end**poverty**
edmonton

EndPovertyEdmonton Collective Impact Evaluation
Final Report

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July 2022

Acknowledgements

Executive Summary

Introduction and Evaluation Approach

In 2016, Edmonton City Council approved funding for the launch of EndPovertyEdmonton to steward the vision of eliminating poverty in a generation. To achieve this vision, EndPovertyEdmonton adopted a modified Collective Impact approach to address the complex challenge of ending poverty and guide how EndPovertyEdmonton partners work together.

This evaluation measures the advancement of EndPovertyEdmonton on the five Collective Impact conditions, and equity. The findings presented in this report are drawn from the Group member online survey, interviews, focus group discussions, and document review conducted in May 2022. The term "Groups" has been used throughout the report to signify EndPovertyEdmonton Tables which include Groups such as the Stewardship Round Table, Indigenous Circle, Indigenous Workforce Development, the Race-Based Data Collection Table, the Workforce Development Collective, the Investment Collective, the Alberta Living Wage Network, Basic Income Alberta, and the Edmonton Council for Early Learning and Care.

For each of the Collective Impact conditions, a list of outcomes and indicators was established based on the 2018 EndPovertyEdmonton Collective Impact Evaluation, as well as reviewing the *Guide to Evaluating Collective Impact* (FSG, 2003). To determine how EndPovertyEdmonton has created the conditions for Collective Impact, these indicators were subjectively assessed by the evaluators using the available data to establish whether they had been met, partially met, or not yet started. These assessments from 2022 have been presented alongside the 2018 results and will continue to be tracked in the next Collective Impact evaluation scheduled for 2024. However, the results are not directly comparable due to methodological differences between the evaluations, so caution must be taken when interpreting the results. The full list of indicators, and EndPovertyEdmonton's contribution to them, can be found in Appendix A.

In the past three years (since the last EndPovertyEdmonton Collective Impact evaluation in 2018), EndPovertyEdmonton has achieved many successes and has made progress in some aspects of Collective Impact efforts. Working toward the grand goal of eliminating poverty in a generation using a Collective Impact approach and adapting to the current context requires a robust plan and continuous effort to collaborate, learn from successes and challenges, and monitor outcomes. As such, EndPovertyEdmonton should continue to move in the right direction and incorporate learnings from this and other evaluations as they continue **to expand upon these strengths** noted in the evaluation:

- EndPovertyEdmonton is uniquely positioned to bring peoples from across the community together for collective action on systems and policy change work.
- Group and organizational leaders are well-respected by many involved, including some instances of courageous leadership in guiding overall action.
- Groups, such as the Indigenous Circle and the Alberta Living Wage Network, are showing promising results through collaborative work.

EndPovertyEdmonton should also ensure that **opportunities for improvement** are taken up:

- Providing clear communication on role clarity of involved parties, governance, strategy, and inter-group collaboration.

- Increasing representation and inclusion of people who are immigrants, refugees or who have lived experience of poverty in discussions in Groups and on Tables.

It should be noted that this evaluation was undertaken while EndPovertyEdmonton is concurrently working on several projects amplifying and addressing the above:

- Implementing an overarching communications strategy, including brand refresh, web rebuild, and key message development.
- Publication and implementation of a new Community Goals Framework to End Poverty (to succeed in the Road Map to Guide Our Journey).
- The creation of an independent legal entity (organization) for EndPovertyEdmonton, as they increase advocacy activities and exit United Way of the Alberta Capital Region incubation.
- Redefinition of organizational structure, internal roles and the creation of a Director, Lived Experience position to facilitate increased inclusion.
- Community-involved process development and consultation for full governance definition and planning.

EndPovertyEdmonton is well placed to move into the next phase of evaluating impact by measuring progress toward outcomes and the overall goal of eliminating poverty in a generation. This next step includes evaluating whether the Collective Impact conditions are yielding change.

Evaluation Results

1. EndPovertyEdmonton has achieved some successes in establishing common agenda and shared community aspiration, with the opportunity to further define its strategy and role. Six out of eight indicators of common agenda and shared community aspiration are clearly or partially met.

Strengths:
- EndPovertyEdmonton is an adaptable learning organization.
- EndPovertyEdmonton has clearly outlined its vision.
- Some Groups have clear goals, and most Group members understand what their Group is trying to achieve.
- Some Groups have made significant progress in defining and outlining their vision, strategy, and actionable goals.

Areas for improvement:
- Data from focus groups, interviews, and a small proportion of survey respondents indicate that EndPovertyEdmonton has not clearly outlined the actionable goals required to achieve its vision. Therefore, EndPovertyEdmonton would benefit from having a clear strategy, with measurable goals and actions and sharing this with partners.

Recommendations

✓ Further define EndPovertyEdmonton's role, strategy, and action plan so partners are clear on, and committed to, a shared vision for change.

2. **EndPovertyEdmonton's backbone support has some strengths and gaps. Six out of seven indicators of backbone support are clearly or partially met.**

Strengths:
- The thirteen EndPovertyEdmonton staff members (eleven at the time of this undertaking) are highly skilled and passionate, and have the capacity to support EndPovertyEdmonton in achieving intended outcomes.
- Most of the Groups have appropriate leadership. Group leaders bring technical expertise as well as soft skills required to lead and influence different partners.
- EndPovertyEdmonton Group members bring power, influence, expertise, and community connection.
- EndPovertyEdmonton has acted as an anchor for some Groups throughout challenging times as a result of COVID-19.

Areas for improvement:
- Group members' awareness about EndPovertyEdmonton's role could be improved as a third of survey participants expressed confusion about the role of EndPovertyEdmonton in their work.
- There is a need to regularly assess and tailor leadership to fit the need of Groups and guide EndPovertyEdmonton's vision and purpose as 30% of survey participants do not believe their Group has appropriate leadership.

Recommendations

✓ Continuously examine if the leadership structure (a) meets the Group members' and staff needs, and (b) fits the context of EndPovertyEdmonton.

✓ Define what backbone support from EndPovertyEdmonton entails for each Group and continuously share with partners and staff to support the overall achievement of outcomes.

✓ Continue to hire, and make efforts to retain, highly skilled and passionate staff.

✓ Continue to seek out and involve appropriate partners and Group members in EndPovertyEdmonton's work.

3. There are some examples of successful **coordinated efforts**, however there is minimal collaboration within and across Groups. **Four out of six** indicators of mutually reinforcing and/or high leverage activities are clearly or partially met.
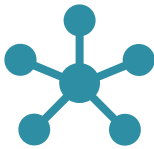
Strengths:
- Focus group and survey participants provided some examples of how EndPovertyEdmonton has supported Groups to work collaboratively and not operate in silos.
- Some Group members are working in a coordinated approach, where they build on each others' success.
- Group members come to the different Groups with a desire to collaborate and work toward a common goal.
- Some EndPovertyEdmonton Groups have achieved systems level change through collaboration.

Areas for improvement:
- Overall, collaboration across Groups appears to be minimal. Without clear processes in place for sharing information across Groups, collaboration has been sporadic and inconsistent.

Recommendation

✓ Build processes to promote collaboration within and across Groups based on collaboration success factors and the Collective Impact Conditions to ensure partners and Groups work together on advocacy and policy change.

4. **Communication within Groups** is sufficient, however, gaps in **communication exist across Groups and EndPovertyEdmonton.** EndPovertyEdmonton has started to work toward **all three** indicators of continuous communication/inclusive community engagement.

Strengths:
- There are examples of open communication, transparency, trust, and collaboration between EndPovertyEdmonton and partner organizations.
- Some processes are in place at EndPovertyEdmonton and at the Group level to gather feedback from external partners.

Areas for improvement:
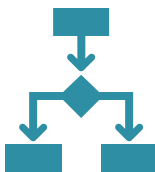- Full understanding of the role of EndPovertyEdmonton across Groups could be improved.
- Minimal interaction across Groups is a common theme that emerged throughout the evaluation.

Recommendations

✓ Identify appropriate communication strategies and processes (a) from EndPovertyEdmonton to Group members, (b) Group members to their Group, (c) Groups to EndPovertyEdmonton, and (d) between the different Groups.

5. Some Groups have identified ways to **measure and track outcomes**, but not all. **Two out of four** indicators of strategic learning and shared measurement are clearly or partially met.

Strengths:
- EndPovertyEdmonton has completed numerous evaluations. It has dedicated funding to complete these evaluations.
- Some Groups have an evaluation and measurement plan in place, and they have started to make progress in research and data collection.

Areas for improvement:
- Strategic learning and shared measurement efforts are not consistent and coordinated at EndPovertyEdmonton and some Groups.
- EndPovertyEdmonton evaluation outcomes and findings are not shared widely.

Recommendations

✓ Identify processes for shared measurement and evaluations at the organizational level and Group level.

✓ Dedicate resources, staff, and funding to support evaluation and shared measurements at the organizational and Group level.

✓ Champion and celebrate performance measurement efforts across Group members and partners.

✓ Move into the next phase of evaluating EndPovertyEdmonton's impact by measuring progress towards the overall goal of eliminating poverty in a generation. This includes evaluating whether the Collective Impact conditions are yielding change.

6. EndPovertyEdmonton has started to gain some early success and traction to advance equity. EndPovertyEdmonton has started to work towards meeting all twelve indicators for equity with differing levels of achievement.

Strengths:
- EndPovertyEdmonton has supported Groups by advocating for policy change to bigger systems such as the City of Edmonton by convening community leaders and partners with technical expertise, connections, and influence.

- Some Groups have started to ground their work in data and context to target solutions. The focus of Collective Impact is to address root causes of problems through systems change. For partners to address systemic barriers, they first need to understand the cause and nature of inequities. To do this, some EndPovertyEdmonton Groups have started to examine local context to better understand racism, inequity, and systemic barriers.

Areas for improvement:

- Some EndPovertyEdmonton Groups have contributed to systems change but others need a more coordinated approach.
- Some EndPovertyEdmonton groups engage Indigenous voices well, but it is not consistent across Groups. More work needs to be done to include individuals with lived experiences and marginalized communities that are overrepresented in poverty such as immigrants, refugees, and migrants in Groups, on Tables, and within meetings.

Recommendations

✓ Examine processes and approaches from successful initiatives to provide more guidance to the Groups that are lagging on policy/systems level work. Although the external factors and EndPovertyEdmonton Group members expertise and focus differs, EndPovertyEdmonton has the opportunity to intentionally empower Groups to work toward systems change.

✓ Assess/audit representation at EndPovertyEdmonton Groups and make efforts to engage those that are missing from the work.

✓ Continuously examine decision-making and power structures within the organization and Groups to identify ways to share power with those most affected by poverty.

Evaluation Framework – 2018 & 2022 Highlights

Since the last Collective Impact evaluation in 2018, EndPovertyEdmonton has made several achievements in creating the conditions for Collective Impact (see Appendix A for further detail). This includes:

- Developing a clearer understanding among partners of EndPovertyEdmonton's goal.
- Evolving the Action Plan over time in response to learning about Collective Impacts' successes, challenges, and opportunities.
- Ensuring Groups are more aware of the backbone and management support provided by EndPovertyEdmonton.
- Developing a diverse partner base to create a culture around making change through collaboration.
- Increasing the understanding of the value of data sharing among partners.
- Supporting Groups to reflect on and improve joint work based on data and outcomes.
- Supporting Groups to make efforts toward structural, policy, and/or systems change.

Introduction

Background

In 2016, Edmonton City Council approved funding for the launch of EndPovertyEdmonton to steward the vision of eliminating poverty in a generation. To achieve this vision, EndPovertyEdmonton adopted a modified Collective Impact approach to address the complex challenge of ending poverty and guide how EndPovertyEdmonton partners work together.

EndPovertyEdmonton has maintained its Collective Impact approach while adopting a revised definition:

Collective Impact[1]

2011 Definition	2021 – Revised Definition
"Collective Impact is the **commitment** of a group of important actors **from different sectors** to a **common agenda** for addressing a **specific social problem.**"	"Collective Impact is a **network of community members,** organizations, and institutions **that advance equity** by learning together, aligning, and integrating their actions **to achieve population and systems-level change.**"

Evaluation Purpose

The results of this evaluation will support EndPovertyEdmonton to:

- Learn where EndPovertyEdmonton is meeting the Collective Impact conditions
- Identify how EndPovertyEdmonton is working toward equity
- Advocate for funding
- Demonstrate accountability for funding
- Make data-driven and evidence-informed improvements
- Plan at governance and operations levels
- Report to Edmonton City Council in the summer of 2022 for the release of the holdback funds in Q3

Evaluation Questions

The main questions and Collective Impact conditions guiding this evaluation are:

- To what extent has EndPovertyEdmonton created the following conditions for Collective Impact?
    - Common agenda and shared community aspiration
    - Backbone support
    - Mutually reinforcing and/or high leverage activities
    - Continuous communication/Inclusive community engagement
    - Strategic learning and shared measurement
- How does EndPovertyEdmonton advance equity?

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[1] Source: *Centering Equity on Collective Impact.* Stanford Social Innovation Review. Winter 2002.
https://ssir.org/articles/entry/centering_equity_in_collective_impact#

Evaluation Framework

For each of the Collective Impact conditions and equity, a list of outcomes and indicators was established within an Evaluation Framework. These indicators were developed based on the 2018 EndPovertyEdmonton Collective Impact Evaluation, as well as reviewing the *Guide to Evaluating Collective Impact* (FSG, 2003). The indicators were subjectively assessed as met, partially met, or not yet started using the data collected through this evaluation to determine how EndPovertyEdmonton has created the conditions for Collective Impact. These assessments from 2022 have been presented alongside the 2018 results and will continue to be tracked in the next Collective Impact evaluation scheduled for 2024. However, it should be noted that due to methodological differences between the 2018 and 2022 Collective Impact Evaluations, these assessments are not directly comparable. Therefore, the results should be interpreted with caution. The full list of assessed indicators can be found in Appendix A.

Evaluation Assumptions

The evaluation rests on the following key assumptions:

- There are five Collective Impact conditions *and* equity that must be fulfilled for Collective Impact efforts to succeed.
- Collective Impact conditions and equity have a direct and/or indirect effect on the results of EndPovertyEdmonton.
- The presence of Collective Impact conditions and equity can help explain the successes of EndPovertyEdmonton's work.

Evaluation External Factors

External factors may influence the implementation of this evaluation. We acknowledge the following external factors that are beyond the control of the EndPovertyEdmonton team.

- This evaluation is being undertaken during a global health pandemic, which may have affected the governance and operations of many organizations. Therefore, the level of participation from partner organizations is difficult to predict.
- Other EndPovertyEdmonton evaluations, research programs, structural, and governance reviews are occurring simultaneously.
- EndPovertyEdmonton is undergoing organizational restructuring, impacting staff's ability to participate in the evaluation.
- Significant pieces of work towards Continuous Communications and strategic clarity are also concurrently underway and yet to be implemented.

Methods

The evaluation used four main methods: 1) online survey; 2) interviews; 3) focus groups; and 4) document review. As well as the external consultants from Three Hive Consulting Inc., this evaluation relied upon an Evaluation Steering Committee made up of EndPovertyEdmonton staff and partners to ensure the alignment of the evaluation and its use moving forwards.

1. Online Survey

An online survey was sent to EndPovertyEdmonton current partners and staff between May 13, 2022 and closing on May 30, 2022. The survey was developed collaboratively with the EndPovertyEdmonton Evaluation Steering Committee. Definitions were provided for all Collective Impact key terms. The online survey had 44 participants with an 80% completion rate.

Data were captured using Qualtrics online survey software and then analyzed using MS Excel.

2. Interviews

Interviews were completed with five participants between May 16, 2022, and June 1, 2022, and ranged in length from approximately 32 to 39 minutes. Group/Table leaders sent an email invite to take part in the interviews on behalf of Three Hive Consulting Inc with a link to anonymously schedule the interview with the evaluators. A semi-structured interview guide, informed by the survey questions and previous evaluation, was used.

Interviews were recorded with the participants' permission and transcribed verbatim using a third-party transcription service. The interview transcripts were reviewed by the evaluator and then coded using a contextual thematic approach based on the

> EndPovertyEdmonton organizes it's work into Game Changers. Within each Game Changer, strategic objectives (or groupings of objectives) are often supported by working groups (tables/ collaboratives/ collectives/ networks) composed of representatives from the whole of our community –private, public, not-for-profit and individuals – relevant to, or interested in, the specific work being undertaken and convened and/or supported by EndPovertyEdmonton Game Changer staff.

