

December 20th, 2016

Chalo Hancock
Executive Director
206-563 Dundas Street East
Toronto, ON M5A 2B7

RE: Our evaluation of UforChange

Dear Chalo,

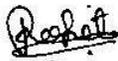
By virtue of this letter, we are pleased to provide a summary of our analysis of your social impact and overall model that emerged in our work with you in July 2016.

As you know, we were engaged by UforChange to perform a basic evaluation of the organization and its programs. Specifically, we looked at what UFC is trying to accomplish with respect to its community, then constructed an evaluation framework and applied that framework to data provided by the organization (on Cycles 10 and 11 of the programs).

Through this exercise, we found that in terms of developing professionally applicable skills and fostering relationships between youth and their mentors, UforChange programs have worked extremely well. With both core programs and workshops, young people offer almost unanimously favourable feedback. The programs met their numerical targets of matching youth with mentors and the youth reported that, following the program, they had a better understanding of the importance of mentorship. Additionally, the programs appeared to have a positive impact on youth continuing to pursue growth following involvement in the program. A significant number of youth reported taking such actions as enrolling in post-secondary education, pursuing internships, increasing their volunteering, etc. In our evaluation report we have provided detailed findings and have also offered recommendations to help UforChange further its mandate.

Lastly, let me offer a personal observation. In our work over the last 12 years in Canada and in 13 other countries, we have rarely seen such a depth of engagement and potential for community impact in such a modestly-resourced organization. Your team and your board should be proud of what you have been able to accomplish and our community can only benefit from your ongoing efforts to replicate, expand and scale your model.

Yours truly,



Rohit Saxena
Senior Consultant

UFORCHANGE: EVALUATION STUDY

SUMMARY REPORT

JULY 2016



Mendicant Group **U^FOR CHANGE**

Executive summary

UforChange (UFC) is a nonprofit organization, founded in 2006 that runs a range of arts-based programs to help young people. Mendicant Group, a Toronto-based social consultancy, was engaged in 2016 to perform a basic evaluation of the organization and its programs. Specifically, we looked at what UFC is trying to accomplish with respect to its community, then constructed an evaluation framework and applied that framework to data provided by the organization (on Cycles 10 and 11 of their programs). Analysis of this data allowed us to identify trends with respect to performance and make observations/recommendations that UFC may wish to consider as it designs and delivers its programs in coming years.

What we found:

In terms of developing professionally applicable skills and fostering relationships between youth and their mentors, UFC programs have worked extremely well. With both core programs and workshops, young people offer almost unanimously favourable feedback. The programs met their numerical targets of matching youth with mentors and the youth reported that, following the program, they had a better understanding of the importance of mentorship.

The programs appeared to have a positive impact on youth continuing to pursue growth following involvement in the program. Numerical targets in these areas were met and a significant number of youth reported taking such actions as enrolling in post-secondary education, pursuing internships, increasing their volunteering, etc., although data did not allow us to directly attribute these outcomes to involvement in the UFC program.

While UFC programs were intended to improve personal growth indicators for participants (such as increased confidence and resiliency), our analysis of the data could find no positive results in these areas. Reasons for this could include gaps in the survey methodology or issues with youth screening and intake.

There is an apparent gap between the brand narrative about the social value of UFC, which appears to stress working with youth who lack confidence and/or are confused and lack direction for their future, and what the youth participating in the program actually report. Based on the data provided, young people at the time of intake report a relatively high level of confidence and clarity about their future when they enter the program. In addition, a majority of UFC clients are already working or are in an education program, indicating that they are already positively engaged in society in some capacity.

Our recommendations:

With this in mind, we would recommend that UFC consider implement a more direct evaluation methodology that can more accurately measure the attributes of its clients and the impact the program has upon them, and if our initial findings are supported, either adapt its screening and intake mechanism to better identify and engage youth who lack confidence and direction, or consider altering its model of social change to one that focuses on finding and supporting youth who are equipped to become “community champions” who can then act to change their communities.

