010, and life felt right.

And it did for a while! I did not let the fact I didn't get calls for interviews in the first few months bother me too much, for of course, the country was experiencing a recession. One year passed, two years passed and still I had not gotten a job. During that time I had two interviews but the jobs were given to someone else who had more experience or who had been in the KW area for a longer period than I. All you need to do is to get your foot inside the door I was told; volunteering is the best way to achieve that goal – so I volunteered, and participated in community events. I got no interviews, hence no job.

Battered by disappointment, I crumpled into a ball of despair as I watched my funds dwindle. I signed up with various organizations that focused on helping immigrants to integrate, to learn the Canadian culture, what Canadian workplaces looked for, participated in leadership training, attended job search boot camps, job fairs, networking sessions and various other events targeting immigrants. I participated in mock interviews, signed up for mentoring, requested informational interviews, participated in as many resume writing workshops/ sessions I was able to – I did all that I was told to do, followed every advice given, and still I have no job. Familiarizing myself with the Canadian script, I meticulously prepare for each interview. Yet amidst the applause, polite smiles, the commentary on my achievements, and experience: I could sense I would not get the job. There is always going to be a reason – one which has nothing to do with how well I interviewed– the unspoken reason.

I began sending out customized resumes to every organization possible – fast food establishments, coffee shops; retail stores, educational institutions, telecommunication, health care facilities, financial, security, and others. I signed up with agencies, did skill tests (Word, Excel, typing etc.) the sting of rejection interspersed with ignorance and bigotry was like salt in an open wound, however with each rejection I asked for feedback, and was told that I did an excellent interview, was pleasant, eloquent, asked relevant questions and dressed appropriately – yet someone else was chosen or deemed a more suitable candidate.

The year 2012 dawned, bewildered not knowing what to do, my resources almost at an end I question, is this to be my fate? In the almost three years I have been in Canada I have sent out over a thousand resumes, had five in-person interviews and two telephone interviews. I have been to Lutherwood, Focus for Ethnic women, YMCA, The working Centre, WRIEN, Northern Lights, Career Bridge program in Toronto, Audmax Inc. in Mississauga and others. I have signed up with agencies such as the Dean Group, Robert Half Canada, Express Pros, the Job Shoppe and I have searched online. The result – I am still unemployed.

## What we are doing

Lilliana's story illustrates the challenges that are faced by Internationally Trained Professionals (ITPs) in accessing meaningful work that matches their professional training and credentials. Lilliana utilized the resources available but was ultimately unsuccessful at locating employment. Some newcomers find "survival jobs", but it is difficult to translate these opportunities into employment that more closely matches the individuals training and skills. The challenges in increasing immigrant employment can be characterized by the need to increase demand (engage employers who understand the corporate advantage of recruiting ITP's) and coordinate supply (work with employment service providers to ensure equitable and coordinated access).

Within the Working pillar, it has become increasingly clear that in order to increase demand, employers need to be engaged in various ways which are often dependent on the type of business they operate. Typically, large employers have been active participants in the Immigration Partnership, and they have well established processes and procedures for diverse hiring and generally understand the business case. By virtue of their size, they also have the resources to participate in community-based efforts such as the Immigration Partnership. It has become increasingly clear the real work lies in engaging small to medium-sized employers. Given the scarcity of resources within these businesses, this will require non-traditional and individualized approaches.

Work in this pillar over the previous year has been a learning journey built on the previous experiences of WRIEN<sup>5</sup>. The establishment of an action plan and goals has been an evolving process based on feedback from employers and the Working Action Groups growing insight. During the first year it became apparent there was an important need to ensure a coordinated process for connecting immigrant talent to employers ready to hire. There is little point in engaging employers, making the business case and increasing their interest, if there is no clear mechanism for creating linkages to ITPs.

<sup>5</sup> WRIEN was the Waterloo Region Immigrant Employment Network. It began in 2006 and acted as a catalyst for planning and discussion regarding the establishment of the Immigration Partnership. When the Immigration Partnership received funding for implementation of its action plan a steering committee comprised of WRIEN members and Immigration Partnership members recommended that WRIEN be fully integrated within the Immigration Partnership and this occurred in August 2011.

In order to engage employers, the Immigration Partnership has hosted a number of seminars (i.e. What is your Diversity Intelligence?) and staff have worked diligently to engage employers through individual meetings, presentations, business events, and media, to present the business case and understand the needs of each employer. There have been over 400 connections made with employers through the various events hosted or co-hosted by the Immigration Partnership between September 2011 and August 2012.

The Immigration Partnership has also continued the work of WRIEN in supporting the Internship and Mentorship programs, and has worked to expand the resources in this area. Partners identified the need to increase the allocation of the funding from the Ministry of Citizenship and Immigration (MCI) to direct service in the Internship program and this was increased to 1 FTE from the previous .5 FTE. Additionally, the Immigration Partnership has engaged the providers of these programs Conestoga (Internship) and YMCAs of Cambridge & Kitchener-Waterloo (Mentorship) in regular meetings to create strategic plans for engaging employers, based on the needs of immigrants, and to create a process for cross-marketing all programs during each encounter with an employer.

Immigration Partnership staff have been very clear, it is not within the scope of their work to directly link immigrants to employers; this role is currently being done by employment service providers the majority of whom are funded by the Ministry of Training Colleges and Universities (MTCU). The Immigration Partnership has worked with each employment service provider and has established an Immigrant Employment Awareness Group (formerly known as the Working Advisory Group). This group has only recently been established, but the goal of convening this group is similar to what has been created within the Settling pillar: a group of service providers who work together to coordinate access, increase capacity across the employment services system, and ensure immigrants have equitable access to all jobs that are available.

## What has changed?

As noted, the understanding of the varied and significant challenges that exist with respect to increasing immigrant employment has increased substantially in the last year. Increasing immigrant employment is a complex social issue and the work in this pillar has often felt particularly developmental in nature, with a quick shifting of course as feedback becomes available.

The necessity of engaging employment service providers has been a key learning, and this work is in its very beginning stages. It has the potential to be slowed by the disincentives that exist vis-a-vis collaboration within the employment services sector. These disincentives include the fact program targets are set based on whether an individual obtains employment through a service provider, not whether an individual is provided with employment supports. In reality this means agencies benefit from developing individual relationships with employers, with little incentive to share job leads.

Additionally, with the recent transformation of employment services to a “no wrong-door” approach, where every agency is expected to provide service to all individuals, the specialization that existed within immigrant employment has been diluted. Previously employment service providers may have referred immigrants to other employment service providers, now they are expected to provide a service, and therefore this population of job-seekers is new for some providers. Ultimately, this means immigrants do not always have access to all of the employment opportunities available and the expertise and capacity of employment service providers is variable. All of these factors work to make it difficult for immigrants to get connected to meaningful employment in a consistent fashion.