Collective Impact and equity conditions. First, using a deductive approach, data were organized by the appropriate condition. Responses were read and reorganized into the most appropriate Collective Impact conditions, paying close attention to the Collective Impact condition definitions. Next, using an inductive approach, the evaluator re-read all responses and used context analysis to code the data under each Collective Impact condition, with no preconceived notion of what the results should look like. These themes were finalized by the evaluator and then reported through a narrative approach. Themes are supported by quotes from participant transcripts with all identifying information removed.

3. Focus Groups

A total of two focus groups were completed between May 16, 2022, and June 1, 2022, which ranged in length from 55 to 75 minutes. Three participants took part in the first focus group, while two participants took part in the second. Group leaders sent an email invite to take part in the focus groups on behalf of Three Hive Consulting Inc with a link to anonymously schedule the focus group with the evaluators. The same semi-structured interview guide was used for both the interviews and focus groups to guide the discussions.

The same process of analyzing the interview data was followed for the focus group analysis (see Interviews above).

4. Document Review

A document review was completed by the evaluator to gather a greater understanding of the EndPovertyEdmonton context. The documents that were reviewed included:

- Previous evaluation framework
- Previous Collective Impact evaluation tools (e.g., survey and interview guides)
- Previous Collective Impact evaluation reports
- Governance/leadership structure with roles and responsibilities
- Organizational structure – number of staff by department
- Public communication (e.g., announcements made on the EndPovertyEdmonton website, etc.)

The previous evaluation framework, tools, and reports were used to guide the development of this evaluation's plan and data collection tools.

5. Gathering feedback on results

Preliminary results were presented to the Evaluation Steering Committee on June 21 for their initial feedback. A collaborative recommendation discussion and application session with the Evaluation Steering Committee and selected EndPovertyEdmonton leadership took place on July 18 to ground the recommendations in results and ensure their utility for EndPovertyEdmonton moving forwards.

Ethics

The evaluation underwent an internal Second Opinion Review with ARECCI (A pRoject Ethics Community Consensus Initiative), whereby a trained reviewer internal to Three Hive Consulting, but unfamiliar with the project, reviewed the evaluation plan for ethical oversight. The evaluator, with support from EndPovertyEdmonton staff and the reviewer, identified the following approaches to mitigate or accept the potential risks.

Ethical considerations	Approaches to address considerations
1. Some participants might not understand the data collection method.	Collect verbal consent and provide opportunity to ask questions prior to starting the interviews and focus group discussion.
2. There is a likelihood of self-selection bias among participants.	Send survey, interview, and focus group invites to all current members and EndPovertyEdmonton staff.
3. Group / Table Level analysis might disclose the identity of participants.	Inform participants in the survey instruction that Group level information will be available for EndPovertyEdmonton staff/leadership. However, the survey findings are rolled up to EndPovertyEdmonton level for reporting.

No personal information was collected through the survey. All interviews and focus groups were voluntary and anonymous. Efforts were made to remove identifying information from the interview and focus group transcripts, as well as any open-ended responses within the surveys. Some focus group participants asked for an opportunity to review the quotes used in this report, which they received and approved prior to the release of this report.

Limitations

There were some limitations regarding the sample size of the interviews and focus groups. The small sample sizes within the interviews (n=5) and two focus groups (n=5) mean that data saturation was not reached. The fact that other evaluations and research programs were happening at the same time could have contributed to the low response rate, which is an external factor beyond the control of this evaluation. This may result in sampling bias where the results may not accurately reflect the experiences of those who did not respond. Attempts were also made to gather further survey responses through sending reminder emails.

Main Findings

EndPovertyEdmonton Snapshot

13	Staff (eleven at the time of this undertaking)
11	Active Groups [Tables][2]
170+	Group Members
100+	Partner organizations

> EndPovertyEdmonton organizes it's work into Game Changers. Within each Game Changer, strategic objectives (or groupings of objectives) are often supported by working groups (groups/ tables/ collaboratives/ collectives/ networks) composed of representatives from the whole of our community –private, public, not-for-profit and individuals – relevant to, or interested in, the specific work being undertaken and convened and/or supported by EndPovertyEdmonton Game Changer staff.

Evaluation Participant Demographics

Survey Participants

The survey was distributed to 186 EndPovertyEdmonton partners, which included current Group members and EndPovertyEdmonton staff. Using an 80% completion rate as a standard, 44 participants completed the survey, making the survey response rate 24%.

More than half of the survey participants come from the non-profit sector, followed by public services and academia.

Sector	Percentage
Non-Profit	55%
Public Services	18%
Academia	16%
Municipal Government	11%
Funding Organization	7%
Foundation	5%
Provincial Government	2%
For-Profit	2%
Other	23%
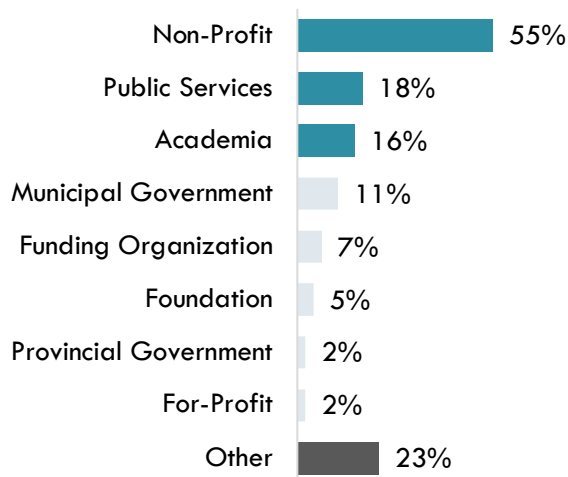
Figure 1. Survey participants' sector

*Other includes volunteers, community members, and advocates

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[2] The term "Groups" have been used throughout the report to signify EndPovertyEdmonton Tables

About a third of survey participants have lived experience with poverty and/or come from a marginalized/underserved group.
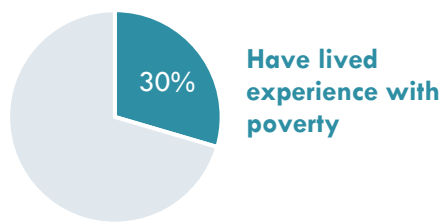
Figure 2. Proportion of survey participants with lived experience of poverty
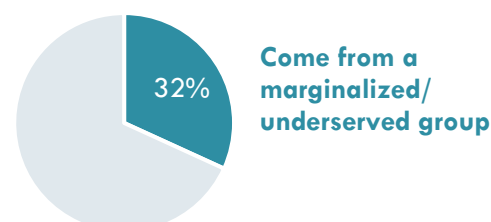
Figure 3. Proportion of survey participants that come from marginalize/underserved group

About a quarter of the survey participants are from Edmonton Council for Early Learning and Care, while 14% are from Alberta Living Wage Network. Representation at Group level ranged from zero for Investment Collective Table to 50% participation for EndPovertyEdmonton staff. This means half of the total EndPovertyEdmonton staff participated in the survey.

■ Proportion of Survey Respondents from each Table/Group   ■ Survey representation at Table/Group level

	Proportion of Survey Respondents	Survey representation
Edmonton Council for Early Learning and Care	23%	42%
Alberta Living Wage Network	14%	17%
Workforce Development Collective	11%	42%
Race-Based Data Collection Table	11%	12%
EndPovertyEdmonton Secretariat (staff)	11%	50%
Stewardship Round Table	9%	19%
Indigenous Circle	9%	29%
Indigenous Workforce Development	7%	15%
Basic Income Alberta	5%	33%
Investment Collective	0%	0%

Figure 4. Survey participants Group/Table

Interview and Focus Group Participants

Ten individuals participated in the interviews and focus groups.

2	Stewardship Round Table
7	Group Members
1	EndPovertyEdmonton Secretariat [Staff]

To what extent has EndPovertyEdmonton created the conditions for Collective Impact?

1. Common agenda and shared community aspiration

Definition – "All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions."[3]

EndPovertyEdmonton's Vision, Goal, and Strategy

Around three-quarters of survey participants have a clear understanding of EndPovertyEdmonton's goal and how their Group's work contributes to this goal. In one of the focus groups, participants also felt that EndPovertyEdmonton has a clear strategy and a shared vision. This strategy shifted from one that was programmatic to one that is focused on systems change which has improved EndPovertyEdmonton's focus on policy. This has prevented EndPovertyEdmonton from *"spreading too thin across many topic areas."*

Interview participants discussed how EndPovertyEdmonton is a relatively new organization and has spent the first years organizing and identifying priorities, sharing their intentions with the wider community, and developing a 30-year strategy. They added that EndPovertyEdmonton's strategies, visions, goals, and plans are aligned, and evidence based. However, one interview participant suggested that EndPovertyEdmonton could increase awareness of their strategy by discussing it further with Groups and considering how they could improve their marketing of future strategies.
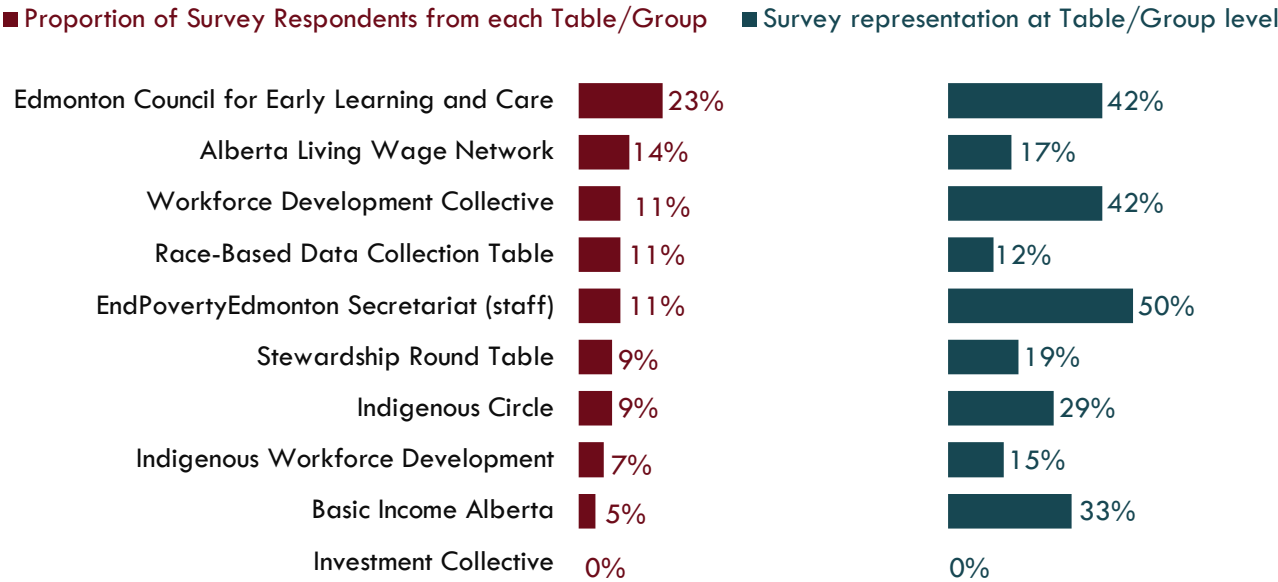
"They can talk more about it [their strategy] […] and also when they launch a new strategy probably in '22, '23, they might revisit their branding and marketing and how their strategy can inform different organizations and funding applications and all those things." – Interview 3

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I have a clear understanding of EndPovertyEdmonton's overall goal.	36%	41%	14%	2%	7%
I have a clear understanding of how our Group's work contributes to EndPovertyEdmonton's goal.	36%	43%	7%	7%	7%

■ Strongly agree ■ Somewhat agree ▫ Neither agree nor disagree ▪ Somewhat disagree ■ Strongly disagree

Figure 5. Goal clarity

One in five survey participants do not have sufficient clarity on EndPovertyEdmonton's vision and do not clearly understand how their Group's work contributes to it. Participants in both focus groups had a similar sentiment where they emphasized uncertainty about EndPovertyEdmonton's strategy. They felt that

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[3] Source: Community Tool Bo. Retrieved in June 2022, from https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main

EndPovertyEdmonton had mapped out a strategy when it first launched but were unsure as to whether the strategy was implemented.

> *"Well, when EndPovertyEdmonton was launched, they had it [the strategy] mapped out. They had a whole plan mapped out and it's never been acted on." – FGD 2*

Other focus group and interview participants felt there was no clear strategy at EndPovertyEdmonton, particularly in creating systems change and contributing to policy change, and had questions such as *"what's the vision, how are we going to get there [...] who's going to be assigned to what roles [...] what's the timeline."* Participants believe that EndPovertyEdmonton leadership have not clearly defined EndPovertyEdmonton's role, which they identified as convening partners to take systems level action.

> *"Clarity of purpose. Like yes, we're all meant to be ending poverty but what is EndPovertyEdmonton's specific role in this context?" – Interview 4*

Participants added that the lack of clear strategy or purpose at the EndPovertyEdmonton organizational level may have resulted in (a) a missed opportunity to act on a systems level, and (b) partners not being fully aware of EndPovertyEdmonton or how their work links to EndPovertyEdmonton.

> *"[EndPovertyEdmonton] just suffers from a lack of clarity around what really it is supposed to be doing [...] it hasn't defined that for itself so it's absolutely impossible to clearly communicate it out [...]" – Interview 4*

To support Groups and partners effectively, EndPovertyEdmonton needs to be *"clear about why it exists and what it needs to do for the community and then intentionally supporting collaboratives to feed into that." – Interview 4*

Vision, Goal, and Strategy: Group

Eighty-six percent of survey participants understand their Group's vision and purpose. Just under 70% of survey participants think other members of the Group also have goal clarity. One interview participant discussed their appreciation of Group strategic planning processes which have helped Groups make progress with strong organizational support from EndPovertyEdmonton. However, this is not the case at all Groups.

> *"I think that each of the Groups need to undertake their own strategic planning and understand how that connects back to the whole picture." – Interview 4*

More than a third of the survey participants do not believe their Group has established measurable goals and an action plan to achieve these goals. Participants in one focus group also discussed how some Groups do not have a clear strategy or vision, which raised challenges in selecting Group members and how they should be involved.

> *"There are certain EndPovertyEdmonton [Groups] that are lacking in vision." – FGD 2*

A review of the EndPovertyEdmonton Groups' work plan also shows that Groups have started to document their overarching goals and some activities to achieve those goals, however, the level of detail varied across Groups.

I have a clear understanding of what the Group is trying to accomplish.	45%	41%	9%	5%
Other members of the Group know and understand what the Group is trying to accomplish.	36%	33%	17%	10% 5%
The Group has established measurable goals for what it is trying to accomplish.	20%	39%	17%	15% 10%
The Group has an action plan to achieve these goals.	21%	40%	19%	12% 7%

■ Strongly agree ■ Somewhat agree □ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree

Figure 6. Understanding, measuring and action plan toward goals

Decision Making

About two-thirds of survey participants reported that their group has a defined method of decision-making. Three Fingers Method and Consensus are the most used approaches.

64% Believe their Group has a defined method of decision making.
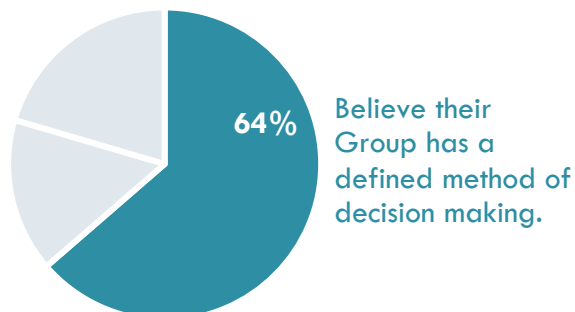
Figure 7. Decision-making method

Three Fingers Method	46%
Consensus	42%
Majority	13%
Other	17%
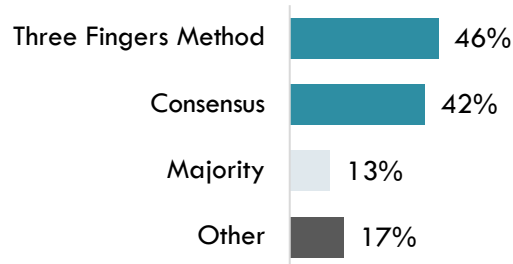
Figure 8. Types of decision-making methods (n=24)

Other decision-making methods include:

- *"Actively seeking feedback on decisions, funding, membership agreements and reports, discussion." – Survey Participant*

- *"Indication of agreement or alternate suggestions." – Survey Participant*

Survey participants also commented that their Group's decision-making approach works well, adding:

- *"Up to this point it has worked well." — Survey Participant*

- *"I guess it works for those that come to meetings." — Survey Participant*

- *"Successful. It is respective, honest, and inclusive." — Survey Participant*

- *"It has worked very well. The group has an excellent knowledge of the common goal and how it contributes to ending poverty. The method provides opportunities for questions, expression of other points of view and ultimately a decision." — Survey Participant*

The survey participants that stated their group does not have a defined method of decision-making reported that their group (a) operates at an advisory level without having to make decisions, (b) lacks leadership and therefore does not have a good decision-making approach, or (c) has either not agreed on a decision-making approach or has not had opportunity to identify one. A survey participant expressed their concern that they have not witnessed anyone object to a vote, which made them question if there is always a consensus or if members are abstaining instead of objecting.