About this document

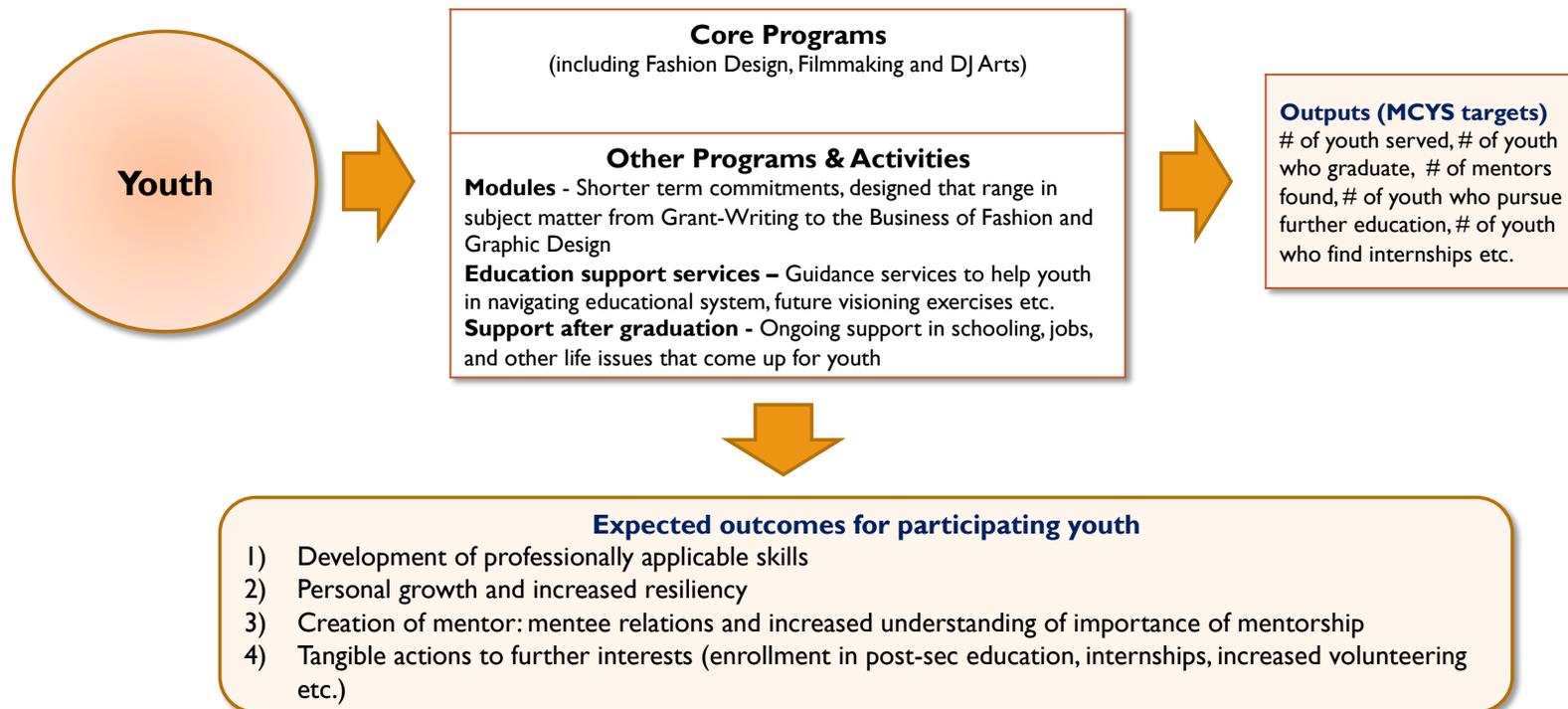
This analysis was commissioned by UforChange (UFC) to evaluate the programs run by the organization. Toronto social consultancy Mendicant Group was engaged to create and implement this evaluation, specifically using data provided by UFC with respect to Cycles 10 and 11 (Year 2014 to 2016) of its programs. No primary research or interviews were undertaken by Mendicant for this evaluation.

This evaluation will inform the strategic plans undertaken by UFC for the coming years and will serve as a starting point for future evaluations. This specific version of the report is a subset and summary of a more detailed report provided to UFC.

The specific focus areas covered in this document include:

- Outline of organizational activities and expected results;
- Evaluation model; and,
- Summary of findings.