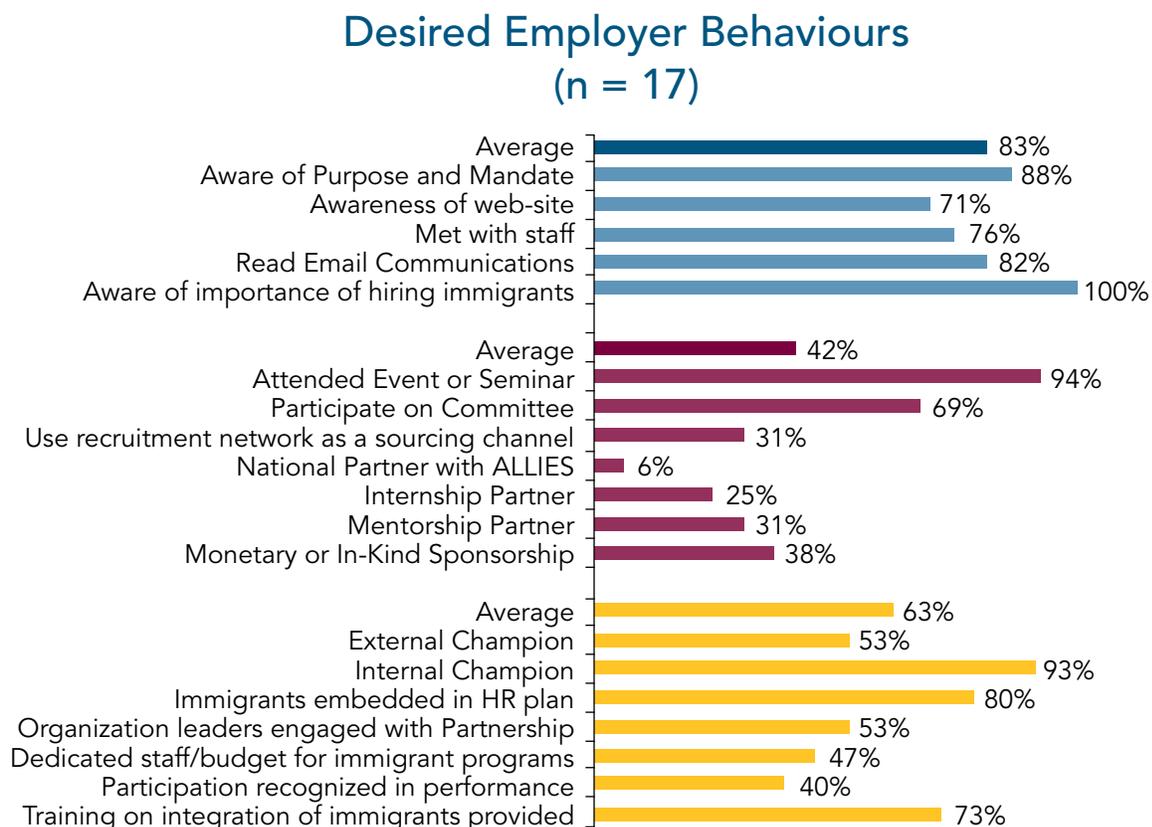
## Outcome Mapping

For the purposes of gathering and analyzing data, employers and employment service providers were treated as two separate cohorts within the Working pillar. As such, the results for each cohort will be reported separately.

As noted, 17 employers were interviewed during July and August by Immigration Partnership staff. With respect to measuring level of engagement, the outcome mapping tool described on page 8 was used to capture desired behaviours.

Within the Working pillar, employer behaviours tended to have higher levels of awareness (83%) and commitment (63%) than involvement (42%), although 94% of employers had attended a networking event or seminar. Figure 7 summarizes the results connected to each of the Partner behaviours.

**Figure 7. Summary of Employer Behaviours**

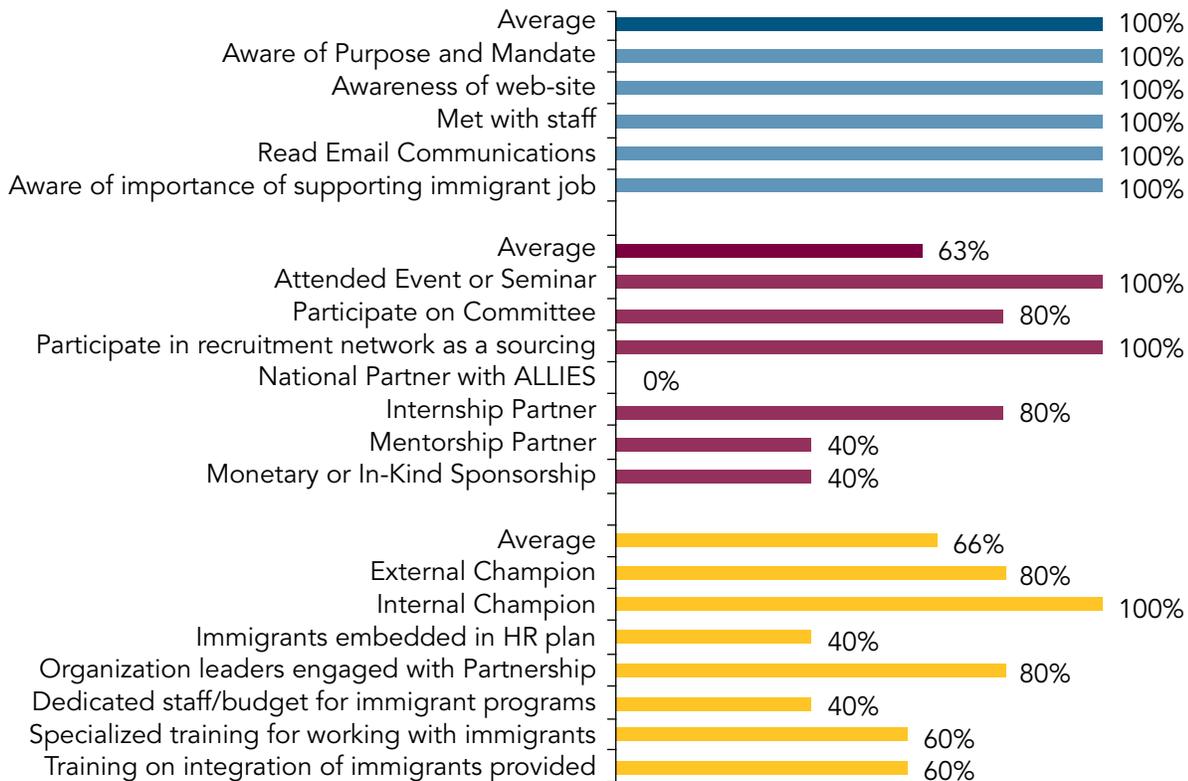


Of particular interest in reviewing the behaviours, was the relatively low level of involvement in Mentorship and Internship, programs which are specifically targeted towards employers as a means to be active and get involved in immigrant hiring.

Employment service providers were surveyed using an almost identical list of desired behaviours. As noted previously, five employment service providers were interviewed. Figure 8 summarizes the behaviours reported by these participants.

**Figure 8. Summary of Employment Service Provider Behaviours**

### Desired Employment Service Provider Behaviours (n = 5)



Employment Service providers demonstrated an awareness of 100% of the Immigration Partnership's mandate and communications. Additionally, they had all attended an event or seminar provided by the Immigration Partnership. At this point they do not have a relationship with ALLIES<sup>6</sup> (Assisting Local Leaders with Immigrant Employment Strategies) but this is not unusual, given they typically work for not-for-profit organizations.

### **Most Significant Change**

The Working Action Group was presented with 17 employer stories for discussion at their September 2012 meeting. It was a challenge for members to choose one representative story as a number of variable themes emerged from the discussion. The sense-making that emerged focused on the reality that large employers do not necessarily need the Immigration Partnership to source talent for them but they do require assistance in understanding how to navigate employment services. There was also a strong recognition of the importance of connecting with small and medium-sized employers to help them understand the business case and to source talent. "One-size does not fit all" was definitely a take-away message from this discussion. However, two stories were chosen that resonated most with their experience to date:

#### **“ From painful birth...**

In the last three months I have seen the Immigration Partnership reaching out and having more engagement with the community. It has moved beyond working with those who are politically/socially connected to it. This is significant because it is important to integrate and embrace immigrants within employment sectors.”

“ I am seeing the Immigration Partnership stronger than WRIEN. There are still things to sort out and momentum to build with the Working Action Group. I would, once again, highlight awareness and education as being significant.”