Collective Impact
Participants in one focus group felt that EndPovertyEdmonton should focus beyond Collective Impact on highlighting outcomes toward ending poverty, capturing, and capitalizing on successes at the Group level.

> *"I don't think we should hook ourselves into Collective Impact." — FGD 2*

On the other hand, one interview participant stated that EndPovertyEdmonton adopted a Collective Impact model and convened multiple Groups to ensure the collective effort in all sectors due to the *"recognition that poverty is multisectoral and multidimensional."* They discussed the key principle of EndPovertyEdmonton as *"poverty is everyone's concern and responsibility,"* including the responsibility of multiple sectors and government jurisdictions.

Common Agenda
Three survey participants left comments to suggest that EndPovertyEdmonton has not taken concrete steps to develop a common agenda or shared aspiration. One of these participants gave the example of activities and decisions that should have been inclusive of staff but were done with minimal EndPovertyEdmonton staff engagement. Four survey participants highlighted that EndPovertyEdmonton, and the partners involved have the same intention and overarching goal, however, there is a lack of clarity on how the different initiatives align to achieve the desired outcomes.

- *"I think I agree in principle about "common agenda and shared community aspiration", however I am not 100% sure how often we check in about what elements these are again?" — Survey Participant*

- *"I don't think the staff team are clear on our common agenda or how we are going to work with community. Unclear how members of the community get involved in EndPovertyEdmonton." — Survey Participant*

Others acknowledged that building a common agenda, trust, and a culture of collaboration takes a long time and expressed their optimism that once EndPovertyEdmonton achieves a certain level of engagement, the work will progress faster.

- *"We all want to end poverty. That's the easy part. The rest is hard."* – Survey Participant

- *"I believe we all want to serve the most in-need members of our community...I am not sure we all understand the need to be focused but also to work on multiple fronts (e.g., early childhood, homelessness, living wage) as they are interrelated. It is challenging work and I see collaboration improving [it] takes time as it is based on trust."* – Survey Participant

Summary

Overall, survey results show that about three-quarters of participants understand EndPovertyEdmonton's shared vision, goal, and strategy, and have a clear understanding of the Group level vision and purpose. Survey participants also believe that most groups have a defined method of decision-making and believe that it works well. However, the level of intentional strategic planning and engagement varies across Groups.

There remain some partners who are unclear of EndPovertyEdmonton's vision and strategy and believe that further clarity around EndPovertyEdmonton's purpose could support opportunities to act on a systems level. There were also mixed opinions around the usefulness of Collective Impact in driving EndPovertyEdmonton's work, with suggestions that there should be greater focus on outcomes at the Group level. Although further work is needed to establish a common agenda and include staff in these decisions, there was optimism that EndPovertyEdmonton engagement with the community will lead to further progress in eradicating poverty.

2. Backbone support

Two-thirds of the survey participants are aware that backbone support is available from EndPovertyEdmonton and believe their Group has project management support from EndPovertyEdmonton, including monitoring progress toward goals and connecting partners to discuss opportunities, challenges, and gaps. Participants appreciated the support EndPovertyEdmonton provides, expressed their optimism, and advise that with increased funding and staff, EndPovertyEdmonton will need a better organizational structure moving forward.

- *"EndPovertyEdmonton has provided excellent backbone support." – Survey Participant*

- *"Thank you for supporting [our Group]! Truly appreciated." – Survey Participant*

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I am aware that backbone support is available from EndPovertyEdmonton.	44%	20%	24%	5%	7%
The Group has project management support.	36%	36%	17%	7%	5%
EndPovertyEdmonton staff bring people/ organizations/ initiatives together to help the Group determine a clear path of action to achieve our goals.	41%	34%	14%	9%	2%

■ Strongly agree ■ Somewhat agree □ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree

Figure 9. Backbone and project management support

Similarly, participants in one focus group had the impression that there is a "*very open and trusting environment within the EndPovertyEdmonton team and [...] the Stewardship group*" to create a strong backbone. They discussed how EndPovertyEdmonton created space, opportunity, and capacity for partners to come together and collaborate. EndPovertyEdmonton has been an "*anchor*" for some Groups in terms of providing capacity and infrastructure, especially with the additional demand and disturbances caused by the COVID-19 pandemic; "*again [we] just appreciate that how key of a role EndPovertyEdmonton can play in stabilizing and holding us together for a while until we can regroup is important*". EndPovertyEdmonton is also providing some Groups with communication and community engagement support "*actually supporting [the Group] to become that 'game changer.'*"

About a third of survey participants expressed their confusion about EndPovertyEdmonton's role and what backbone support entails. A few felt that backbone support from EndPovertyEdmonton could be improved, and they stated their wish for more enhanced support.

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[4] Source: Community Tool Bo. Retrieved in June 2022, from https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main

- *"I am unsure about what role EndPovertyEdmonton is playing in the day-to-day operations of the Group. It would be nice to have more support from EndPovertyEdmonton, but I am concerned about EndPovertyEdmonton controlling the work of the Group." — Survey Participant*

- *"If by backbone support, we are talking about evaluation, communication, and executive management, I would say that these are essentially missing from EndPovertyEdmonton, or they have been contracted out to external consultants." — Survey Participant*
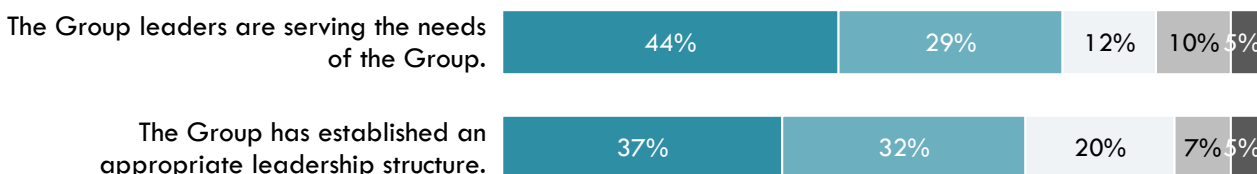
Group Leadership

About 70% of survey participants believe the Group leaders are serving the needs of the Group by:

- Addressing concerns and problem-solving.
- Keeping the Group organized and running meetings effectively with appropriate preparation and follow-up.
- Bringing expertise in the topic area and good facilitation of meetings.
- Identifying and pursuing opportunities, reaching out to members and other potential partners.
- Engaging members with an inclusive approach.
- Providing an opportunity for members to contribute.

Many survey participants expressed their appreciation of the Group leaders and their dedication.

- *"Co-chairs establish meaningful agendas; ensure minutes are promptly distributed; seek out new connections as issues arise and additional knowledge required; maintain connections through conversations and correspondence; try to elicit input from all at monthly regular meetings and support working groups based on identified needs." — Survey Participant*

- *"Together communication has been established in a respectful manner through the inclusion of many voices which leadership considers." — Survey Participant*

- *"They are leading from the middle of the group: neither pushing too hard nor holding the group back." — Survey Participant*

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The Group leaders are serving the needs of the Group.	44%	29%	12%	10%	5%
The Group has established an appropriate leadership structure.	37%	32%	20%	7%	5%

■ Strongly agree ■ Somewhat agree □ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree

Figure 10. Groups' leadership

About 30% of the survey participants do not believe their Group has appropriate leadership. They cited poor communication and lack of (a) vision, (b) clarity on the workplan, (c) transparency of decision making, (d) clarity of the roles of people within the organizations, and (e) leadership from EndPovertyEdmonton, as the main gaps.

EndPovertyEdmonton Leadership

Focus group participants discussed how there was some confusion in EndPovertyEdmonton staff roles as *"leadership [haven't] outlined their roles and how it fits into the mission."* This is suggested to have resulted in a lack of vision and the risk of people leaving. Some suggested that there was too much reliance on the Stewardship Round Table to discuss governance which should instead be organized by EndPovertyEdmonton leadership. A document review also revealed that EndPovertyEdmonton does not have a clear governance/leadership structure with defined roles and responsibilities.

Participants in one focus group added that EndPovertyEdmonton leadership have responsibility to guide its vision, purpose, and motivate Groups. Others suggested that there is a level of accountability needed with EndPovertyEdmonton leadership and staff to be held to a standard and be hands-on due to the small size of EndPovertyEdmonton staff.

> *"Everyone should be held to some standard of account [...] SRT members should be held accountable for something. Like somebody should be saying, you can't stay on this committee unless you're doing A, B or C. And the Executive Director should be held accountable too, you shouldn't be here unless you do A, B or C. And the co-chair should be held accountable. I just feel like that's really missing and I feel like we do a disservice to those who are in poverty without that."* — FGD 2

EndPovertyEdmonton partners

Over three-quarters of survey participants believe that the right people are at the Group. They also believe that there is the opportunity for Group members to build their skill as the work progresses. Two survey participants left comments to show their appreciation for the capacity-building opportunities as part of this work and emphasized that some members might need additional support as not all Group members have the skills, connections, and expertise that may be required for specific tasks.

Participants from one focus group and three interview participants discussed how EndPovertyEdmonton convenes partners to create a strong knowledge base (e.g., subject matter experts). Partners come to EndPovertyEdmonton with technical expertise that helps EndPovertyEdmonton and the Groups to advance toward their goals. EndPovertyEdmonton's *"subject matter expert model"* provides a high level of technical capacity and understanding of policy issues. EndPovertyEdmonton is also noted to have a *"research capacity and agenda [that] is really impressive"* and other organizations have learned from this to ensure they also have an *"evidence-based pipeline in terms of what [they're] putting forward."* Others discussed how partners are *"professional [...] they create a safe space, an opportunity for everybody to speak, and they also ask the right questions"* such as *"is this Group's values right for you and your organization and the work you do?"*

Interview participants felt that EndPovertyEdmonton's focus on collaboration and creating a diverse partner base creates a culture *"around making change in collaboration, seeing the best of everyone and their gifts that they bring [to] the Group, and working through that as a community [with] the goal of eliminating racism, or increasing income and affordable housing and mental health services."*
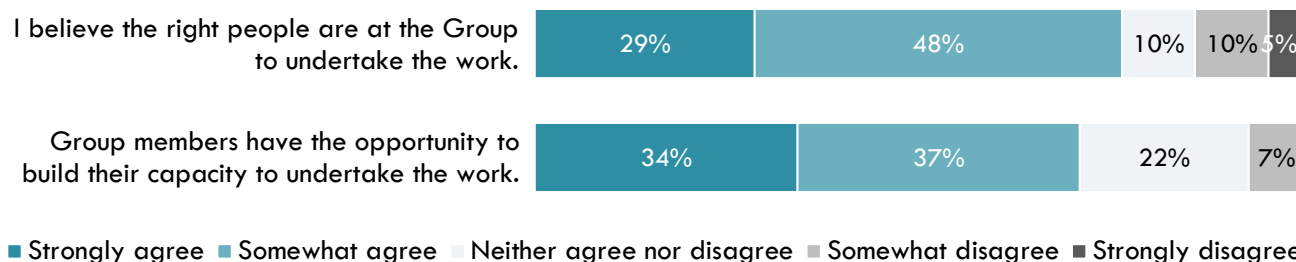
I believe the right people are at the Group to undertake the work.	29%	48%	10%	10%	5%
Group members have the opportunity to build their capacity to undertake the work.	34%	37%	22%	7%	

■ Strongly agree ■ Somewhat agree □ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree

Figure 11. Group membership

EndPovertyEdmonton's Organizational Culture

Interview participants found EndPovertyEdmonton's culture to be *"open, and transparent with a level of trust."* EndPovertyEdmonton staff are noted to be highly skilled and *"approachable and open to looking at doing new things and taking on new opportunities."*

> *"[EndPovertyEdmonton] has a very strong staff. So I think that's really their skills — that is their strength [...] and so they should really [...] maximize those, so that they can actually show real progress, real outcomes, and also to connect more with communities." – Interview 2*

On the other hand, not everyone agreed. One interview participant felt that the culture at EndPovertyEdmonton is *"chaotic and disorganized"* with much of the dedication to new ideas coming from team dynamics as opposed to leadership. One interview participant also discussed difficulties in EndPovertyEdmonton staff team dynamics, due to not being as *"solution-focused."*

Support for Groups

Two interview participants discussed the need to have a dedicated full-time member staff on EndPovertyEdmonton to act as a Group coordinator. There is pressure on some voluntary Group members who may not have the capacity to put in the necessary time which might result in members starting to leave the Group. As most Group members are external to EndPovertyEdmonton, this can result in *"opportunistic and collaboration of convenience."* Hiring a Group coordinator would support Groups in completing project tasks and support the implementation and coordination of projects (e.g., applying for funding, maintaining and developing relationships, and being the voice for the collaboratives in the policy realm).

> *"Everybody is doing this as part of their day job. So it's hard to get people having enough time to really dedicate to this [...] some of these things are so labor-intensive they're going to need a dedicated staff member for that." – Interview 4*

Summary

EndPovertyEdmonton has well-developed backbone support by having strong leaders at the Group level who help to serve the needs of the Group. Two-thirds of survey participants are aware of how EndPovertyEdmonton provides backbone support to their Group and qualitative comments discussed how they are appreciative of EndPovertyEdmonton creating a space and capacity for collaboration (e.g., providing a strong knowledge base). Participants believe the right people are at the Groups. The open and transparent culture at EndPovertyEdmonton has also contributed to strong backbone support.

However, qualitative comments revealed confusion about the role of EndPovertyEdmonton and the support they provide to Groups. Focus group participants also believe that the appropriate Group leadership is not in place resulting in gaps around vision, transparency, and clarity in roles that may put pressure on Group members who don't have the capacity to put in the necessary time. There was also suggested improvement needed at the EndPovertyEdmonton leadership level to ensure there is a clear governance and leadership structure to help guide its vision and motivate Groups. With the increased funding and staff recently received by EndPovertyEdmonton, a better organizational structure will be needed moving forward, including the possibility of hiring a Group coordinator to manage administrative activities.

3. Mutually reinforcing and/or high leverage activities

Definition – "Group members activities must be differentiated while still being coordinated through a mutually reinforcing plan of action."[5]

Collaboration Across Groups

About half of the survey participants felt that their Group collaborates and works toward the alignment of activities with other Groups.

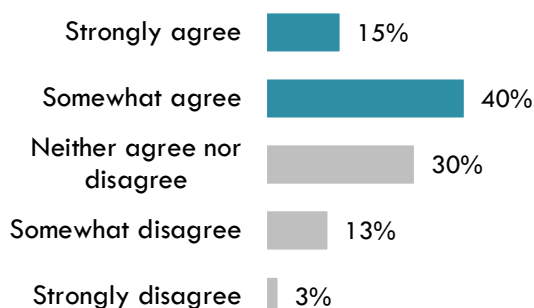**The Group works towards the alignment of existing activities with other Groups.**

Strongly agree 15%
Somewhat agree 40%
Neither agree nor disagree 30%
Somewhat disagree 13%
Strongly disagree 3%

Figure 12. Alignment of activities

The Group works with other Groups supported by EndPovertyEdmonton.

Strongly agree 11%
Somewhat agree 61%
Neither agree nor disagree 11%
Somewhat disagree 8%
Strongly disagree 11%
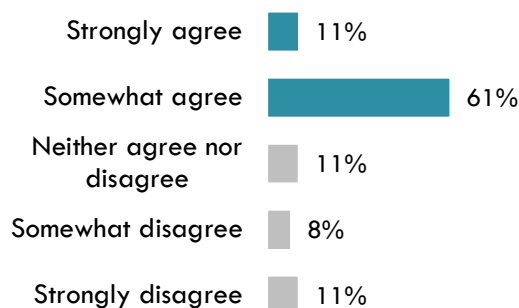
Figure 13. Collaboration with other Groups

Similarly, participants from one focus group discussed how Groups and partners have shared goals, and Group members come to the work with the desire to collaborate. They added that EndPovertyEdmonton leadership had been in contact with their Groups to explain new organizational strategy and how they are working toward a new entity to create more opportunities for collaboration.