Evaluation model: Training offered to youth



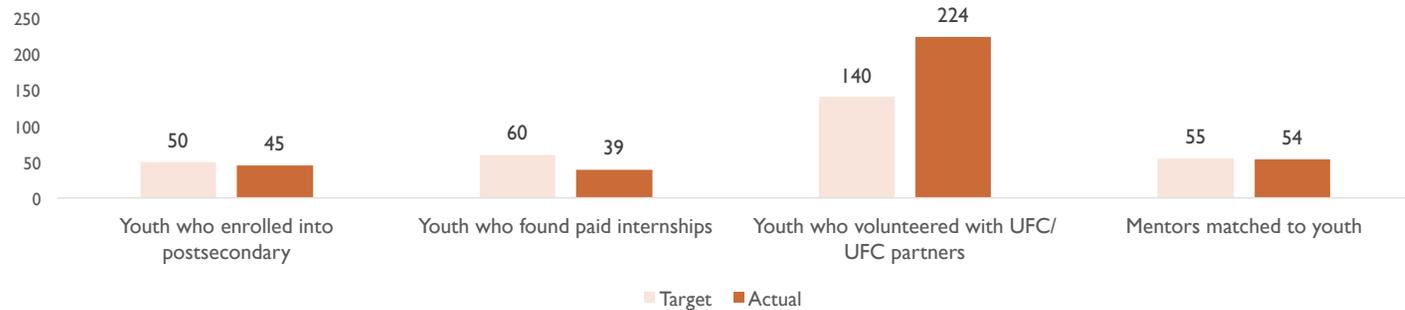
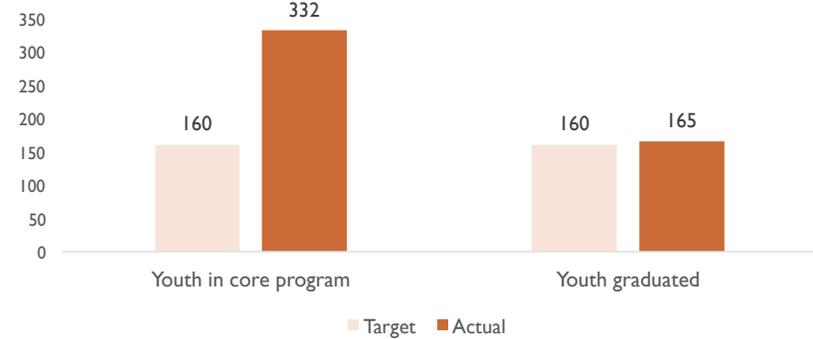
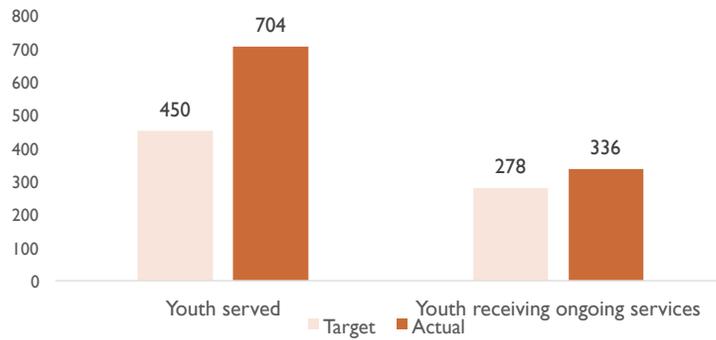
UFC Performance: MCYS data*

Year		Youth served	Youth graduated	Youth receiving ongoing services	Mentors matched to youth	Youth who enrolled into postsecondary	Youth who found paid internships	Youth who volunteered with UFC/ UFC partners	Youth in core program
2014-15 (source: Annual report)	Target	200	80	128	25	25	40	60	80
	Actual	325	85	180	23	25	16	121	165
2015-16 (source: MCYSQ4 Variance Report 2016)	Target	250	80	150	30	25	20	80	80
	Actual	379	80	156	31	20	23	103	167

* Data provided to the Ministry of Children and Youth Services and drawn from UFC annual reports, (2014-16)

UFC Performance: MCYS data

The following charts depict cumulative data for 2014-15 & 2015-16



Core program: Pre & post surveys (cycle 11)

Youth rated the program extremely well for providing professional skills, understanding the importance of mentorship and finding mentors. Youth also reported higher involvement in the community after the program. There is no significant increase in youth confidence and outlook that can be attributed to the program.