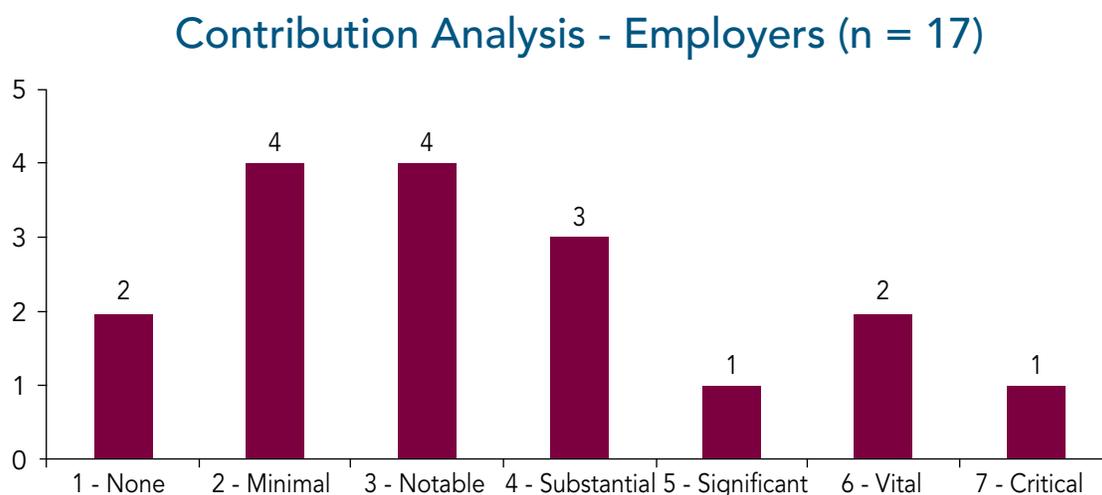
<sup>6</sup> ALLIES is a project jointly funded by Maytree and The J.W. McConnell Family Foundation. ALLIES supports local efforts in Canadian cities to successfully adapt and implement programs that further the suitable employment of skilled immigrants.

There were five Employment Service providers interviewed for the evaluation. Of these, two change stories were provided. The remainder of the participants indicated they had not seen any significant change in their community or in their work. These stories and responses were taken to the Immigrant Employment Awareness group for discussion and the group indicated that unfortunately it was too early for them in their groups' development to identify a most significant change story. As a result, a story was not chosen.

### Contribution Analysis

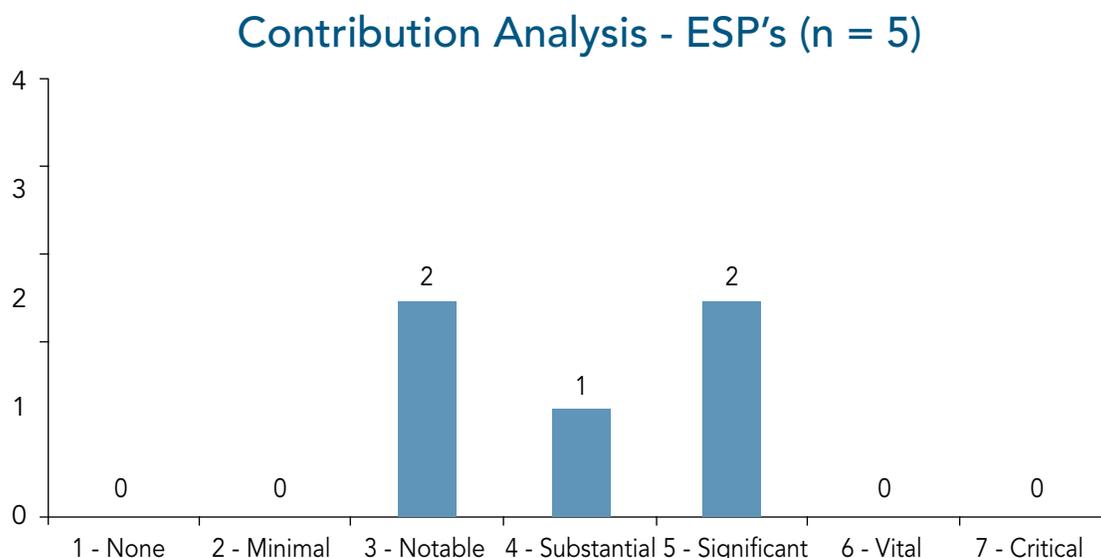
Employers were asked to rate their perception of whether the Immigration Partnership adds value to their work. Using the rating scale on page 14 each employer was asked to provide a rating of the contribution of the Immigration Partnership activities to their work. Ratings from employers ranged from 1 – 7 and are described in the chart below. The average rating for employers was 3.4 which translates to “notable” on the scale. One-third of the respondents indicated that the Immigration Partnership had made no impact or minimal impact on their work. This will be a good baseline to revisit in future evaluations.

**Figure 9. Contribution Analysis – Employers**



The five Employment Service Providers who were surveyed provided an average rating of 4 when asked about the Immigration Partnership's contribution to their work. Responses ranged from notable (3) to significant (5), as illustrated in the chart below.

**Figure 10. Contribution Analysis – Employment Service Providers**

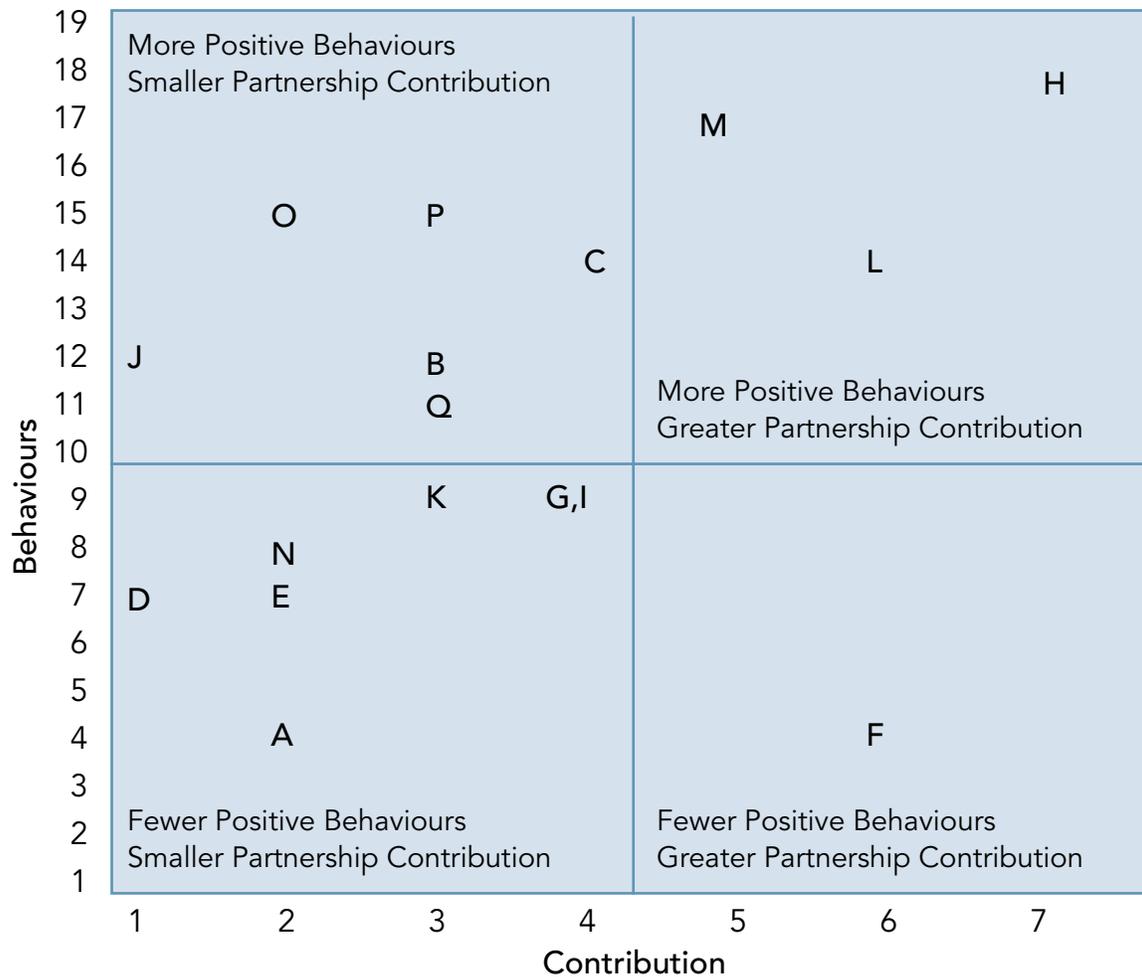


In contrast to other cohorts, the Employment Service Providers surveyed could not identify a most significant change story, yet consistently identified through the contribution analysis the Immigration Partnership has had an impact on their work.