> *"[EndPovertyEdmonton leadership] have been very, very good at reaching out to us and explaining the new way they're organizing themselves. And I think that as they work towards this new entity, I think that opens even more opportunities for a collaboration." – FGD 1*

The same focus group participants believe that EndPovertyEdmonton *"does a good job of not having those Groups operate in silos"* by making sure that there is knowledge exchange *"across the different issues because poverty is intertwined and complex."*

> *"I think the people that I've been interacting with its like good faith. Like you know people have shared goals and you know I think people are coming to the work with very you know open stance." – FGD 1*

On the other hand, some focus group participants felt there was no clear understanding of how Groups should work together. There were also questions raised about (a) the roles of different partners within Groups, (b) which organizations Group members come from, (c) how Group are supposed to interact, (d) how Groups work together, and (e)what they should be working on. They concluded that there is a pervasive lack of communication and role clarity.

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[5] Source: Community Tool Bo. Retrieved in June 2022, from https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main

"The problem is people don't even know what Groups are. Like what are Groups? You get everybody answering a different thing of what are EndPovertyEdmonton Groups? And so that right away is a little bit problematic." – FGD 2

Similarly, two interview participants discussed how having no clear processes in place for sharing information and knowledge between Groups makes it challenging to collaborate or know what other Groups are doing. For example, there are no clear processes or documents as to how communication or visions are shared across Groups. Others stated that they *"don't share information between the Groups at all"* but have monthly meetings and learning opportunities on their individual Groups to learn from each other.

One interview participant discussed the main process of communication for knowledge sharing on their Group to be through email and at meetings, however, there is little consistency as to the frequency of meetings. Some interview participants share information about their Group on social media and on their own website.

"We don't share information between the Groups at all but in terms of what we share with each other at the Group, we have processes to do that. We have monthly meetings, and we take learning opportunities, opportunities to learn from each other at those monthly meetings through presentations and discussions and things like that." – Interview 4

To improve, two interview participants also discussed how having a Terms of Reference (ToR) or Memorandum of Understanding (MoU) for each Group would raise awareness about the different Groups at EndPovertyEdmonton. Each Group's ToR can be provided to new members as part of onboarding to promote understanding and knowledge about the different Groups. Having an MoU with EndPovertyEdmonton could also ensure alignment with partners to make sure that everyone is working together to eliminate poverty in Edmonton.

"I'm not saying to create an agreement or anything, but there can be an MOU or a Council of Reference – just have organizations that will work in alignment with EndPovertyEdmonton…Yes, so maybe a paper – a document – might be helpful to have those Terms of Reference, or MOU, or agreement that we are all in this journey together." – Interview 3

High leverage activities
About three in five survey participants felt that Group members are aligning their work with the Group's goal and the Group is working toward specific action plans that outline the commitment from different partners.

Group members are aligning their own practices and actions with the Group's goals and collective action plan(s).	20%	39%	22%	15%	5%
The Group is working towards an action plan that clearly specifies the activities different partners have committed to implementing.	26%	40%	16%	14%	5%

■ Strongly agree ■ Somewhat agree ■ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree
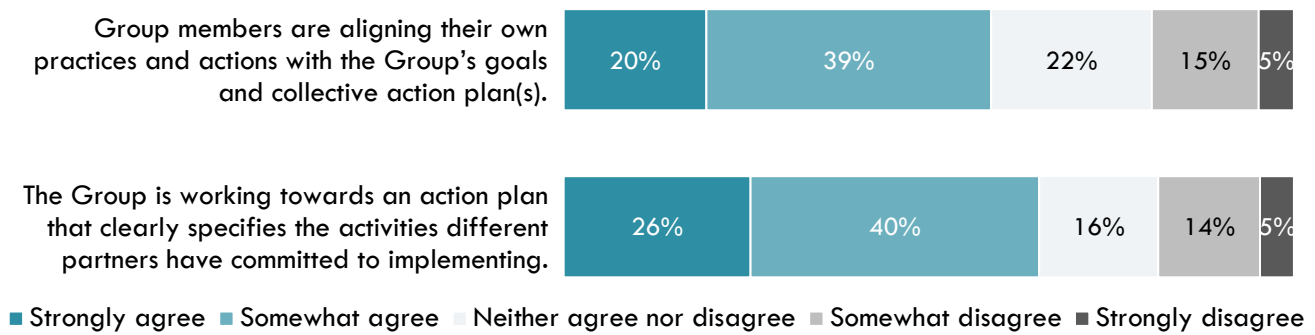
Figure 14. Progress toward high leverage activities

Three survey participants gave examples of high leverage and mutually reinforcing activities that Groups and EndPovertyEdmonton championed, including collaborative grant application and support for dissemination of information to other agencies from the Alberta Living Wage Network Group. Others emphasized the lack of alignment in high leverage activities.

Less than half of the participants believe the Group fosters accountability among members.

The Group fosters a culture of accountability among members.

Strongly agree	19%
Somewhat agree	29%
Neither agree nor disagree	31%
Somewhat disagree	17%
Strongly disagree	5%
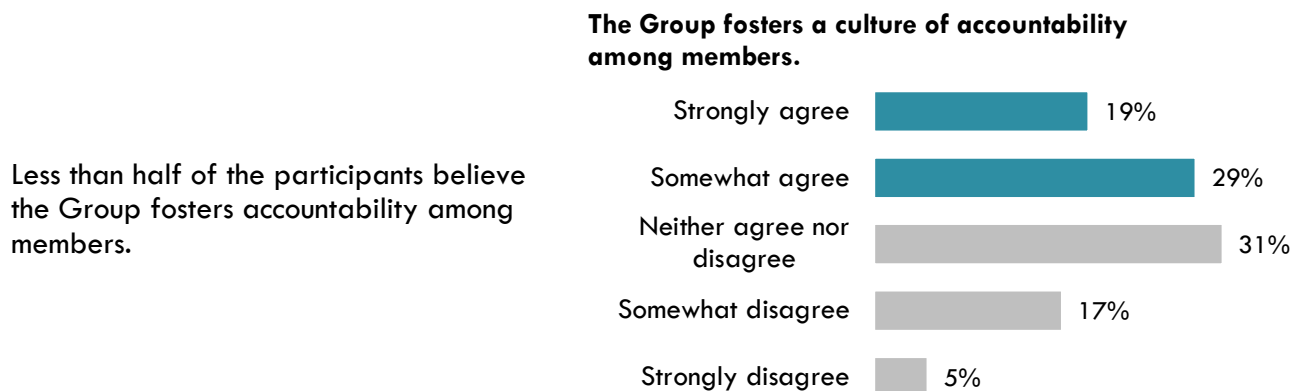
Figure 15. Accountability

Summary

EndPovertyEdmonton has engaged in mutually reinforcing and/or high leverage activities by supporting collaboration and alignment of activities across Groups and by supporting Groups to not operate in silos. Some participants also provided examples of high leverage and mutually reinforcing activities.

Alternatively, some participants believe that there is minimal understanding of how other Groups operate and how the Groups should work together. With no clear processes in place for sharing information across Groups, collaboration has been challenging. Some participants also believe there is a lack of alignment in high leverage activities. Having documentation in place such as ToRs and MoUs for each Group could help to improve awareness of, and alignment with, other Groups.

4. Continuous communication/Inclusive community engagement

Definition – "Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation."[6]

Continuous communication: within Groups

Sixty-six percent of the survey participants felt that their Group provides adequate communication for members, and they receive the information they need.

Participants in one focus group discussed the processes in place at EndPovertyEdmonton and at the Group level to gather feedback from external partners. For EndPovertyEdmonton, this includes acting as a broker to engage large enterprise and policy discussion.

"An example of that would be… we had advice from EndPovertyEdmonton actually how to address that proactively so that council doesn't get mired in that conversation [EndPovertyEdmonton] were just like very helpful in that." – FGD 1

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I am informed as often as I should be about what is going on in the Group.	36%	30%	18%	7%	9%
There is transparency within the Group.	35%	30%	14%	14%	7%
The Group communicates well with members.	36%	36%	16%	5%	7%

■ Strongly agree ■ Somewhat agree □ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree

Figure 16. Communication (a)

Although only 39% of the survey participants are aware of their Group's conflict resolution approach, 77% felt that their Group is a safe environment to discuss disagreements.

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I am aware of my Group's conflict resolution approach.	14%	25%	33%	22%	6%
I believe my Group provides a safe environment in which disagreements between stakeholders can be discussed.	48%	29%	10%	7%	7%

■ Strongly agree ■ Somewhat agree □ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree
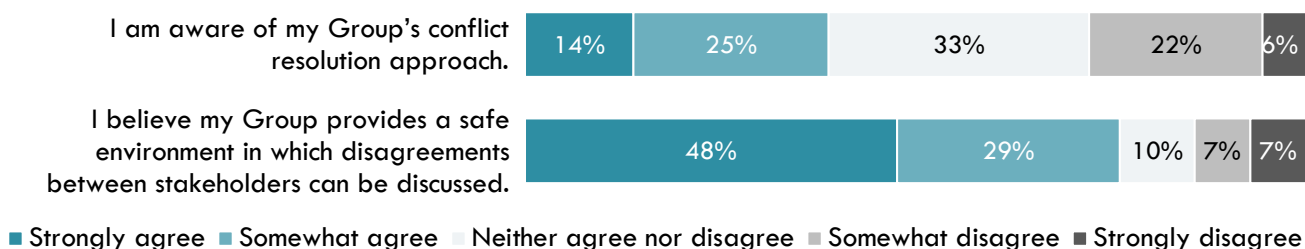
Figure 17. Communication (b)

Continuous communication: Across Groups and EndPovertyEdmonton

About three in five survey participants believe they receive sufficient updates about EndPovertyEdmonton, and this decreased to 36% for information from other Groups.

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[6] Source: Community Tool Bo. Retrieved in June 2022, from https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main

I am informed as often as I should be about what is going on with EndPovertyEdmonton.	10%	48%	17%	14%	12%
I am informed as often as I should be about what is going on in the other Groups.	17%	19%	29%	19%	17%

■ Strongly agree ■ Somewhat agree ■ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree
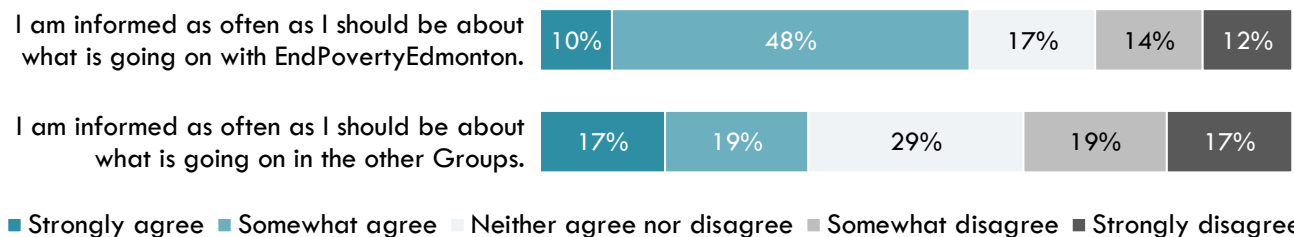
Figure 18. Communication (c)

Participants in one focus group found EndPovertyEdmonton to be open and transparent with their information and processes, which has promoted collaboration. At the Group level, some Groups make information publicly available through websites. A document review of the EndPovertyEdmonton website shows the presence of a **News + Events** section, where EndPovertyEdmonton highlights selected activities.

Many survey and interview participants emphasized the communication gap between EndPovertyEdmonton and Groups, and among the different Groups. Lack of awareness about EndPovertyEdmonton and minimal interaction across Groups is a common theme that emerged throughout the survey comments. One focus group participant raised challenges in keeping EndPovertyEdmonton at the forefront of community attention following COVID-19 and related hardships.

- *"I believe that the Group would benefit from regular updates about what other Groups and EndPovertyEdmonton is working on." – Survey Participant*

- *"Communication is limited between Groups in EndPovertyEdmonton." – Survey Participant*

Insufficient communication with EndPovertyEdmonton has resulted in a lack of visibility for EndPovertyEdmonton in the community. Two interview participants discussed how they *"don't get any updates about EndPovertyEdmonton"* and are only focused on their Group's work as there is no purposeful connection from EndPovertyEdmonton to their Group. They expressed confusion about their Group's relationship with EndPovertyEdmonton and did not have a clear understanding of the role of EndPovertyEdmonton.

> *"I'm not quite – like I say, I'm not quite sure what EndPovertyEdmonton does." – Interview 2*

> *"I'm not even sure there's really much awareness that the […] Group is connected to EndPovertyEdmonton, frankly." – Interview 4*

To increase awareness of EndPovertyEdmonton and understanding of what EndPovertyEdmonton does, interview participants suggested that there should be more knowledge and information sharing to their Groups directly from EndPovertyEdmonton to promote connections. This includes sharing EndPovertyEdmonton updates and milestones through means such as a quarterly newsletter to partners. To increase community partner commitment to ending poverty, EndPovertyEdmonton needs to be *"really clear about their mandate and their purpose and their niche, and what space they occupy and what role they can play in helping move issues forward."*

Similarly, a focus group participant stated how internal and external communication processes could be improved by ensuring there is greater communication and linkages between the Groups to feed information across the Groups.

"The only Group I feel that is currently adding value, but the value is not being tapped, is the Indigenous Circle. I think they have the types of conversations we need to be tapping into but again, the information isn't feeding back into SRT as effectively as I think it could be." – FGD 2

Community Engagement

About 70% of the survey participants found their Group's communication to be adapted to reach a broad and diverse audience and wide reaching.

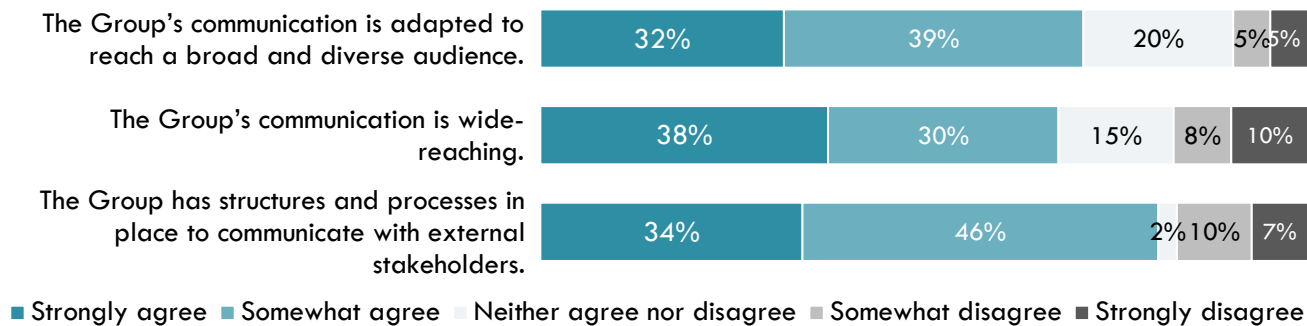|	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The Group's communication is adapted to reach a broad and diverse audience.	32%	39%	20%	5%	5%
The Group's communication is wide-reaching.	38%	30%	15%	8%	10%
The Group has structures and processes in place to communicate with external stakeholders.	34%	46%	2%	10%	7%

Figure 19. Community engagement

Participants in one focus group discussed how EndPovertyEdmonton had built trust and engagement within the community by having advocates who are knowledgeable and who have connections and influence. EndPovertyEdmonton has also built meaningful relationships with partners, particularly during the challenging times of the pandemic where EndPovertyEdmonton weathered staff changes and continued to make an impact. This included having co-chairs who have pre-established authentic relationships with partners, which is an asset to EndPovertyEdmonton.

"I do think like the indigenous co-chairs, they also have authentic relationships with their stakeholders. And that has been an asset." – FGD 2

Five survey participants commented that EndPovertyEdmonton's role in ending poverty is not well understood in the community and among partners, and they highlighted the importance of tailoring communication and engagement to the current context. For example, the participation from public organizations such as Alberta Health Services, Edmonton Police Services, school boards, and the City of Edmonton is fading over time, and currently, Group members from non-profits are the ones who are most engaged. Such incidents require attention to identify and address the cause, as engagement from these organizations is essential for success.