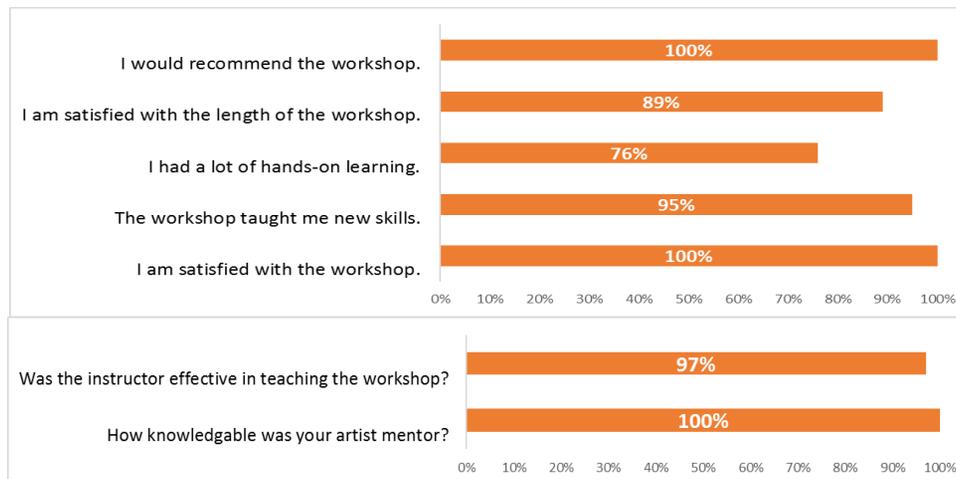
In order to better compare and contrast the survey results, we have scored the responses from five (strongly agree) being the highest to one (strongly disagree) being the lowest and taken an average score of the responses received.

	Cycle 11 Pre-Survey					Cycle 11 Post-Survey				
	1	2	3	4	5	1	2	3	4	5
	Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree	Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree
Personal Development										
I am a goal orientated individual.					4.6					4.7
I am confident I will achieve some or all the goals I have set out for myself.					4.6					4.7
I have the resources necessary to achieve my goals.				4.1					4.2	
I feel good about how my future looks.					4.7				4.4	
Program Results										
Knowledge of program components			3.0							4.6
Confidence in grasping concepts vs grasping concepts				4.4					4.4	
Confidence in delivering final project vs delivering final project					4.5				4.3	
Confidence in receiving tools from UFC vs receiving tools					4.7					4.8
Ability to build relations vs building relations					4.6					4.6
Mentorship										
I currently have an adult/mentor that I look to for guidance.			3.3						4.2	
I find value in having an adult/mentor help me reach my goals					4.6					4.8
I look to my adult/mentor for personal advice as well as professional.				3.7					4.1	
Community Involvement										
I am eager to engage with the community (Volunteering, Attending Comm Dinners etc.)					4.6					4.9
It is my responsibility to help improve the community.					4.6					4.7
I am aware of the important needs in the community.				4.2					4.4	
I have the power to make a difference in the community.					4.5					4.7

Other programs: modules/ workshops in the 6ix

Substantial positive feedback received from youth on workshops

UFC initially experimented with intensives/workshops in cycles 8-9. In Cycle 11 these evolved into a different format called “modules”. Youth who attend these sessions were generally new to UFC (e.g. people drawn from related networks, those from the neighbourhood who heard about them through posters and flyers, people who have interest in the specialized modules offered). Some of these modules also attracted alumni .These modules range from two hour sessions to weekend-long classes, including topics like grant writing, graphic design, advanced DJ, screen printing, leather making, photography, spoken word, sewing and jewelry making.



Percentage of workshop participants who said they Agreed or Strongly Agreed with these statements.