### **Contribution and Behaviours – Employers**

When examining employer contribution ratings and the number of manifested behaviours there is a relatively even distribution related to behaviours. Approximately half of employers have more than 10 behaviours of the 19 categorized while half have less than these behaviours. With respect to contribution there is a less even distribution of these ratings with more employers rating a contribution of less than 4. The distribution of all the survey participants is summarized in Figure 11 (each letter anonymously represents an employer).

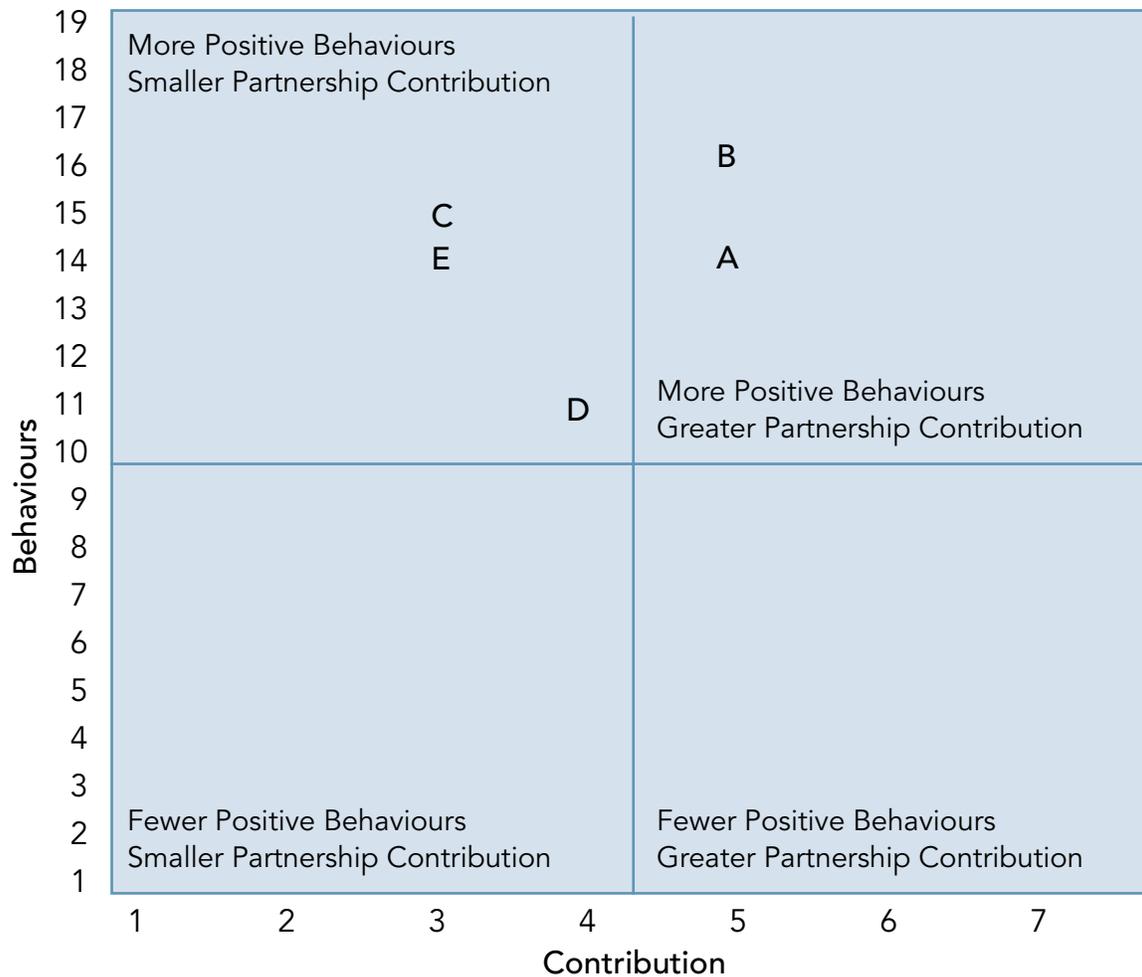
**Figure 11. Employer Behaviours and Contributions**



**Contribution and Behaviours – Employment Service Providers**

When examining the contribution ratings and the number of manifested behaviours for employment service providers there is a relatively uneven distribution related to behaviours with all providers clustered above the midpoint of 10 behaviours. With respect to contribution there is an uneven distribution of these ratings with employment service providers rating a contribution of between three and five. The distribution of all the survey participants is summarized in Figure 12 (each letter anonymously represents an employment service provider).

**Figure 12. Employment Service Provider Behaviours and Contributions**



***How will Lilliana’s experience be different?***

If Lilliana were to arrive in Waterloo region today, her experience has the potential to be different. In 2013, the Immigrant Employment Awareness Group will embark upon a systems mapping process that will resemble the one used by the Systems Mapping Team. This will create the foundation for discussions about how the system of employment supports can be integrated so Lilliana has seamless and equitable access to supports, delivered in a consistent fashion across all providers. The goal of the Immigration Partnership is to create a bridge between employment services (supply) and employers (demand), whereby opportunities are presented in a consistent fashion to the entire pool of potential candidates, in a manner in which it is possible to match candidates and track outcomes.

With respect to Lilliana's contact with employers it is anticipated she will be entering workplaces where employers are aware of the value newcomers add to their teams and businesses. Employers will have access to training that assists them to critically assess their hiring practices and the on-boarding of new employees. There will continue to be a strong focus on Internship and Mentorship programs, and the value they bring to employers and newcomers. Lilliana should be able to develop professional networks that will assist in her job search.

## ***Belonging Pillar***

### **The Current State**

#### **Rahma's Story**

Time is flying. In the twinkling of an eye, I have been living in Canada for more than three years. Thinking back to the days of my first arrival, I can hardly believe I am so happy and satisfied with living in such a wonderful country.

I had been operating my own company for more than ten years before I came to Canada. I had travelled all over the world talking business and meeting different people. When I decided to immigrate to Canada and collected my luggage, I was full of confidence I was ready for a new life. After 15 hours flight, I finally arrived in Canada. When I stepped out of the plane, looking at the blue sky, smelling the fresh air. I thought I had made a right decision.

Things were totally changed after one week. As a newcomer, I needed to go to various government departments to apply many cards. When I tried to call them to ask some questions I got the answering machine that really made me confused. Occasionally I was lucky to reach somebody, I could hardly understand their American English. I used to be so proud of my English. But my confidence was totally disappeared at the moment of putting down the phone. I dared not to talk with people; I dared not to go to anywhere. I was full of sadness, disappointment and frustration. I was thinking to escape back to my home country in one second.

It was an unexpected turn when I was introduced to a local settlement agency. I still remember my first visit to their office, I was so warm welcomed by the receptionist. I was told they are an organization sponsored by government that helps newcomers free of charge. They have many advisors from different background to help different people. I was surprised that my advisor came from my country. She answered most of my questions and explained most of my doubts. For the first time I felt at ease in a new country.