- *"Need to be open to finding new ways to engage the community - and ensure the engagement is genuine and inclusive." – Survey Participant*

Two interview participants felt that EndPovertyEdmonton should make their presence more visible by communicating their (a) role to minimize confusion and (b) outcomes to show progress. They also made the following suggestions:

- Avail information to community members to clearly show what EndPovertyEdmonton is doing. This includes sharing outcomes and information with community and Group members in terms of EndPovertyEdmonton progress and involvement in initiatives.
- Connect with the community to identify issues that matter most to them and identify the supports that they need. This includes having a more intentional focus on *"who to engage, how to engage, and what is the goal of the system."* Community partners' priorities are changing depending on emergent needs, so EndPovertyEdmonton should continue to build and sustain partnerships.
- Have a representative for each Group that can speak with the private sector and community members to champion initiatives.
- Leverage the community's assets and work with communities in a coordinated approach.

"During [EndPovertyEdmonton's] beginning phase – because it is the Mayor's taskforce – it got a lot of attention in the community, in media, in – so people actually are aware that such an initiative exists in the city. But I think it's time for EndPovertyEdmonton to actually make itself more visible and particularly in areas where it impacts poverty […] the people don't really know – don't know much about EndPovertyEdmonton anymore. So I think that there needs to be increased visibility." – Interview 2

"There is a real opportunity to better engage the business community in advancing EndPovertyEdmonton's goals and objectives. This begins with more representation from the business sector in EndPovertyEdmonton's governance structure." – Survey Participant

"So if you asked me, "So in the span of six months, how many times have you heard EndPovertyEdmonton mentioned in any of these social development initiatives or even in the media?" I have to say, "I haven't heard from them."" – Interview 2

One interview participant discussed how EndPovertyEdmonton has established trust by working with communities as *"collaboration comes with respect and there's also a trust between all the [EndPovertyEdmonton] partners"* which is vital to collaborate, build forums, and work toward the goal of ending poverty in Edmonton.

"The opportunity to collaborate and coordinate and cooperate with each other can be done through coming together with respect and trust. And EndPovertyEdmonton has provided that forum and is a key player to those communities at large." – Interview 3

Summary

EndPovertyEdmonton has contributed to consistent and open communication across partners to build trust, assure mutual objectives, and appreciate common motivation by providing updates about what is going on with EndPovertyEdmonton to Groups. Some participants discussed EndPovertyEdmonton's transparent information and processes to promote collaboration.

On the other hand, others felt that more communication is needed due to a communication gap between EndPovertyEdmonton and the Groups, as well as between the Groups. Insufficient communication with the community has resulted in a lack of awareness of how EndPovertyEdmonton supports ending poverty. More knowledge sharing by EndPovertyEdmonton and between the Groups would help to create greater linkages and alignment. EndPovertyEdmonton should also be more visible on the community level by better communicating their role in ending poverty and progress toward outcomes. Lack of awareness about EndPovertyEdmonton and minimal interaction across Groups is a common theme that emerged throughout the evaluation.

5. Strategic learning and shared measurement

Definition – "Timely access to data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable."[7]

Evaluation at EndPovertyEdmonton

Fifty-three percent of the survey participants believe that EndPovertyEdmonton provides appropriate evaluation support.

EndPovertyEdmonton provides appropriate support for evaluation and metrics.

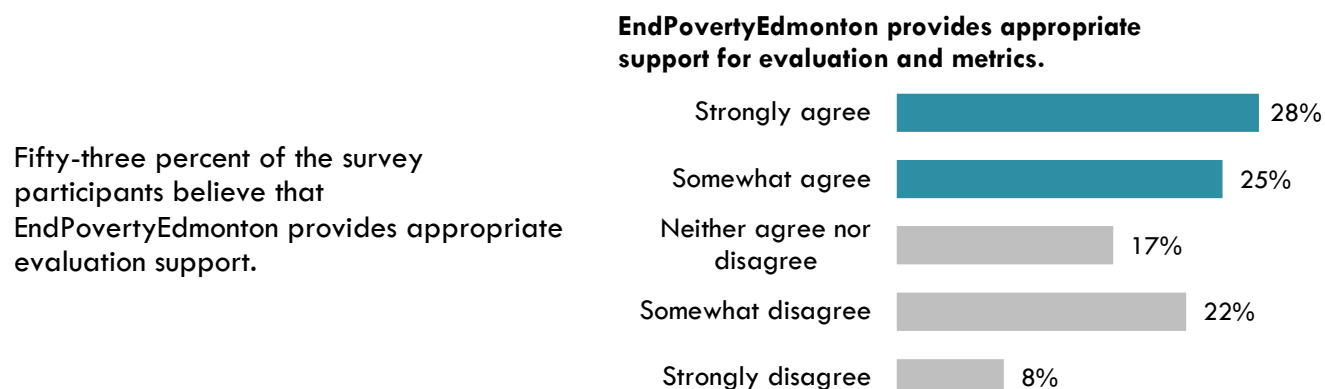| Response	Percentage
Strongly agree	28%
Somewhat agree	25%
Neither agree nor disagree	17%
Somewhat disagree	22%
Strongly disagree	8%

Figure 20. Evaluation support

Participants from one focus group and four interview participants discussed how EndPovertyEdmonton outcomes can be difficult to measure because outcomes toward ending poverty take time to be realized. This can make it difficult to communicate and demonstrate impact, which is a challenge not just for EndPovertyEdmonton, but for any work aiming to eradicate poverty. Focus group participants hope that EndPovertyEdmonton partners and funders understand this challenge, and adjust their expectations, as real impact might take more than a decade.

Despite the challenges, two interview participants highlighted the value of having a concrete commitment to measuring impact and outcomes. Participants from both focus groups also emphasized that evaluation and strategic learning are very important for EndPovertyEdmonton's progress. This will help show funders the outcomes of EndPovertyEdmonton's work. They identified the need to enhance the evaluation efforts at EndPovertyEdmonton.

> *"We get reports on what they're doing every two months […] and I find it really tough because it's busy work. Like they report their work as like 'we met with this person', and 'we filled out this form' […] But it's not what change have I seen? Like it's not outcome focused. – FGD 2*

Evaluation and Learning: Group Level

About two-thirds of survey participants feel that their Group monitors and measures its activities and outcomes. A participant commented that the Alberta Living Wage Network Group has made progress on a shared measurement approach stating:

> *"The shared measurement approach has been used to develop an evaluation approach for Alberta Living Wage Network (ALWN). A group of volunteers from the ALWN Council has met to define*

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[7] Source: Community Tool Bo. Retrieved in June 2022, from https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main

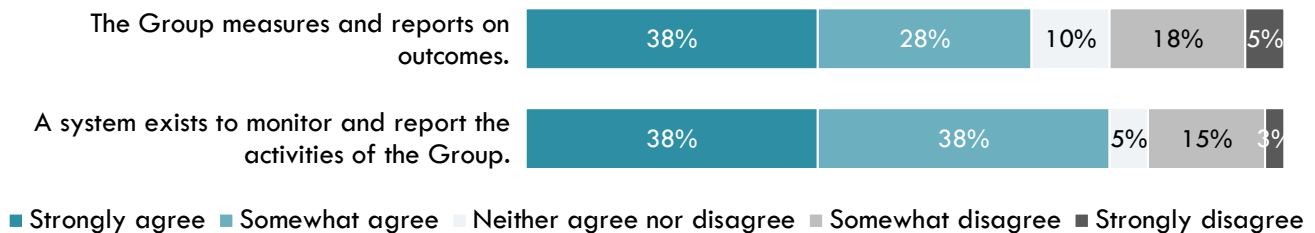|	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The Group measures and reports on outcomes.	38%	28%	10%	18%	5%
A system exists to monitor and report the activities of the Group.	38%	38%	5%	15%	3%

Figure 21. Evaluation efforts

Interview participants highlighted the following evaluation activities occurring in some Groups:

- The incorporation of developmental evaluations into their quarterly agenda.
- Strategic planning sessions that have helped (a) to identify priority areas, emerging trends, and issues, and (b) clarify purpose.
- The completion of research projects about how to collect data, and what standards and protocols to use in collecting data, which may include more informal measures such as having informal conversations instead of doing an interview.

> Another example of a Group level evaluation activity is Edmonton Local Immigration Partnership (ELIP) Year 2 (2021-22) Evaluation report. The evaluation contains findings from EndPovertyEdmonton's Race Based Data Group.

Three survey participants commented that their Group is not ready for evaluation.

- *"I don't believe our group has reached this point yet as we are still early in the process." — Survey Participant*

- *"I'm not sure we're there yet on the shared measurement concept. It'd be interesting to know what that could look like here." — Survey Participant*

Sixty-eight percent of the survey participants feel that their Group reflects and improves joint work based on data and outcomes.

Information about our activities and outcomes is used by the Group members to improve our joint work.

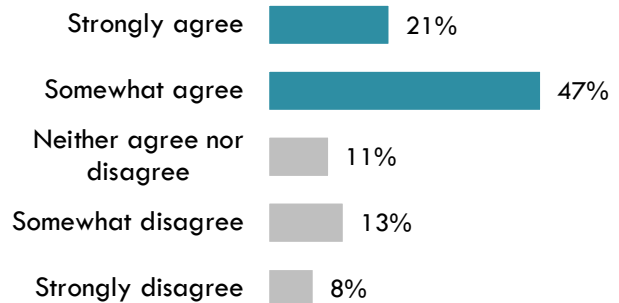|	
Strongly agree	21%
Somewhat agree	47%
Neither agree nor disagree	11%
Somewhat disagree	13%
Strongly disagree	8%

Figure 22. Evaluation use

Sharing evaluation findings

About half of the survey participants feel that there are learning opportunities across Groups, which decreased to 30% when asked if they receive reports/data from other Groups. This indicates that data exchange across Groups is minimal. Similarly, focus group and interview participants were aware of completed evaluations, but they were not shared with Group members and members of the wider community. Focus group and interview participants highlighted how the community is unaware of EndPovertyEdmonton progress and doesn't understand whether goals have been met due to minimal knowledge sharing. Some participated in evaluation activities in the past including interviews, but never received the findings nor the action items following the evaluation.

"So I think that accounts for a lot of what the community that doesn't understand this may think about, sort of well, what has EndPovertyEdmonton done lately? And why haven't all these goals been met yet?" – Interview 1
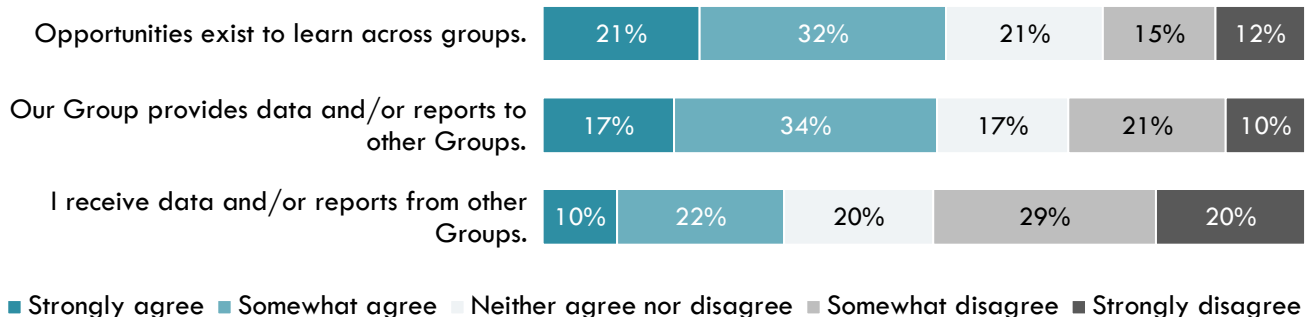
	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Opportunities exist to learn across groups.	21%	32%	21%	15%	12%
Our Group provides data and/or reports to other Groups.	17%	34%	17%	21%	10%
I receive data and/or reports from other Groups.	10%	22%	20%	29%	20%

■ Strongly agree ■ Somewhat agree ■ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree

Figure 23. Learnings and evaluation sharing

Summary

EndPovertyEdmonton has engaged in some strategic learning and shared measurement activities by supporting learning opportunities across Groups. Some Groups also monitor and measure their activities and outcomes by completing evaluations and research projects on how to collect data.

EndPovertyEdmonton outcomes can be difficult to measure as outcomes toward ending poverty take time to be realized. However, EndPovertyEdmonton should commit to measuring outcomes and to engaging in strategic learning. Completed evaluations should also be shared with Group members and members of the wider community to support data exchange across Groups.

How does EndPovertyEdmonton advance equity?

Equity – Subsections 6.1 – 6.5 explore EndPovertyEdmonton's progress towards advancement of equity.
Equity Definition – "With no singular experience uniting those experiencing poverty, participants understand and apply methods to ensure equity in participation and representation of those disproportionately affected by poverty including women, seniors, people with disabilities, visible minorities, Indigenous, LGBTQ2S+, and newcomer groups, among others." EndPovertyEdmonton

6.1   Ground the work in data and context, and target solutions.

About 80% of survey participants agreed that their Group's goals are based on data, a common understanding of poverty and the values of those affected by poverty. They added that their Group has contributed to increased understanding of inequities. Two survey participants left comments that expressed their appreciation for their *"Indigenous colleagues who work hard to embed Indigenous reflections and ways of thinking into the work of EndPovertyEdmonton."*

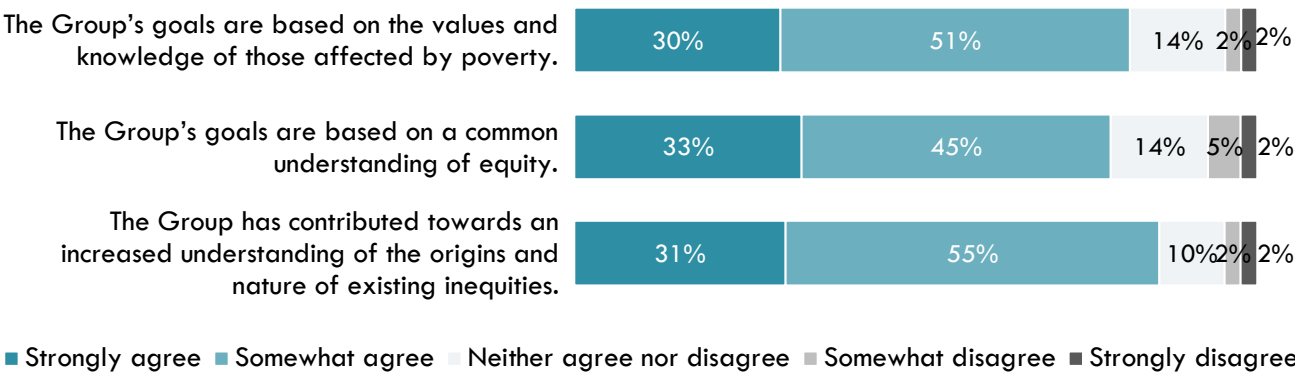|	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The Group's goals are based on the values and knowledge of those affected by poverty.	30%	51%	14%	2%	2%
The Group's goals are based on a common understanding of equity.	33%	45%	14%	5%	2%
The Group has contributed towards an increased understanding of the origins and nature of existing inequities.	31%	55%	10%	2%	2%

Figure 24. Groups' goals and equity

Participants in one focus group provided specific examples of Groups working with researchers to promote understanding and answer pressing questions. These research projects have been published on websites to promote decisions based on evidence and local data. By helping to spread awareness of issues through research, the Group aims to increase public understanding and momentum, and support for policy change.