Summary of findings

Outcome Desired	Outputs/Outcomes Recorded	Takeaway
Development of professionally applicable skills	<ul style="list-style-type: none"> For the period 2014-15 & 2015-16, 704 youth were served (target: 450) and 36 youth received ongoing service (target: 278) For the period 2014-15 & 2015-16, 332 participated in core programs (target: 160) and 165 youth graduated (target: 160) For most core programs, graduation rates of youth are 70% to 75%. For film it is 44%. In cycle 11, youth reported a significant positive shift in understanding program elements. In cycle 11, participants provided overwhelmingly positive feedback for all elements of the modules. 	<p>The relevant indicators are extremely positive. The UFC programs are doing a commendable job in providing youth with professionally relevant skills. For both core programs and for workshops, youth have unequivocally reported back that the program has been successful.</p>
Personal growth and increased resiliency	<ul style="list-style-type: none"> In cycle 11, youth reported limited to no personal development increase (pursuit of goals, confidence, future outlook). In cycle 10, most of the youth (70%) invited family and friends to the Vivacity event. In cycle 11, most of the youth (80%) enjoyed the vision board exercise. 	<p>There is no definitive indicator of the UFC program leading to an increase in personal resiliency. Reasons for this could include gaps in methodology or issues with youth intake.</p>
Creation of mentor: mentee relations and increased understanding of importance of mentorship	<ul style="list-style-type: none"> For the period 2014-15 & 2015-16, 54 mentors were matched to youth (target: 55) In cycle 11, youth reported a significant positive shift in having a mentor and looking to a mentor for guidance. In cycles 10 and 11, the artist mentors provided excellent feedback on all fronts. 	<p>The relevant indicators are extremely positive. Apart from accomplishing numerical targets of assigning mentors to youth, the youth have reported an increase in mentors as well as a better understanding of the importance of mentorship.</p>
Tangible actions to further interests (enrollment in post-sec education, internships, increased volunteering etc.)	<ul style="list-style-type: none"> For the period 2014-15 & 2015-16, 45 youth enrolled into post-secondary (target: 50), 39 youth found internships (target: 60) and 224 youth volunteered (target: 140) In cycle 11, in the pre-survey, 71% of the youth reported that they did not need assistance in applying for further studies. 59% of youth reported that they did not need assistance in choosing a path/direction. 	<p>The relevant indicators are positive with room to grow. Targets of volunteerism have been easily surpassed. Targets of internships and enrollment into post-secondary programs have some room for improvement. Methodologically, it is challenging to attribute these outcomes purely to the UFC programs.</p>

Addendum: About Mendicant and our team

Mendicant Group is a social consultancy that helps charities, nonprofits and corporate citizens plan and improve their community impact. Founded in 2005, we have worked for dozens of organizations across Canada and (so far) in 14 countries around the world. We provide a range of services that range from initial social needs assessments and market studies to strategic planning, program design / evaluation. Our approaches are based on best-in-class methodologies and our implementation strategies strongly reflect the needs of the social purpose environment – providing maximum benefit to our clients for an effective cost. We donate 3%-5% of our gross annual revenues to a range of causes in the communities in which our clients operate and are a founding member of the Toronto City Summit Alliance’s DiverseCity Initiative and The Prince’s Seeing is Believing program in Canada. To learn more about our work, you may wish to consult various client testimonials and case studies available at <http://www.mendicant.ca/client-testimonial.html> and <http://www.mendicant.ca/example-of-work.html>.



Alex Gill is the founder of Mendicant Group. He has also moderated the G20 Young Entrepreneurs’ Alliance since its inception in 2010 and was one of 50 nonprofit leaders to be invited to attend Stanford University’s Business School in 2013. He was named one of Canada’s “Social Justice All-Stars” by THIS Magazine in 2015. He teaches part-time in the Graduate School of Politics and Public Administration at Toronto’s Ryerson University and, in 2014, was named that university’s first-ever Social Innovator in Residence.



Rohit Saxena has an MBA from the Schulich School of Business where he specialized in non-profit leadership and healthcare management. He also holds an engineering degree in Biotechnology. Rohit has worked with issues as diverse as political reform, technology innovation and international healthcare. His past work has included leading a project team at Association for Democratic Reforms in India. His recent work has included a role with SickKids International and a range of Mendicant social change projects over the past three years.