First I was guided to go to an ESL program to improve my English. I started from level 5, my level had improved to level 8 after two years' study. Now I don't feel nervous at all while talking with people on the phone. Can you believe that I'm a volunteer to teach seniors English now?

Later my settlement worker introduced us to a Canadian family to help us to settle down. In spring, we went out for hiking. In summer, we had picnic in the park. In autumn, we joined their party. In winter we celebrated Christmas together. I have learned a lot from them about Canadian culture and tradition. I felt more confident to deal with Canadian and felt more comfortable to living here.

Besides above, I have been getting emails from my settlement worker to introduce many presentations and programs telling newcomers how to settle down in Ontario, how to find a job, how to pay tax, how to drive in winter, etc. All these make me feel to be supported by this country and to be involved in this country.

Three years is not long time during our whole life and it passed very fast. I really appreciate Canadian government to help me to adapt to this new country in such short time. Canada is an amazing country. It looks like a cup of coffee, you need to drink slowly by slowly. The more you drink, the more fragrance you will feel.

## What we are doing

Rahma's story illustrates the challenges newcomers face as they attempt to adjust to life in Waterloo region. It is challenging to navigate systems, but it can be even more difficult without help and support. Rahma's story also illustrates the importance of making new connections and accepting belonging is a two-way process that involves both newcomers and those who have been here for a longer period of time.

The Belonging Action Group has been meeting since June 2011 and has created a working definition of belonging that guides their work:

**"Belonging is an essential human need to be accepted and valued by others to reach one's full potential in connecting, participating, integrating and thriving within the life of the "community".**

The Belonging Action Group has co-hosted a number of awareness events, including two Dialogues on Diversity (with the Region of Waterloo) and a Conversation Café Series (with Leadership Waterloo Region). One of these events was the starting point for a project to measure immigrant participation on Boards. An ad hoc group was created to count the current level of participation on Boards of non-profit agencies. This project will engage non-profit agencies and increase their awareness of and access to immigrants who can offer richness and diversity to their boards. At the same time, awareness of the need to provide newcomers with training regarding civic participation and leadership opportunities is increased. Another group has been convened to create a consistent curriculum that can be delivered in collaboration among partners, across all of Waterloo region.

The Belonging Action Group has also identified the need to create stronger connections with informal support networks in the community, in order to ensure the Partnership is as strong and inclusive as possible. Given that only 60% of newcomers access settlement services it is imperative informal support networks have access to information and opportunities to share these with the newcomers they are supporting. Another ad hoc working group has been struck to develop a comprehensive list of all of the informal supports and they will be brought together within the Immigration Partnership to begin to network, learn and work together.

The Belonging Action Group has been a lively, involved and outspoken group. They have demonstrated their strong commitment to the Immigration Partnership through their active involvement in all of the activities described above. In order to ensure every member of the group had an opportunity to provide evaluative feedback, we surveyed the entire Belonging Action Group. In total, 26 members were offered the opportunity to participate and 16 members were available to be interviewed during the month of August, 2012.

## **What has changed?**

Initially there was some skepticism from members of the community and the Belonging Action Group with respect to the value of co-hosting dialogues and conversations. A number of Partnership members expressed frustration that people “have been talking for years” and it is time to take action. Thankfully, the skepticism did not prevent members from participating wholeheartedly and the dialogues were seen as a significant early success for the Immigration Partnership. Between 80 and 100 members attended each event, and there was a recognition that new people being brought into the conversations enhanced their value.

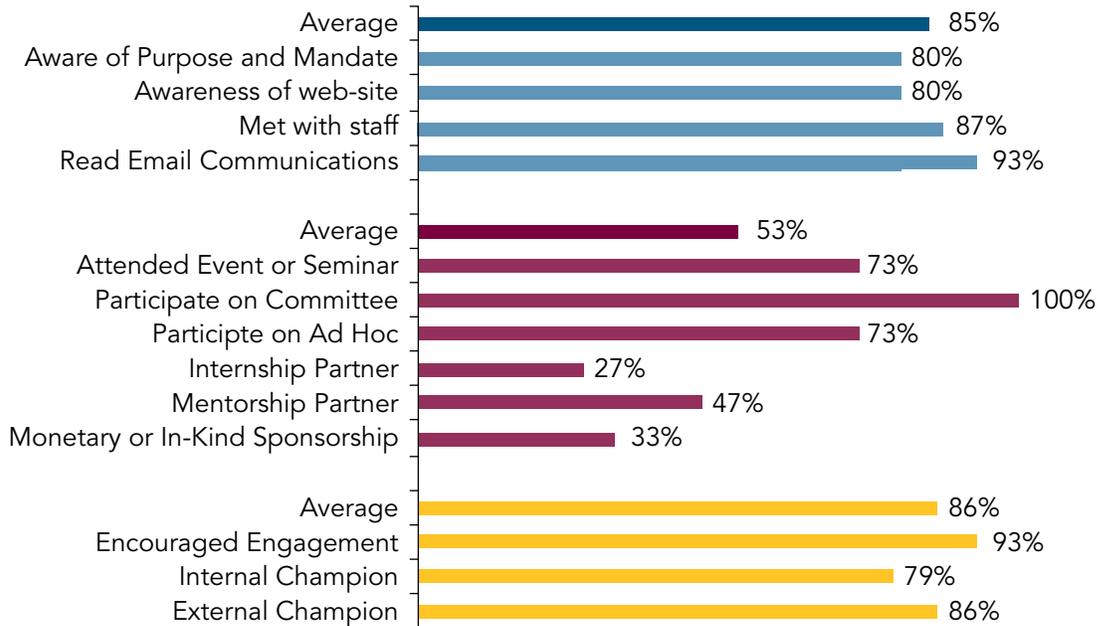
One of the exciting challenges of the Belonging pillar is its mandate and purpose is very broad. At times, it can seem daunting in terms of “where to start” and it is freeing as there are fewer “musts” and the Action Group can design its action plan with a significant amount of latitude. The Belonging Action Group has managed to define specific priorities and action steps to guide its process, and has maintained and enhanced its commitment from members. A solid foundation has been built that will serve the community well as it seeks to ensure that all newcomers to Waterloo region are welcomed and integrated.

## **Outcome Mapping**

Members of the Belonging Action Group demonstrated a strong awareness of the Immigration Partnership and reported behaviours that showed a strong commitment to the Immigration Partnership. Level of involvement, which averaged 53%, was on par with the Settling Action Group. Results are shown in Figure 13.

**Figure 13. Summary of Belonging Action Group Desired Behaviours**

### Desired Partner Behaviours (n = 16)



The lowest ranking behaviours were partnering in the Internship program and providing monetary or in-kind sponsorship. Given that a number of members in the Belonging Action Group are community members, not necessarily linked to organizations; it is understandable they have less ability to offer internships or to provide sponsorship. While the level of awareness is high at 83% it is lower than the Settling Systems Mapping team (95%) and the Employment Service Providers (100%) and there is an opportunity to provide more information to members of the Belonging Action Group.

## Most Significant Change

The members of the Belonging Action Group provided a varied number of stories that reflected their most significant change. When the Action Group met in September to analyze the stories there was a lot of discussion. The members were divided into three small groups for discussion and each given five or six stories to discuss. Two groups were able to choose one story to put forward for the larger discussion and one group chose two stories. During the large group discussion members expressed concern about choosing one story to represent their experience of change as they felt there were a number of different elements that needed to be reflected and these were captured in a number of different stories. As a result, the Action Group has put forward four stories that are reflective of their experience in the Immigration Partnership.

### “ Hope and Empowerment

Immigrants feel they have permission to talk about the hard issues (without reprisal), open to constructive problem solving ideas with other members of the committee. I get a sense they trust the process and see improvements and the process is moving according to the various paths (how they arrived to Waterloo region) people bring to the process. However communicating the process of “things take time” in a world of “instant results” the Immigration Partnership needs to explain the “process” to New Canadians. This is significant because it offers hope and a better tomorrow, to reduce trauma and creates results but in a process. I am seeing the change that is happening.”