Other Groups have started to collect their own data to demonstrate and learn more about the issue they are aiming to address which is *"the first step in being able to address it and measure progress towards addressing it."*

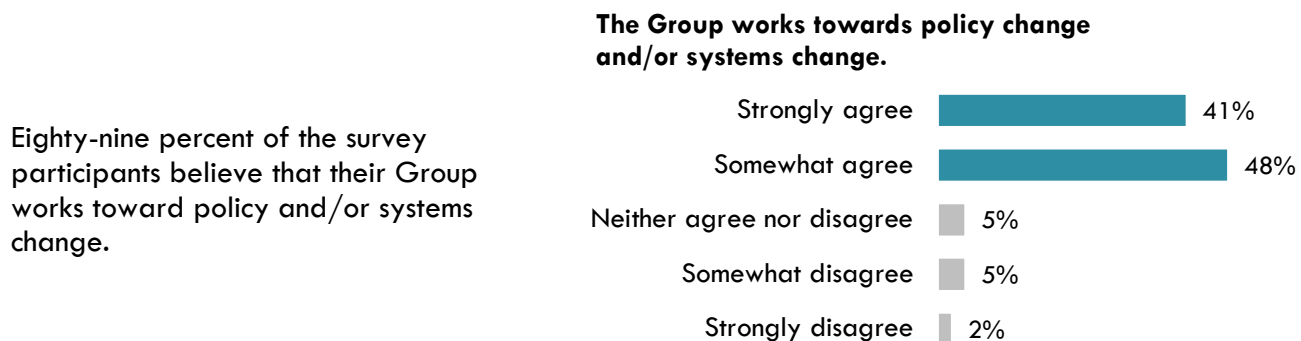## 6.2   Focus on systems change, in addition to programs and services.

Eighty-nine percent of the survey participants believe that their Group works toward policy and/or systems change.

The Group works towards policy change and/or systems change.

Strongly agree	41%
Somewhat agree	48%
Neither agree nor disagree	5%
Somewhat disagree	5%
Strongly disagree	2%

Figure 25. Focus on policy/systems change

Partners are working together on policy change
Interview and focus group participants discussed how EndPovertyEdmonton had worked with partners to contribute to policy change. For example, participants mentioned how their Groups had been working (a) toward incentives such as the childcare subsidy, and (b) the Living Wage calculator.

> *"Because of George Floyd's incident there [was a need for] advocacy on diversity and equity, so there was a Group formed and EndPovertyEdmonton was a lead in that. And so, when the community is aspiring for something, EndPovertyEdmonton comes into play as a leader in getting that opportunity to work on the indicators of the strategy." – Interview 3*

A document review also shows that six out of the nine EndPovertyEdmonton Groups work on advocacy and policy change.

EndPovertyEdmonton has started to contribute to systems change
Interview and focus group participants provided examples of how EndPovertyEdmonton has started to contribute to systems change including keeping poverty in mind for Edmonton City Council and Administration. EndPovertyEdmonton has contributed toward tangible outcomes at both the provincial and federal level, which is encouraging greater support for EndPovertyEdmonton and its activities.

EndPovertyEdmonton is well placed to contribute to systems change
One interview participant highlighted that EndPovertyEdmonton is well situated to work on high impact systems-level change and advocacy, as some non-profits cannot do direct advocacy to avoid organizational and funding risks. They felt that this systems change has not yet occurred, particularly at the policy level as EndPovertyEdmonton identifies opportunity by bringing experts together, but have not actioned or leveraged these opportunities.

Interview participants suggested that EndPovertyEdmonton should:

- Continue to bring people together as well as *"using those collaborations to funnel into policy advocacy and government relations work"* at a city and provincial scale.
- Identify clear paths for policy advocacy.

- Participate, support and lead collaboratives to *"identify the commavnity's needs and gaps that need to be addressed in policy changes."*

6.3   Shift power within the collaborative.

Engages and value diversity of voices

About two-thirds of survey participants believe their Group engages and values a diversity of voices, which decreased to 50% when specifically asked if their Group involves voices with lived experience. A survey participant gave a recommendation to EndPovertyEdmonton and Groups to make extra effort to engage individuals with lived experience.

- *"EndPovertyEdmonton does not have full equity within its organization. Especially when the circles are incomplete and now changing from their intent. This is not advancing rather excluding the voices that all matter...EndPovertyEdmonton should go out of its way to engage and keep engaged this group of people to improve and advance not just equity but actionable accountability. They matter most. Use multiple meetings to get the most amount of people to participate, provide childcare, provide food, have people there to listen to while asking the initial questions."* — Survey Participant

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The Group's decision-making process values all voices at the Group equally.	31%	36%	19%	10%	5%
The Group engages with a broader diversity of voices in the community to inform the work.	21%	44%	28%	5%	3%
The Group promotes diversity of voices with a lived experience of inequity within the Group.	10%	40%	28%	15%	8%

■ Strongly agree ■ Somewhat agree □ Neither agree nor disagree ■ Somewhat disagree ■ Strongly disagree
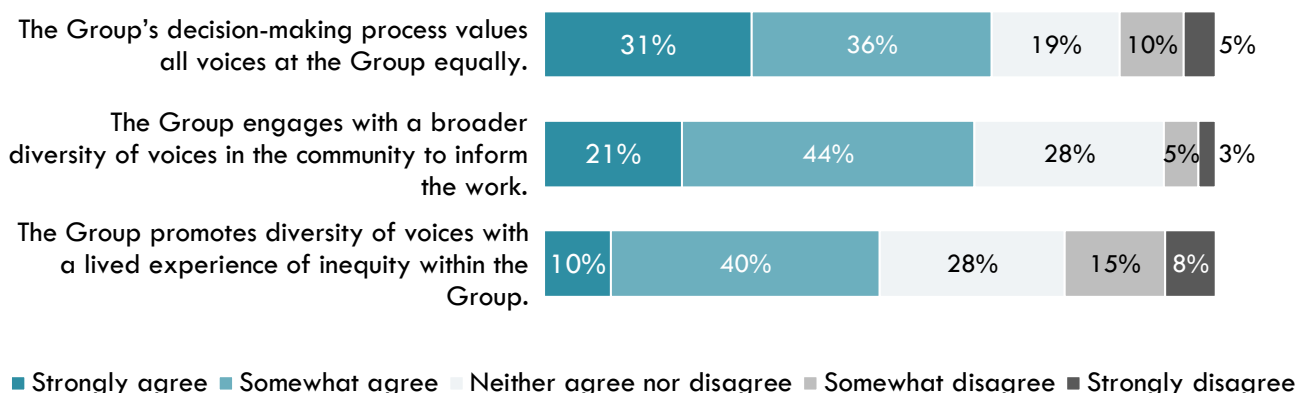
Figure 26. Diversity of voices

One interview participant praised EndPovertyEdmonton for establishing strong relationships with the Indigenous community and giving power to a diversity of voices through the Indigenous Circle which *"brings community members and leaders from Indigenous community to ensure that what EndPovertyEdmonton does is informed by Indigenous worldviews and Indigenous ways of doing things"*. Other Groups have discussed community involvement but have not been able to successfully implement it.

Despite these successes, interview and focus group participants identified the following gaps in engaging a diversity of voices.

- EndPovertyEdmonton has not sufficiently incorporated the voices of individuals with lived experience with a need for further effort and resources *"to avoid tokenism"* and appropriately engage individuals. Technology brings a potential barrier to engaging individuals with lived experience. However, some interview participants suggested that EndPovertyEdmonton has collaborated with partners that work closely with those experiencing poverty and individuals that

have a lived experience of poverty in the past (e.g., through focus groups and other kinds of consultive events).

> *"I do frontline work, so I'm able to provide information on impact and what I'm seeing at the ground level. And that information is welcomed at the [Group]." — Interview 2*

> *"Most people with lived experience, unless it's pretty far in the distant past are not really — steering committee meetings, whether by Zoom or in person are not an appropriate forum for people who have experience in their current life. But there's certainly a few people who have had lived experience of poverty in the past, and there are a number of agencies around the Group who work directly every day with people who have lived experience and are able to bring those voices to the Group. But we have not achieved what some people would think would be an appropriate dream." — Interview 1*

- *"Racialized communities — migrants and immigrants and refugees — are overrepresented in the poverty profile"* but are not sufficiently engaged in EndPovertyEdmonton's work.

- The business community, other than funders, are also underrepresented at EndPovertyEdmonton. This included having potential employers to identify their perspectives and promote engagement and buy-in. Involving the corporate community in EndPovertyEdmonton's work could be challenging, as some tend to be action-oriented and might rush into solutions without much reflection on strategy. However, there has been some success, such *"the Social Procurement project has gotten a very enthusiastic response from the business community."*

- There is a lack of engagement from the government children's services sector which includes child protection workers and child welfare. The voices of child intervention *"where there's families who live in poverty and where we can collaborate intentionally to [meet] their needs and increase [the] health of the community."* It was suggested that EndPovertyEdmonton should strategically plan how to engage and have a collective goal with this sector.

  > *"There's a lack of engagement from the government children services sector in EndPovertyEdmonton and also their initiative. So there may be a little bit strategic planning — how to engage; where to engage and what are the ways where we can have a collective goal — because I know, EndPovertyEdmonton is more about prevention. But we can't just do prevention and end poverty, you have to do intervention too." — Interview 3*

- One interview participant suggested that EndPovertyEdmonton should better include the voices of government policy makers.

  > *"There's a policy department where they do analyze the policies of services, or education, or different other systems. So it may be powerful for them to have [them] in this conversation, to see what is going on in the community. And not to say that they are not engaging communities, but there might be a different way of doing things together." — Interview 3*

Some ideas to address these gaps include:

- Complete an audit of EndPovertyEdmonton partners and Group members to better understand voices that are missing and identify ways to connect underrepresented communities. This would

help to identify *"where are the voices, are they at every Group, are we listening to the voices strategically [and] intentionally?"*

- Provide multiple ways in which people can share their voice by *"giving people [the] choice of virtual or in-person engagement"* to include a wider diversity of voices

6.4   Listen to and act with community

The Group leverages the community's natural leaders.

Sixty-one percent of the survey participants believe their Group leverages the community's natural leaders.

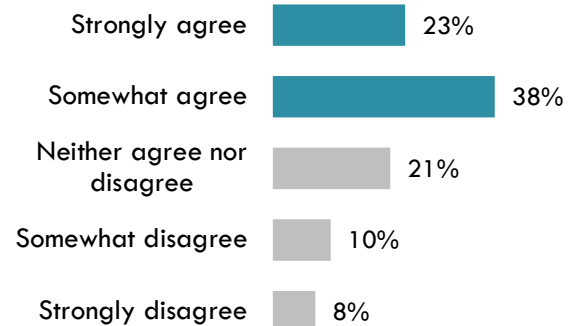|	
Strongly agree	23%
Somewhat agree	38%
Neither agree nor disagree	21%
Somewhat disagree	10%
Strongly disagree	8%

Figure 27. Engaging the communities' natural leaders

Survey participants emphasized how EndPovertyEdmonton Group members are *"natural leaders in their organization and field"* adding that Group members are *"knowledgeable, experienced, connected, and passionate people at the council table. Each are leaders in their respective communities/workplaces and bring tremendous expertise to the table."*

More detailed information about community partnership is described on page 30 of the Continuous communication/Inclusive community engagement sub-section.

6.5   Build equity leadership and accountability

The Group upholds the common understanding of equity in all its actions.

Seventy-three percent of survey participants believe the Group upholds the common understanding of equity in all its actions.

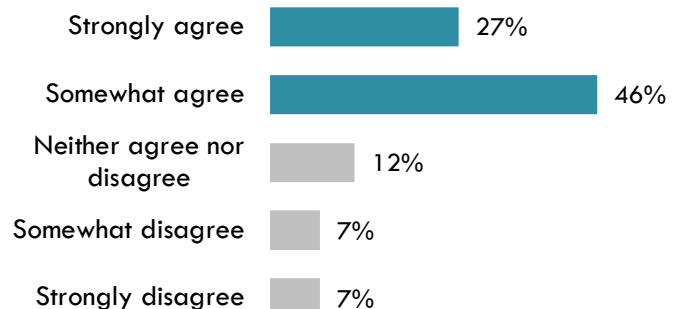|	
Strongly agree	27%
Somewhat agree	46%
Neither agree nor disagree	12%
Somewhat disagree	7%
Strongly disagree	7%

Figure 28. Commitment to equity

Participants from one focus group discussed how EndPovertyEdmonton presented bold statements and advocacy to set the tone for similar structures impacting Canadian communities. This has encouraged partners to endorse statements and work together.

> *"[EndPovertyEdmonton has] taken on some boldness in terms of statements and advocacy which, it is a bit of a tone setter for this structure [...] really getting ahead of some of those issues that are traditionally considered hot button. Similarly in terms of some of [...] Indigenous reconciliation work. We really appreciated seeing that from EndPovertyEdmonton and having the opportunity to endorse or co-sign on some of those messages." – FGD 1*

On the other hand, some focus group and survey participants disagreed and expressed their wish for more equity work and accountability from all levels of EndPovertyEdmonton leadership.

- *"I believe our group could do a better job of educating industry on equity issues, why they exist, and how to overcome them when considering future employees." – Survey Participant*

Seventy-five percent of the survey participants apply learnings and equity offerings in the work and community.

The Group members apply learnings and equity understanding to service offerings in the work and community.

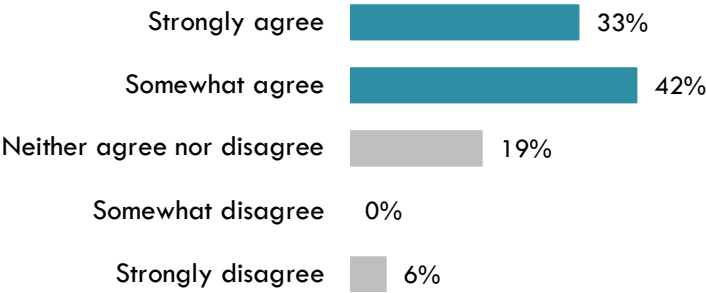|	
Strongly agree	33%
Somewhat agree	42%
Neither agree nor disagree	19%
Somewhat disagree	0%
Strongly disagree	6%

Figure 29. Apply learnings and equity understanding

Interview participants concluded that EndPovertyEdmonton provides accountability by acting as a body that can advocate for research and evidence-based information to bigger systems, but this could be improved to make their impact even greater.

> *"Another thing I appreciate about EndPovertyEdmonton is research evidence-based information and advocating to the bigger systems like Alberta Health Services or City of Edmonton or political and council members. So that really helps [...] because in today's complex scenario where systems are very complex and there needs to be a body, there needs to be accountability and that's what EndPovertyEdmonton provides in different instances. And that would be one of the successes [...] can it be more driven, or can it be improved? Yes. We can do more great." – Interview 3*

Summary: Equity

EndPovertyEdmonton has helped to advance equity by grounding their work in data and context, and targeting solutions. For example, many Groups' goals are based on data, and some have started to

collect their own data to demonstrate and learn more about the issue they are aiming to address. EndPovertyEdmonton is well placed to contribute to systems change and has worked with partners to contribute to policy change and other tangible outcomes. A diversity of voices is engaged by EndPovertyEdmonton, including voices from Indigenous communities. EndPovertyEdmonton has helped to provide accountability by advocating research and evidence-based information to bigger systems.

On the other hand, some felt that systems change, particularly at the policy level, had not yet occurred with the opportunity for EndPovertyEdmonton to better leverage policy discussions. EndPovertyEdmonton may also miss the voices of those with lived experience, racialized communities, migrants, immigrants and refugees, the business community, as well as government and policy departments. Allowing multiple means of engagement and completing an audit of partners and tables could help EndPovertyEdmonton to better understand the voices that are missing and advance equity.

Additional Themes

Overall, survey, interview, and focus group participants appreciated the progress achieved by EndPovertyEdmonton and expressed their optimism for the future.

- *"EndPovertyEdmonton is a great organization, and I am pleased with the work we have completed so far. I support the strategies that are being implemented and look forward to seeing the progressive results from the collaboratives formed by EndPovertyEdmonton!" – Survey Participant*

- *"Great organization with great people doing important and much needed work!" – Survey Participant*

- *"I am looking forward to working together to build a better city for families and children. There are opportunities for advancing this work and together we can advocate and action the research and evidence informed recommendations to make things happen." – Survey Participant*

- *"I think over the last 18 months a lot of progress has been made in spite of challenging conditions - Covid and a government that is not supportive of public services." – Survey Participant*

Discussion

1. EndPovertyEdmonton has achieved some successes in **establishing common agenda and shared community aspiration** with opportunity to further define its strategy and role. **Six out of eight** indicators of common agenda and shared community aspiration are clearly or partially met.

Developing a shared understanding of the problem, vision for change, and measurable goals is an essential component of Collective Impact[8]. For EndPovertyEdmonton this means having a clear overarching vision and goals tailored to all Group members and for each Group.