### **Building Bridges**

Immigration Partnership does not create a world but uses the world that is there (all the information and people) – builds on work already created – structures already exist and we need to build bridges for immigrants to cross to secure their future.”



### **Similarities are greater than differences**

(because when working with immigrants you see the similarities)

Seeing that there are more immigrants on the action groups and I feel that there is great support from the Region to make changes. I have noticed a sharing of information with regards to community activities and Immigration Partnership members. This is significant because it is nice to see that immigrants are participating and becoming active in their involvement.”



### **Partnership = Communication**

The ease of working together, still work on communication and sharing however now there is an avenue for these discussions. Would like to know what the Working and Settling pillar is doing and their goals and how is its involvement with Belonging. This is significant because having a sense of what organizations are doing and how to achieve more and limit assumptions of what is being done/should be, limits gaps in service. How all 3 pillars fit with each other and how do we complement each of the pillars involved including the numerous staff involved within members’ particular organizations.”

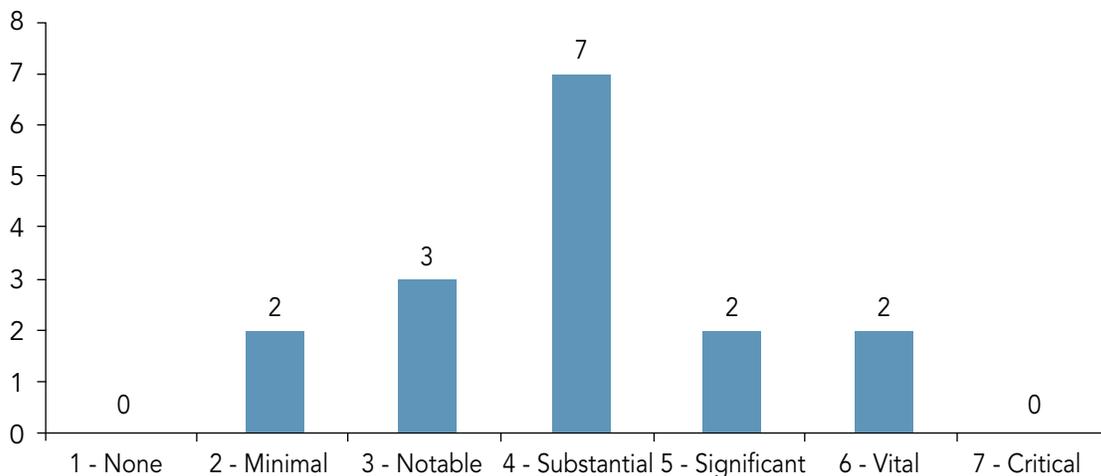
## Contribution Analysis

Members of the Belonging Action Group provided ratings of between two and six in terms of the value they perceived the Immigration Partnership created with respect to their work with the average of responses being 3.9/7. Almost half of respondents indicated the Immigration Partnership had provided a substantial contribution to their work. The remainder of the respondents were relatively evenly split across the other ratings. Figure 14 summarizes the distribution of ratings for the contribution analysis.

**Figure 14. Contribution Analysis – Belonging Action Group**

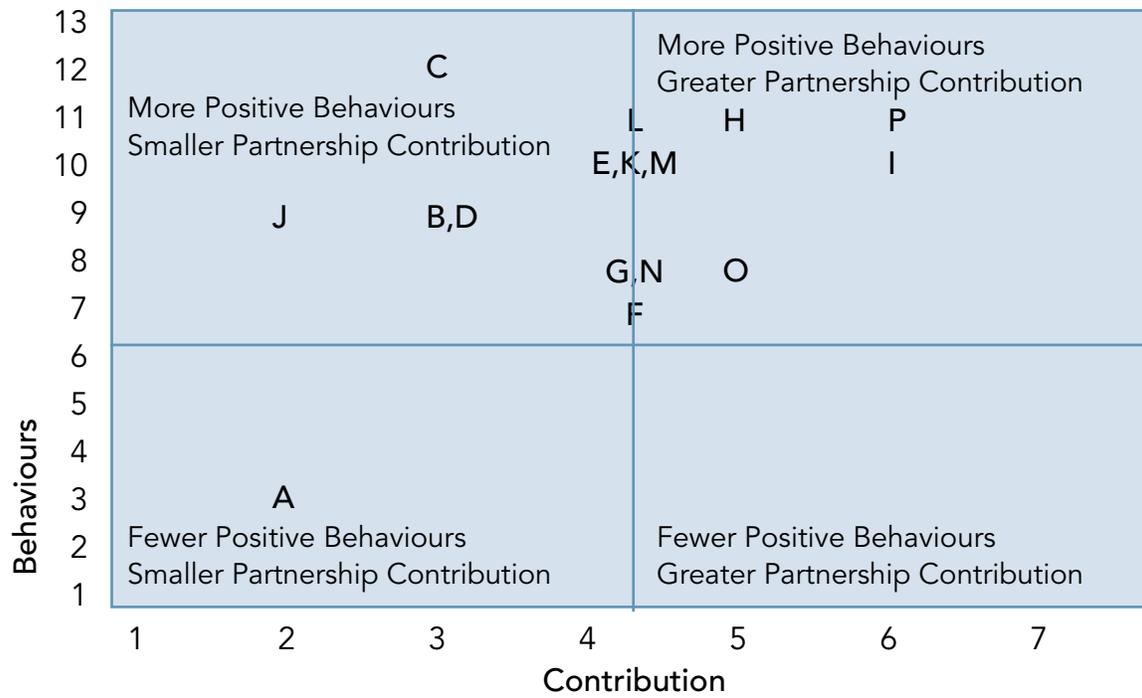
### Contribution and Behaviours – Belonging Action Group

#### Contribution Analysis - Belonging (n = 16)



When mapping the desirable behaviours for the Belonging Action Group, the majority of respondents have landed above the mid-point in behaviours demonstrated. In terms of contribution, as noted earlier, there is a cluster of respondents who rated contribution as significant and the others are relatively evenly spaced between two and six. When looking at the chart below, it is clear that participants cluster into two categories: more positive behaviours and either a smaller or greater partnership contribution rating. The distribution of all the survey participants is summarized in Figure 15 (each letter anonymously represents a service provider).

**Figure 15. Belonging Action Group Contribution and Behaviours**



***How will Rahma’s experience be different?***

As a result of the work of the Belonging Action Group we can expect Rahma’s experience will change in a number of significant ways. Rahma can expect to enter a community that views integration as a two-way process. The system of informal supports will be engaged within the Immigration Partnership and Rahma will be encouraged to connect with the informal supports in her community. These informal supports will be involved in the Immigration Partnership’s efforts to create a welcoming community and supported in their organizational goals.

Rahma can expect a community where organizations include newcomers in decision-making roles on their boards of directors. Rahma will be given the support and tools she needs to participate in the civic life of her community. Creating a welcoming community where all members feel valued will not happen quickly but it can happen through the efforts of a broad group of stakeholders engaged through the Belonging Action Group.

## Qualitative Results

### ***Contribution Analysis***

During each interview, participants were asked to provide narrative information about why they chose the contribution rating they did. When reviewing the comments, a number of themes emerged. The most frequently mentioned rationale for providing a contribution rating was participants' knowledge of issues related to immigration had increased. Secondly, a number of recipients indicated they were having more dialogue and conversations and their connections to the community had increased. Thirdly, participants noted the Immigration Partnership had created value for them as they were working with others to address needs and fill gaps. Fourth, some participants noted value was achieved as their awareness of other services in the community had increased. Lastly, value had been created because they felt valued and that their input into immigration issues mattered.