What is going well?
EndPovertyEdmonton is an adaptable learning organization. EndPovertyEdmonton has changed its strategy over time from the initial RoadMap Actions to Game Changers, which convene Groups for specific strategic objectives. This shift in strategy has allowed EndPovertyEdmonton to learn from its successes and challenges, and focus on topics that have the most impact in poverty reduction.

EndPovertyEdmonton has clearly outlined its vision and some Groups have clear goals. EndPovertyEdmonton envisions ending poverty in a generation[9] and currently has nine active Groups, involving over 100 member organizations that work toward the common agenda of eliminating poverty in a generation. Most Group members understand what their Group is trying to achieve. Some Groups have made significant progress in defining and outlining their vision, strategy, and actionable goals. They underwent a strategic planning session, which allowed them to articulate and define their Group's work. However, this is not consistent across all Groups as some have not yet completed strategic planning sessions.

What needs improvement?
EndPovertyEdmonton would benefit from a clear strategy, with measurable goals and actions. Data from focus groups, interviews, and a small proportion of survey respondents indicate that EndPovertyEdmonton has not clearly outlined the actionable goals required to achieve its vision. EndPovertyEdmonton has opportunity to better articulate and communicate its role, and how it hopes to (a) achieve its vision of eliminating poverty by stating actionable and measurable goals, and (b) collaborate with partners.

Recommendations:
✓ Define EndPovertyEdmonton's role, strategy, and action plan so partners are clear on and committed to a shared vision for change.

✓ Make a consistent effort to communicate EndPovertyEdmonton's role, strategy, and action plan with all partners.

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[8] Source: Collective Impact. Winter 2011. John Kania & Mark Kramer. Date accessed June 2022 from https://ssir.org/articles/entry/collective_impact
[9] Source: EndPovertyEdmonton website. Date accessed June 2022 from https://www.endpovertyedmonton.ca/about

2. EndPovertyEdmonton's backbone support has some strengths and gaps. Six out of seven indicators of backbone support are clearly or partially met.

Collective Impact requires "highly structured processes" and highly skilled staff that coordinate, manage, and support the initiative through ongoing partner engagement, facilitation, communications support, data collection and reporting, and handling logistical and administrative details needed for the initiative to function smoothly[8].

What is going well?
Most of the Groups have appropriate leadership, as demonstrated by the numerous survey comments that praised the Group leaders. Group leaders bring technical expertise as well as soft skills required to lead and influence different partners. EndPovertyEdmonton staff members were found to be **highly skilled and passionate** who can support the contribution to outcomes.

EndPovertyEdmonton **Group members bring power, influence, expertise, and community connection.** Most of the survey, focus group, and interview participants believe that the right people are at the Group. Having the right partners at the Group level is a critical part of EndPovertyEdmonton's success, as EndPovertyEdmonton works through convening Group members to engage in collaborative practices. Therefore, the Group members need to have the capability and power to go back to their respective organizations and make appropriate changes to align their work with EndPovertyEdmonton's vision. EndPovertyEdmonton has also acted as an anchor for some Groups through challenging times as a result of COVID-19.

What needs improvement?
EndPovertyEdmonton leadership: There were conflicting experiences with EndPovertyEdmonton's leadership; some believe they provide sufficient direction and leadership, while others expressed their desire for more organizational strategy, structure, guidance, role clarity and accountability from EndPovertyEdmonton's leaders. EndPovertyEdmonton leadership was a recurring theme in the evaluation data, where some participants attributed successes or gaps to leadership.

Awareness about EndPovertyEdmonton's role could be improved. One-third of survey respondents are not clear on EndPovertyEdmonton's role in providing backbone support to their Group. This could be partially explained by the fact that some EndPovertyEdmonton Groups have multiple organizations providing them with backbone support. However, there is also a communication gap between EndPovertyEdmonton and Group members, especially around EndPovertyEdmonton's role. EndPovertyEdmonton has not articulated to Group members its role, and in some instances Group members are not aware of the tasks EndPovertyEdmonton staff complete in the backend to sustain the Groups.

Recommendations
- ✓ Continuously examine if the leadership structure (a) meets the Group members' and staff needs, and (b) fits the context of EndPovertyEdmonton.

- ✓ Define what backbone support from EndPovertyEdmonton entails and continuously share with partners and staff to support the overall achievement of outcomes.

- ✓ Continue to hire, and make efforts to retain, highly skilled and passionate staff.

✓ Continue to seek out and involve appropriate partners and Group members in EndPovertyEdmonton's work.

3. There are some examples of successful **coordinated efforts**, however minimal collaboration within and across Groups. **Four out of six** indicators of mutually reinforcing and/or high leverage activities are clearly or partially met.

Collaboration among Group members is a key component of Collective Impact[8]. For EndPovertyEdmonton, this means that Group members work in a coordinated approach where their efforts align and contribute to the Group's goal. Since EndPovertyEdmonton has multiple Groups, there is also an element of collaboration that is required among the different Groups.

What is going well?
Some Group members are working in a coordinated approach, where they build on each others' success. A couple of survey participants gave examples of high leverage and mutually reinforcing activities, including the achievement by the Alberta Living Wage Network group.

Focus group data shows that EndPovertyEdmonton Group members come to the different Groups with a desire to collaborate and work toward a common goal.

Some EndPovertyEdmonton Groups have achieved systems level change through collaboration, and some Group members are working in a coordinated approach where they build on each others' successes. Fifty-five percent of survey participants believe that Group members are aligning their own practices with the Group's goal, and 48% believe the Group fosters accountability.

What needs improvement?

Collaboration across Groups is minimal. Without clear processes in place for sharing information across Groups, collaboration has been sporadic and inconsistent. Focus Group participants expressed their wish for more guidance, clarity, and support from EndPovertyEdmonton on how to best collaborate across Groups.

Recommendations
✓ Build processes to promote collaboration within and across Groups based on collaboration success factors and the Collective Impact conditions to ensure partners and Groups work together on advocacy and policy change. The ongoing governance conversations could help to establish this process and serve this need, as all groups will have shared responsibility for strategic action planning.

4. **Communication within Groups** is sufficient, however, there are gaps in communication across Groups and EndPovertyEdmonton. EndPovertyEdmonton has started to work toward **all three** indicators of continuous communication/inclusive community engagement.

Continuous communication and inclusive community engagement refers to (a) having structures and processes in place to inform, engage, and seek feedback from partners, and (b) tailoring information and communication approach to reach a broad audience.

What is going well?

There are examples of open communication, transparency, trust, and collaboration between EndPovertyEdmonton and partner organizations. EndPovertyEdmonton has openly shared its processes and lessons-learned from a policy change initiative to guide another partner organization that was going through the same process. This transparency and openness to sharing information is an example of courageous leadership where it builds trust, promotes collaboration, and inspires partner organizations to mobilize toward the same cause.

Some processes are in place at EndPovertyEdmonton and at the Group level to gather feedback from external partners. This, along with having community advocates, has helped to build trust and engagement within the community. Some Groups have also shared information about their work publicly and provide a safe environment to discuss disagreements. However, discussions during interviews have demonstrated that EndPovertyEdmonton needs to enhance its community engagement by better communicating with partners.

What needs improvement?

Persistent communication gap. One of the consistent themes that has emerged from this evaluation is the communication gap (a) between Groups, and (b) from EndPovertyEdmonton to Groups. Only 58% of survey respondents believe they are informed as often as they should be about EndPovertyEdmonton. Only 36% of survey respondents believe they are informed as often as they should be about other Groups. This data indicates that EndPovertyEdmonton has an opportunity to enhance its communication approach to Group members. Similarly, communication processes need to be established across Groups. Insufficient communication with the community has also resulted in a lack of awareness of how EndPovertyEdmonton supports ending poverty.

Recommendations

✓ Identify appropriate communication strategies and processes (a) from EndPovertyEdmonton to Group members, (b) Group members to their Group, (c) Groups to EndPovertyEdmonton, and (d) between the different Groups.

✓ Strengthen community engagement by regularly sharing EndPovertyEdmonton updates and information. Tailor the information and communication approach to reach a wide and diverse audience, including those with minimal access to technology to support the equitable inclusion of diverse voices.

5. **Some Groups have identified ways to measure and track outcomes, but not all. Two out of four indicators of strategic learning and shared measurement are clearly or partially met.**

A strategic learning shared measurement system "ensures that all efforts remain aligned and enables the participants to hold each other accountable and learn from each other's successes and failures"[8].

What is going well?
Some Groups have an evaluation and measurement plan and they have started to make progress in research and data collection. Sixty-four percent of the survey respondents believe that their Group measures and reports on outcomes and they gave examples of where they incorporated shared measurement as a regular agenda item so that it stays at the forefront of the Group's work, while others completed a research project to identify data collection protocols. Despite these successes in a few Groups, most do not have a formal data, strategic learning, evaluation, or a shared measurement plan.

EndPovertyEdmonton has completed numerous evaluations both on the organizational, overarching, and initiative level. It has dedicated funding to complete evaluations.

What needs improvement?
Strategic learning and shared measurement efforts are not consistent and coordinated at EndPovertyEdmonton and some Groups. Only 53% of survey respondents believe that EndPovertyEdmonton provides appropriate support for evaluation and two survey respondents commented that their Group is not ready for shared measurement as they are in the initial planning stage.

EndPovertyEdmonton evaluation outcomes and findings are not shared widely. Even those that participated in the evaluation by responding to surveys and interviews did not receive any information about if and how the evaluation findings were used. Only 32% of the survey respondents receive data and/or reports from other Groups. This shows that information exchange and learning across Groups is minimal.

Recommendations
- ✓ Identify processes for shared measurement and evaluations at organizational level and Group level.
- ✓ Dedicate resources, staff, and funding to support evaluation and shared measurements at the organizational and Group level.
- ✓ Champion and celebrate performance measurement efforts across Group members and partners.
- ✓ Move into the next phase of evaluating EndPovertyEdmonton's impact by measuring progress towards the overall goal of eliminating poverty in a generation. This includes evaluating whether the Collective Impact conditions are yielding change.

6. **EndPovertyEdmonton has started to gain some early successes and traction to advance equity.** EndPovertyEdmonton has started to work toward all twelve indicators of equity with differing levels of achievement.

Some Groups have started to ground their work in data and context, and target solutions. The focus of Collective Impact is to address root causes of problems through systems change. For partners to address systemic barriers, they first need to understand the cause and nature of inequities. Some EndPovertyEdmonton Groups have started to examine local context to better understand racism, inequity, and systemic barriers. These Groups have started to collect data and do research, and ground the work on local evidence and context. For example, the Alberta Living Wage Network is highlighted by participants for the Group's progress on a shared measurement approach. In addition, most Groups' goals are based on the values and knowledge of those affected by poverty.

Some EndPovertyEdmonton Groups have contributed toward systems change, but others need a more coordinated approach. EndPovertyEdmonton is well positioned to work on systems change as its organizational structure is conducive for policy change advocacy. EndPovertyEdmonton has convened community leaders and partners with technical expertise, connections, and influence, which can be intentionally used to make sustainable and systems level change. This has supported EndPovertyEdmonton in advocating for policy change. Focus group participants shared instances where EndPovertyEdmonton (a) inspired partner organizations to rally toward a policy change, and (b) led efforts toward policy change advocacy at the provincial and federal level. The majority of EndPovertyEdmonton Groups also work toward policy change advocacy and some Groups have already gained tangible results and examples of contributions to policy changes. Overall, EndPovertyEdmonton is starting to contribute toward systems change, however, this is not consistent across all Groups.

Some EndPovertyEdmonton groups, particularly the Indigenous Circle, engage Indigenous voices well, but more work needs to be done to include individuals with lived experiences and marginalized communities that are overrepresented in poverty such as immigrants, refugees, and migrants. Only half of survey respondents believe their Group involves voices with lived experience. In addition, there were discussions about the lack of representation of marginalized communities such as immigrants in EndPovertyEdmonton's work.

Recommendations

✓ Examine processes and approaches from successful initiatives to provide more guidance to the Groups that are lagging on policy/systems level work. Although the external factors and EndPovertyEdmonton Group members expertise and focus differs, EndPovertyEdmonton has the opportunity to intentionally empower Groups to work toward systems change.

✓ Assess/audit representation at EndPovertyEdmonton Groups and make efforts to engage those that are missing from the work.

✓ Continuously examine decision-making and power structures within the organization and Groups to identify ways to that share power with those most affected by poverty.

Conclusion

In the past three years (since the last EndPovertyEdmonton Collective Impact evaluation in 2018), EndPovertyEdmonton has achieved many successes, has made progress in some aspects of Collective

Impact efforts, and continues to move in the right direction. This includes EndPovertyEdmonton's work in providing backbone support through a strong staff base, engaging Indigenous voices, convening community leaders and partners to leverage systems-level change, and advocating for policy change by providing evidence-based information to bigger systems like Alberta Health Services and the City of Edmonton. Both the Alberta Living Wage Network and Indigenous Circle Groups were discussed as Groups who are leading the way in creating some of the conditions for Collective Impact. For example, the Alberta Living Wage Network has championed high leverage and mutually reinforcing activities, and the Indigenous Circle are praised for establishing strong relationships with the Indigenous community and giving power to a diversity of voices.

Working toward the grand goal of eliminating poverty in a generation using a Collective Impact approach and adapting to the current context requires a robust plan and continuous effort to collaborate, learn from successes and challenges, and monitor outcomes. As such, EndPovertyEdmonton should reflect on the findings of this evaluation and other performance indicators, and adopt the learnings, innovative solutions, and best practices. EndPovertyEdmonton is also well placed to move into the next phase of evaluating impact by measuring progress toward outcomes and the overall goal of eliminating poverty in a generation. This next step includes evaluating whether the Collective Impact conditions are yielding change.

Appendix A: Evaluation Framework – 2018 & 2022 Highlights

Outcomes	Indicators[10]	2018 Results	2022 Results
To what extent has EndPovertyEdmonton created the conditions for Collective Impact?			
EndPovertyEdmonton partners have a common agenda and shared community aspiration.	EndPovertyEdmonton has built a common understanding of the problem that needs to be addressed.	**Partially met** – there is strong community buy-in for EndPovertyEdmonton and there is a critical mass pushing forward a movement toward ending poverty in Edmonton. However, more clarity is needed around EndPovertyEdmonton's focus.	**Met** – 75% of survey participants have a clear understanding of EndPovertyEdmonton's goal.
	Partners are committed to a shared vision for change and have agreement upon the goals and approaches to achieving that vision.	**Partially met** – survey data showed that overall, almost two-thirds of respondents either agreed or strongly agreed that their organization/initiative clearly understood their role in EndPovertyEdmonton. However, there is insufficient evidence to assess the agreement upon the goals and approaches to achieving that vision.	**Partially met** – just under 70% of survey participants believe other members of their Group have goal clarity. However, there is insufficient evidence to assess the agreement upon the goals and approaches to achieving that vision.
	EndPovertyEdmonton facilitates work towards an action plan.	**Partially met** – while the structure of EndPovertyEdmonton's work helps to clarify priorities, more clarity is needed on EndPovertyEdmonton's focus. EndPovertyEdmonton engages many people to contribute to Road Map actions, but the value-added role of EndPovertyEdmonton in this work is not clear.	**Partially met** – there was some uncertainty regarding to what extent EndPovertyEdmonton has acted on the action plan.
	Partners identify and implement new strategies or activities to address gaps or duplication.	**Improvements needed -** there is a perception among partners that new ideas they suggest will be criticized, and that EndPovertyEdmonton is risk-averse and thus misses opportunities.	**Insufficient evidence to assess.**

[10] Sources: (fonts in blue) EPE 2018 Collective Impact Evaluation and fonts in (black) *Guide to Evaluating Collective Impact*. FSG.https://www.collectiveimpactforum.org/sites/default/files/Guide%20to%20Evaluating%20CI%2003.pdf
Text in blue font is indicators from previous CI evaluation and Italics indicate CI 3.0 indicator

Outcomes	Indicators[10]	2018 Results	2022 Results
	The plan evolves over time in response to learning about Collective Impacts' successes, challenges, and opportunities.	**Improvements needed** - there is not consensus among partners on whether EndPovertyEdmonton is truly a collective impact initiative, or whether that is important.	**Met** – EndPovertyEdmonton strategy has shifted from one that was programmatic to one that is focused on systems change. However, some focus group participants felt that EndPovertyEdmonton should focus beyond Collective Impact and highlight outcomes toward ending poverty.
	Partners understand each other's work and how it supports the common agenda.	**Improvements needed** – questions arose about how do partners both distinguish themselves and coordinate their efforts with other partners, complement each other better, and involve each other as needed in order to further the work.	**Partially met** – participants agree there is a common agenda, and almost four out of five survey participants have a clear understanding of how their Group's work contributes to EndPovertyEdmonton's goal.
	Partners understand the roles of other working Groups and how these support the common agenda.	**Improvements needed** – there is better consistency in partners' understanding of the roles of different tables than earlier on in EndPovertyEdmonton.	**Improvements needed** – insufficient communication across Groups leads to a lack of understanding of the roles of other working Groups.
	Partners collaborate within and across working groups.	**Improvements needed** - there is uneven participation in EndPovertyEdmonton tables, little collaboration between tables, and some tables that are not yet operating.	**Partially met** – partners collaborate within groups, however, collaboration across Groups could be improved.
EndPovertyEdmonton has well-developed backbone support.	EndPovertyEdmonton has an established steering committee or leadership structure with responsibility and authority for governance and decision making.	**Partially met** - EndPovertyEdmonton governance is not clear and transparent, especially regarding Stewardship Round Table and Secretariat roles. However, the EndPovertyEdmonton structure helps partners focus on Road Map actions, facilitates and legitimizes work of Secretariat, provides accountability through relationships among partners, and helps EndPovertyEdmonton continue.	**Partially met** –there was some discussion within focus groups that there was too much reliance on the Stewardship Round Table to discuss governance which should instead be organized by EndPovertyEdmonton leadership.
	There are dedicated backbone staff with the skills and capacity to support the initiative.	**Insufficient evidence to assess.**	**Met** – EndPovertyEdmonton staff are skilled and passionate, and as a result are able to support EndPovertyEdmonton in achieving intended outcomes.