### ***Role of the Immigration Partnership***

All participants were asked to provide input into what they believed the role of the Immigration Partnership should be going forward. These responses were themed and a number of concrete directions emerged:

- Continue to offer opportunities for learning and dialogue (Educate)
- Be the "go-to" hub for information, knowledge and planning support, especially with respect to how the system works (Inform and Facilitate)
- Continue to engage broadly with the community, especially in reaching out more broadly to stakeholders (Engage)
- Develop and distribute communication materials (Communicate)
- Focus on immigration policy issues (Influence and Advocate)
- Provide concrete tools, particularly as they relate to hiring (Educate)

A clear theme that emerged from the feedback provided was that participants see the Immigration Partnership as a hub for information, knowledge and planning support for issues related to immigration. The first two roles were by far the most frequently mentioned roles and it is clear members see value in the education, information and facilitation the Immigration Partnership has provided. While education and information certainly exist within the community, the Immigration Partnership is able to act in a central, neutral, organizing manner to ensure information and training is provided across the region, to a variety of stakeholders, and is able to support education and training both with financial and planning resources.

The third and fourth most frequently mentioned roles were focused on engagement and communication. A number of participants identified through their Most Significant Change Stories and other narrative comments they perceived the Immigration Partnership had had some success in engaging stakeholders more broadly than had been anticipated. However, there was strong encouragement from participants to continue to make this a focus of the work of the Immigration Partnership and to continue to foster relationships that will help the Partnership to meet the needs of newcomers. Additionally, a recurrent encouragement that arose from participants and indeed, throughout the year, was the need for the Immigration Partnership to be more effective in its communication with stakeholders. The Partnership has recognized there is a need for a strong communications plan and has taken steps to address this with the temporary addition of a Communications Coordinator.

As numerous discussions have occurred at different meetings of the Immigration Partnership over the 2011 – 2013, there has been a strong desire on the part of many members that the Immigration Partnership have a role in influencing immigration policy issues. The Immigration Partnership Council has worked diligently to define its role in this regard and will continue to maintain this as a focus. It was clear that participants continue to see this as an important role for the Partnership. They indicated they wish for the Partnership to be a positive voice in the community regarding the value of immigrants, especially as the discourse is becoming more negative towards newcomers.

Lastly, a number of participants, particularly employers, indicated they would appreciate having the Immigration Partnership extend its focus on education and training by providing tools that will support their recruitment and on-boarding efforts. A number of participants noted it is important to begin to go beyond basic training and provide more in-depth options.

### ***Concerns and Opportunities***

During each interview there was a strong emphasis placed on encouraging participants to be frank in their dialogue. Staff worked diligently to ensure participants were aware they were open to negative and challenging feedback and this was seen as helpful in ensuring the Partnership evolved.

While members did share some concerns, it was difficult to find themes that emerged from the feedback that were endorsed by more than one or two participants. One theme that did emerge during data gathering through the Most Significant Change stories and Contribution Analysis was that while a number of participants have not seen many changes happening to date, they see momentum developing and are encouraged the Immigration Partnership is generally moving in the right direction.

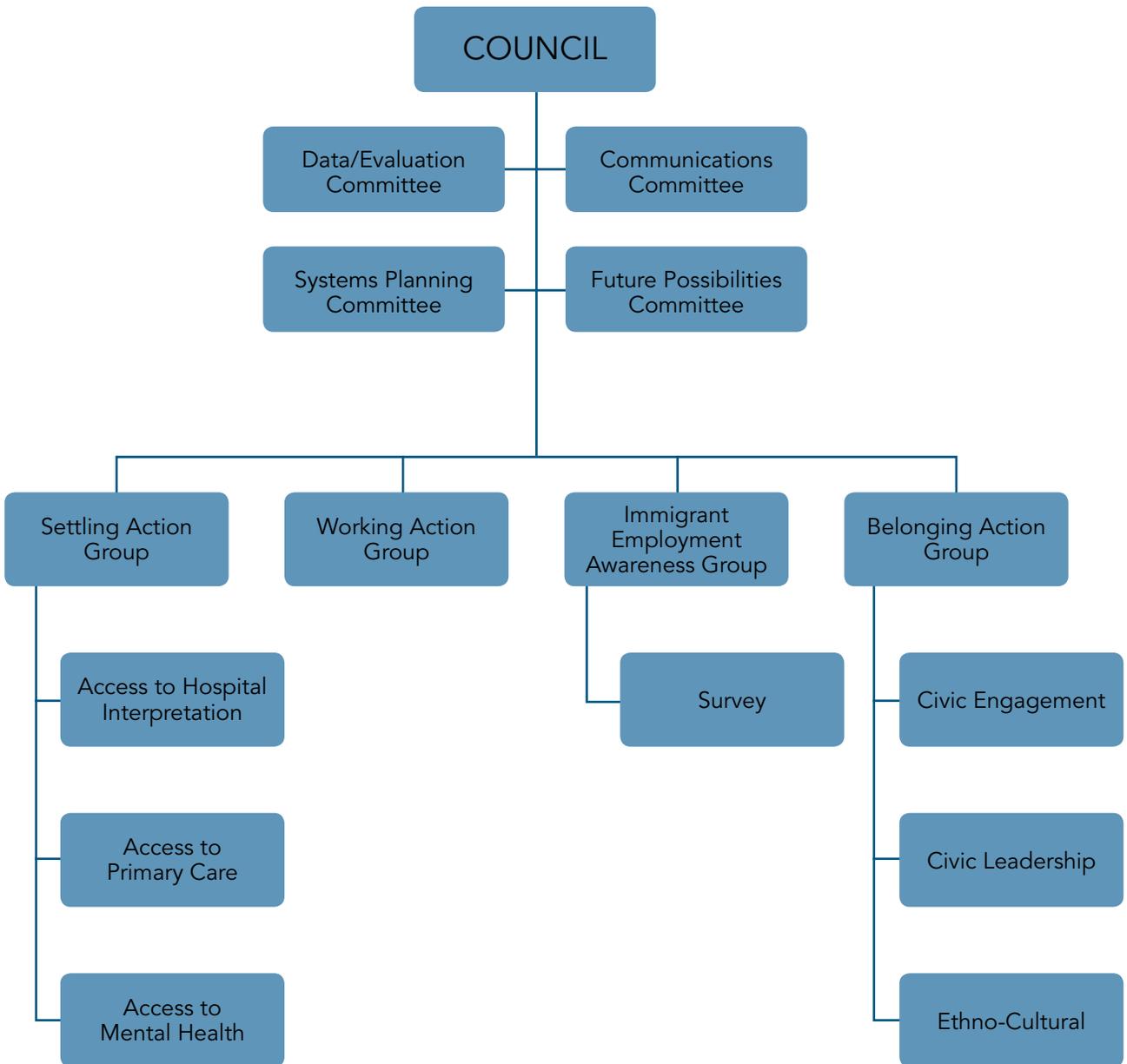
A few participants mentioned concern regarding the separateness of the pillars and cautioned the Immigration Partnership needs to be careful not to create silos of its own. This was most frequently mentioned within the context of a communications issue and participants were keen to see the communication linkages between the pillars increased.

A small number of participants indicated the Immigration Partnership needs to be clearer on its purpose and impact. Given the complexity of the issues that are being addressed, this is feedback that needs to be considered both from a communications perspective and from an implementation perspective.

## Summary

The process of completing a developmental evaluation within the Immigration Partnership has provided valuable and timely feedback in its early stages of development. One of the primary goals of the first year of implementation of the action plan was to gather evaluative data that would help to determine whether the Partnership was “headed in the right direction”. There was a strong desire to go beyond output-based indicators and try to determine the stories behind the numbers. The results of this first round of evaluation indicate the Partnership is headed in “roughly the right direction”. Additionally, Immigration Partnership staff and members have learned more about complexity and the importance of ongoing DE throughout this process. A baseline has been created that will allow the Immigration Partnership to continue to assess its progress in engaging the community develop effective solutions to help newcomers settle, work and belong in Waterloo region.