Outcomes	Indicators[10]	2018 Results	2022 Results
	EndPovertyEdmonton makes clear and timely decisions on matters of strategic importance.	**Improvements needed** – evidence shows a lack of communication between EndPovertyEdmonton (Secretariat) and partners regarding how decisions are made. More than 40% of survey respondents either disagreed or strongly disagreed that their organization/initiative is aware of how EndPovertyEdmonton makes decisions.	**Partially met** – Focus group discussions highlighted how EndPovertyEdmonton leadership have responsibility to guide its vision, purpose, and motivate Groups. At the Group level, two-thirds of survey participants reported that their group has a defined method of decision-making.
	EndPovertyEdmonton provides project management support, including monitoring progress toward goals and connecting partners to discuss opportunities, challenges, gaps, and overlaps.	**Partially met** - half the survey respondents expressed either agreement or strong agreement that the Secretariat is helping provide a clear path of action toward alignment of their work with EndPovertyEdmonton. Better clarity of the Secretariat role, and stronger Secretariat leadership could help more partners see a clear path of action to align their work with EndPovertyEdmonton.	**Met** – two-thirds of survey participants are aware that backbone support is available from EndPovertyEdmonton and believe their Group has project management support from EndPovertyEdmonton, including monitoring progress toward goals and connecting partners to discuss opportunities, challenges, and gaps.
	EndPovertyEdmonton convenes partners and key external stakeholders to ensure alignment of activities and pursue new opportunities.	**Improvements needed** - the process of whom to engage in EndPovertyEdmonton, and how, is not clear. Collaboration among and with partners is not as systematic as would be expected in a Collective Impact model.	**Met** – two-thirds of survey participants believe their Group has support from EndPovertyEdmonton, including monitoring progress toward goals and connecting partners to discuss opportunities, challenges, and gaps.
	EndPovertyEdmonton creates paths for and recruits new partners so they become involved.	**Improvements needed** - no formal process for reviewing who is at the table (of Stewardship Round Table), how to invite people, when their term is up – this lack of progress stalls collaboration. Need to refresh membership for new energy and fresh perspective – hard to do when Stewardship Model still not clarified.	**Met** - EndPovertyEdmonton's focus on collaboration and creating a diverse partner base creates a culture around making change in collaboration.
	EndPovertyEdmonton seeks out opportunities for alignment with other efforts.	**Insufficient evidence to assess.**	**Insufficient evidence to assess.**

Outcomes	Indicators[10]	2018 Results	2022 Results
EndPovertyEdmonton partners engage in mutually reinforcing and/or high leverage activities.	The initiative has a collective plan of action that specifies the strategies and actions that different partners have committed to implementing.	**Met** - Game Changers provide a frame for bringing together collaborative initiatives that align with EndPovertyEdmonton — such as Community Mental Health Action Plan, Edmonton Council for Early Learning and Care, All in for Youth. Each of these EndPovertyEdmonton-connected initiatives is "a collaboration within a collaboration".	**Met** – about three in five survey participants felt that the Group is working toward specific action plans that outline the commitment from different partners.
	Partners are aligning their own practices and actions with initiative goals and collective action plan(s) (indicates commitment).	**Partially met** - EndPovertyEdmonton could do more to convene partners and existing EndPovertyEdmonton-connected initiatives to work together more intentionally on Road Map actions, and to align their work more broadly with Game Changers and/or specific EndPovertyEdmonton initiatives such as Living Wage.	**Met** – about three in five survey participants felt that Group members are aligning their work with the Group's goal.
	Working groups (or other collaborative structures) are established to coordinate activities in alignment with the plan of action.	**Not started** - it is important for partners to know what other partners are doing and how they can either coordinate with or complement other EndPovertyEdmonton-related work. Lots of moving parts and partners makes collaboration a challenge. Lots of conversation about collaboration but not a lot of systematic collaborative effort.	**Not started** - With no clear processes in place for sharing information across Groups, collaboration has been challenging.
	Partners hold each other accountable for implementing activities as planned.	**Improvements needed** - there is a challenge with partners "working in parallel towards a common goal but not hand in hand", rather than "producing together", encouraged in part by how individual organizations are funded for their own work.	**Improvements needed** – less than half of participants believe the Group fosters accountability among members.

Outcomes	Indicators[10]	2018 Results	2022 Results
	Partners identify and focus on high leverage opportunities for change.	**Partially met** - EndPovertyEdmonton convenes people from different perspectives and sectors to contribute from their own vantage points and provide expertise/experience to identify challenges and coordinate toward solutions. EndPovertyEdmonton is showing some impact on awareness of poverty among decision-makers, and on municipal policies that likely would not have happened otherwise (Ride Transit Program, Living Wage policy).	**Partially met** – survey, interview and focus group participants provided some examples of high leverage opportunities for change, but some Groups have made greater progress on this than others.
	Partners are working together on advocacy and policy change within EPE.	**Partially met** - given that "driving forward" a collaborative initiative like EndPovertyEdmonton requires partners to leverage their expertise, experiences, and resources, it will be important to address this finding that well under half the partners responding to this question believe that the right stakeholders are presently involved.	**Partially met** - participants believe that there is minimal understanding of how other Groups operate and how Groups should work together.
There is continuous communication/ Inclusive Community Engagement.	The initiative has structures and processes in place to inform, engage, and seek feedback from internal (Collective Impact partners) stakeholders, such as working groups that hold regular meetings, newsletters, or online platforms.	**Partially met** - EndPovertyEdmonton is doing well in building relationships among partners who regularly connect through EndPovertyEdmonton meetings or their other work (particularly Stewardship Round Table members.) Regular information sharing is needed to disseminate positive messages about what is happening and to keep partners engaged.	**Partially met** – sixty-six percent of survey participants felt their Group provides adequate communication for members, however, there is a communication gap between EndPovertyEdmonton and Groups, and among the different Groups.

Outcomes	Indicators[10]	2018 Results	2022 Results
	The initiative has structures and processes in place to engage external stakeholders, such as regular meetings, websites, public convenings, public reports, and social and traditional media campaigns. The initiative also has non-traditional and community/culturally appropriate processes and methods to engage those who are marginalized and disadvantaged.	**Partially met** - there is strong community buy-in for EndPovertyEdmonton. Public engagement processes have garnered community support and commitment. Communication needs to include progress on actions and accomplishments and be geared to "getting everyone on the same page" about what EndPovertyEdmonton is and what it does.	**Partially met** – EndPovertyEdmonton's role in ending poverty is not well understood in the community and among some partners, and survey participants highlighted the importance of tailoring communication and engagement to the current context.
	Communication is wide-reaching and adapted to reach a broad and diverse audience of participants.	**Partially met** - there is still room for improvement in EndPovertyEdmonton's communication to the broader community — to increase visibility, connect more people to Road Map actions, de-stigmatize poverty, and clarify misconceptions about EndPovertyEdmonton (EndPovertyEdmonton is a collaborative partnership, not a City program).	**Partially met** – about 70% of survey participants found their Group's communication to be adapted to reach a broad and diverse audience and wide reaching. However, communication to the broader public audience could be improved.
EndPovertyEdmonton partners engage in strategic learning and shared measurement where applicable.	EndPovertyEdmonton has established a set of agreed-upon indicators and data collection methods to track progress toward its outcomes.	**Partially met** - EndPovertyEdmonton has done good research to further a common understanding of poverty in Edmonton (and how to measure it) among partners and the public. ESPC and CUP have led this research, and CUP in partnership with the EndPovertyEdmonton Secretariat and Research and Evaluation Advisory Committee has built a robust evaluation framework for EndPovertyEdmonton.	**Insufficient evidence to assess.**

Outcomes	Indicators[10]	2018 Results	2022 Results
	Partners understand the value of the data sharing.	**Partially met** - it is challenging to evaluate a large, complex, collaborative initiative like EndPovertyEdmonton, in terms of collecting data to show impact and interpreting the influence of EndPovertyEdmonton. Addressing these challenges, and determining what is realistic for evaluation scope, will need to be an ongoing focus during the evaluation.	**Met** – interview and focus group participants are aware of the importance of having a concrete commitment to measuring outcomes. However, some suggested that outcomes towards ending poverty take time to be realized.
	EndPovertyEdmonton aggregates data and shares progress reports, lessons, and trends with partners and relevant external stakeholders.	**Improvements needed** - it is important to share actions completed and in progress so partners/stakeholders see movement occurring and increase their confidence that EndPovertyEdmonton can make a difference in the community.	**Improvements needed** - Focus group and interview participants highlighted how the community is unaware of EndPovertyEdmonton progress and doesn't understand whether goals have been met due to minimal knowledge sharing. Some participants who participated in evaluation activities in the past never received the findings nor the action items following the evaluation.
	EPE regularly reviews data and uses it to inform strategic decision making.	**Improvements needed** - a survey question about EndPovertyEdmonton partners' use of shared learnings to inform their decision-making illustrates that more than 40% have not yet done so. Also, the percentage of respondents who did not feel they knew enough to answer the question was much higher than for other survey questions. Only 25% reported taking any action to use shared learning (either starting to do so or consistently doing so).	**Met** - Sixty-eight percent of the survey participants feel that their Group reflects and improves joint work based on data and outcomes.
How does EndPovertyEdmonton advance equity?			
Ground the work in data and context, and target solutions.	EndPovertyEdmonton has contributed towards a common language (a new and shared understanding of terminology, and data).	**Met** - EndPovertyEdmonton is a seen as a "gold standard" for its focus on diversity, equity, and inclusion.	**Met** – about 80% of survey participants agreed that their Group's goals are based on a common understanding of poverty and the values of those affected by poverty.

Outcomes	Indicators[10]	2018 Results	2022 Results
	EndPovertyEdmonton has contributed towards an accurate and increased understanding of the origins and nature of existing inequities (history, and personal stories).	**Insufficient evidence to assess.**	**Met** – about 80% of survey participants believe their Group has contributed towards and increased understanding of the origins and nature of existing inequities.
	Targeted solutions have been made because of the grounding of the work (common definition, data, increased understanding of nature of inequities).	**Insufficient evidence to assess.**	**Partially met** – some Groups have been working with researchers to promote understanding and answer pressing questions and collect their own data to demonstrate and learn more about the issues they are aiming to address.
Focus on systems change, in addition to programs and services.	**EndPovertyEdmonton has made efforts towards:** explicit - structural change (shifts in policies, practices, and resource flows).	**Partially met** - there is some apprehension about implications of provincial policies on people in poverty, especially with EndPovertyEdmonton's limited scope of provincial policy influence and the change of government. A related survey question illustrates that close to half the respondents either agreed or strongly agreed that EndPovertyEdmonton is effective in helping them to collaborate on advocacy for policy change, whereas fewer than 20% disagreed or strongly disagreed with this statement.	**Met** – 89% of survey participants believe their Group works towards policy and/or systems change.
	EndPovertyEdmonton has made efforts towards: semi-explicit - relational change (specifically, relationships and connections, and power dynamics among people or organizations).	**Partially met** - the Indigenous Circle has been leading the way in challenging the status quo and modeling how to work differently (more relational, more inclusive, less hierarchical, more focused on resolving differences though conversation).	**Partially met -** the Indigenous Circle are praised for establishing strong relationships with the Indigenous community and giving power to a diversity of voices.
	EndPovertyEdmonton has made efforts towards: implicit - the mental models, worldviews, and narratives behind our understanding of social problems.	**Partially met -** EndPovertyEdmonton's research is filling in understanding poverty and what that looks like in Edmonton.	**Met –** about 80% of survey participants felt that their Group has contributed to increased understanding of inequities.

Outcomes	Indicators[10]	2018 Results	2022 Results
	EndPovertyEdmonton has made efforts towards: EndPovertyEdmonton has advanced interventions that improve programs and services to meet people's current need.	**Partially met** - EndPovertyEdmonton was successful in enticing the City to continue to fund the Ride Transit Program. However, EndPovertyEdmonton has limited influence on services and or policies (e.g., policies that impact liveable income).	**Partially met –** respondents provided examples of the Alberta Living Wage Network's success towards advocating for a living wage. However, some Groups have made more progress than others.
Shift power within the collaborative.	EndPovertyEdmonton has advanced representation at various levels.	**Partially met** - EndPovertyEdmonton has been strong in Indigenous inclusion, with the Indigenous Circle, an Indigenous co-chair, and Indigenous Secretariat staff. EndPovertyEdmonton has struggled to engage people with lived experience of poverty, including Indigenous people living in poverty, despite recognizing the importance of doing so. Suggestion that if there was a majority of people with lived experience of poverty at every table, EndPovertyEdmonton could much better serve them.	**Partially met** - about two-thirds of survey participants believe their Group engages and values a diversity of voices, however, the voices of those with lived experience as well as groups overrepresented in poverty could be better engaged in Group discussions and at Tables.
	EndPovertyEdmonton has shifted power (going beyond inclusion – changed decision making).	**Partially met** - the Indigenous Circle has been leading the way in challenging the status quo and modeling how to work differently (more relational, more inclusive, less hierarchical, more focused on resolving differences though conversation). If EndPovertyEdmonton and partners find more ways to engage people with lived experience, recognize and address power dynamics inherent in doing so, provide honoraria for their time plus expense coverage, that would further broaden the range of perspectives on what collective impact means for EndPovertyEdmonton's work.	**Partially met** - EndPovertyEdmonton has established strong relationships with the Indigenous community and giving power to a diversity of voices through the Indigenous Circle. Other Groups have discussed community involvement but have not been able to successfully implement it.
Listen to and act with community.	EndPovertyEdmonton has built trust and engagement within the community.	**Partially met** - just under half of survey participants agreed or strongly agreed that communities experiencing poverty trust organizations/initiatives that are leaders within EndPovertyEdmonton.	**Partially met** - focus group participants discussed how EndPovertyEdmonton had built trust and engagement within the community by having advocates who are knowledgeable and who have connections and influence. However, as previously mentioned, knowledge sharing with the community could be improved.

Outcomes	Indicators[10]	2018 Results	2022 Results
	EndPovertyEdmonton leverages the community's asset (recognize and leverage the asset and power within the community).	**Insufficient evidence to assess.**	**Met** – 61% of survey participants believe their Group leverages the community's natural leaders.
Build equity leadership and accountability.	EndPovertyEdmonton holds itself accountable towards equity (the levels of outcomes, levels of representation, level of participation, and hold those who hold power and resources accountable).	**Insufficient evidence to assess.**	**Partially met** – 73% of survey participants believe their Group upholds the common understanding of equity in all its actions. Interview participants concluded that EndPovertyEdmonton provides accountability by advocating for research and evidence-based information to bigger systems, but this could be improved to make the impact even greater.