## Appendix A: Immigration Partnership Organizational Structure



## Appendix B: USER, QUESTIONS, USES

The central feature of a utilization-focused evaluation is that it be organized to (a) address the priority questions of (b) primary users in a way that (c) helps them with their primary use. This improves the probability that the results of an evaluation are used. Being clear about the Immigration Partnership’s “use clusters” is a first step to developing a customized evaluation strategy.

The Immigration Partnership’s first and primary use cluster is an internal one: the Immigration Partnership Council, Work Team and staff who are interested in evaluative data that they can ensure that they have an effective statement of impact and theory of change.

### Use Cluster 1: Internal Stakeholders

User	Questions	Use
Immigration Partnership Council	To what extent are the Immigration Partnership activities contributing to progress in the Immigration Partnership’s domains of outcomes?	To revise – if appropriate – the Immigration Partnership’s statement of impact and theory of change.
Immigration Partnership Staff	What are the emerging mechanisms that the Immigration Partnership uses to “make change”? What works for whom, in what context and why?  Do the benefits of the Immigration Partnership investments compare favorably with the costs?	To adjust – if necessary – to how the Immigration Partnership organizes its work and makes change.

The second use cluster is the organizations that fund the operations of the Immigration Partnership. These organizations are interested in assessing the extent to which the Immigration Partnership Council and Staff are using funds wisely, implementing the activities in the proposal and making a satisfactory level of progress on their goals and objectives.

## Use Cluster 2: Funders

User	Questions	Use
Citizenship and Immigration Canada (CIC)	Is the Immigration Partnership using funds wisely?	Should we sustain, adjust or suspend our financial support to the Immigration Partnership?
Ministry of Citizenship and Immigration (MCI)	Is the Immigration Partnership implementing the activities laid out in the proposal and workplans?	
Region of Waterloo (ROW)	Is the Immigration Partnership making a satisfactory level of progress on their goals and objectives?	
United Way Kitchener Waterloo & Area		

The third use cluster focuses on a broader audience: issue stakeholders. This refers to the (in)formal leaders, organizations and networks that represent immigrant communities, government agencies that shape policy that affects the lives of immigrants, agencies that provide them service, and businesses and labour market intermediaries (e.g. professional associations) that affect their employment.

### Use Cluster 3: The Issue Stakeholders

User	Questions	Use
Immigrants and Refugees	Does the Immigration Partnership make it easier for Immigrants to settle in Waterloo Region and access services?	Does the collaboration created through the Partnership make a significant difference to the community (is the sum of the whole greater than the parts?)
Settlement Service Providers		
Employers/ Business	Does the Immigration Partnership facilitate linkages between employers and immigrants that result in increased employment opportunities?	
Employment Service Providers		
Education	Is Waterloo Region a more inclusive community as a result of the Immigration Partnership?	
Health Care		
Municipal Government		

The challenge for the Immigration Partnership staff and Council is to be able to customize their approach to evaluating and communicating the results in order to ensure that each cluster of users gets the kinds of data they need to answer their questions and to help them make the decisions they need to make, when they need to make them.

## **Appendix C: SURVEYS**

\* This survey is provided as an example survey from the Settling Action Group. Other surveys from the Working and Belonging groups are available on request.

### **Preface**

Thank you for agreeing to meet with me and answer some questions about your knowledge and experience of working with immigrants and your relationship with the Immigration Partnership. I anticipate that this interview will last 30-45 minutes and appreciate any information you can provide. Your feedback will provide us with some valuable insight into the nature of your work and how the Immigration Partnership can better connect immigrants and our community.

Your answers are completely confidential and will be coded and recorded without names. The possible exception to this is your response to one question about your most significant change: if we feel your answers may be useful to share with others, we will contact you about the specific information we'd like to share and ask for your formal permission.

Do you have any questions about the interview? If not, let's begin.

### **Warm Up**

1. What is your role in your organization?
2. How long have you been aware of the Immigration Partnership?

## Stakeholder Activities

We are interested in the ways that you learn about supporting immigrants within our community. I am now going to read a list of activities that you might be involved in. When I mention one that you are involved in, please describe how you have been involved. Are there any questions? If not, let's work through the list.

1. In the last year, have you: [See Attachment A]
2. Now that we have finished the formal list of activities, are there ways that you have learned about activities within the Immigration Partnership not on this list? If so, what are they?

## Most Significant Change

We'd now like to get a sense of what – if anything – stood out for you amongst all these activities.

1. Since the inception of the Immigration Partnership, what is the most significant change you have seen in your community as it relates to including immigrants?
2. What is the most significant change you experienced over the last year as a result of working with the Immigration Partnership?

Probing Questions (optional):

- What was the challenge you were trying to address?
  - How do you connect with immigrants?
  - What were the results?
3. Why is this example so significant to you?
  4. If you were able to give this change story a title, what would it be?

## Adding Value

The Immigration Partnership staff are always interested in helping its partners in the community develop innovative and proactive solutions and immigrants feel a sense of belonging in Waterloo Region.

1. When you reflect upon all your work with immigrants in the last year, and your involvement with the settlement systems mapping project, how would you rate the contribution of the Immigration Partnership activities to your work using the following scale. [Hand them the handout to rate it them-selves and copy the answer here.]
2. Why would you rate it this way?

1 None	2 Minimal	3 Notable	4 Substantial	5 Significant	6 Vital	7 Critical
I would have made these changes without the contribution of the Immigration Partnership.			I would have made these changes anyhow, but the contribution of the Immigration Partnership prompted me to make them on a different scale, quality of product, pace etc.			I would not have made these changes without the contribution of the Immigration Partnership.

3. As we move forward into the next year, what are your major objectives in relation to helping immigrants in our community settle, work and belong? Can we set some tangible goals for how we can work together over the next year?
4. How can the Immigration Partnership help achieve these objectives?

## **Additional Questions**

Thank you for your responses. We have completed our questions. Are there any questions or comments that you would like to raise?

## **Close**

While this is the end of the interview, we may connect with you quickly to clarify or elaborate on one of your answers after we review the responses in more detail.

In the meantime, you may want to make additional comments on any of the topics we covered today. If so, please feel free to contact me at: \_\_\_\_\_ [Or hand out business card].

Thank you once again for your time, connection to the Immigration Partnership and commitment to the Goals of the Settling Action Group.

## Attachment A:

### Settling Action Work Group Progress Markers

**OBJECTIVE:** To measure the engagement work of the Immigration Partnership in order to create and champion solutions to better integrate immigrants in the Region of Waterloo.

**AWARENESS** (of the Immigration Partnership, and the need for better integration of immigrants into the community and labour market)

	Individual(s) receive and read Immigration Partnership emails
	Immigration Partnership staff has met with representatives of organization
	Individual(s) is(are) aware of the web site
	Individual(s) is(are) aware of the purpose and mandate of the Immigration Partnership

**INVOLVEMENT** in events

	Individuals(s) have attended networking events and/or seminars delivered by the Immigration Partnership (color me, Dialogue on Diversity, Belonging – Conversation Café)
	Partner in the Mentorship Program
	Partner in the Internship Program
	Participate on an Immigration Partnership committee
	Participate on an Immigration Partnership Ad Hoc Committee
	Monetary or in-kind sponsorship of Immigration Partnership events and activities

**COMMITMENT** (implementing internal and sectoral organizational change)

	External champion – make connections; broker relationships between Immigration Partnership and new organizations/agencies; media spokesperson
	Internal champion – move their organization to more/better participation; can make decisions for their organization
	Encouraged Leaders across the community to engaged with the Immigration Partnership