



Summer Institute in Program Evaluation: June 3 – 7, 2013

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Case Study Submission

Organization: Local Investment Toward Employment

Program Name: Social Purchasing Portal

Reason for evaluation: *Briefly explain why you are evaluating this program (intended audience and use)*

The SPP is a project with several components and various stakeholders. It is a dynamic project with several internal and external factors that influence its success and require an evaluation plan and method in order to thoroughly assess the usefulness and effectiveness of the project. Because of the complexity of the project and our desire to assess and make changes if needed to ensure we are being as productive with our time as possible, our evaluation plan will have to use two different evaluation approaches.

For our mid-term evaluations we will use a formative evaluation style, which seeks to strengthen the program mid way by examining and improving upon the delivery of the program to further strengthen it based on the findings. The formative evaluation will include measurements of interim or short term outcome measures which will be captured through mostly qualitative and some quantitative data/information. For the long term and final evaluation we will use a summative evaluation, which will show the success of the project, goals being met, participant satisfaction and benefits, effectiveness, end results versus cost, and whether the program should be repeated or replicated.

Program Description *(Provide background information on your program and/or organization):*

The Social Purchasing Portal is a project that connects socially mandated enterprises (such as worker cooperatives, social enterprises and businesses with a social mandate) to larger purchasers, while fostering local employment for those facing multiple barriers to accessing and maintaining jobs in Winnipeg's Inner City. This project follows and practices one of LITE 's organizational goals "to promote Community Economic Development in Winnipeg's Inner City by supporting local initiatives that build capacity and provide jobs". Local Investment Toward Employment (LITE) is a charitable organization with a mission LITE has a series of programs developed to support long term poverty alleviation in Winnipeg's Inner City, by supporting employment and generating local economic activity. LITE's programs include: the Alternative Christmas Hamper initiative, CED Grant program, Star Blanket project and the Social Purchasing Portal (SPP).

The project's success depends on a multitude of partnerships which allows the project to function to its highest capacity. The 3 partner categories include the Employment Exchange Committee (EEC) which is made up of 21 employment agencies that work with inner city





residents facing barriers to employment; the supplier partners, currently made up of 41 small businesses willing to give a first look at job candidates through the EEC, many of which are worker cooperatives and social enterprises; and the purchasing partners, currently made up of 43 businesses, government departments, and non-profit organizations willing to purchase from our supplier directory whenever possible.

The Social Purchasing Portal is a powerful tool that not only educates a variety of sectors about what CED is and its role in Winnipeg, but also engages Winnipeggers tangibly by offering a direct way to get involved and start making their contribution immediately. The project is the only one of its kind in our Province, and one of the few existing projects of its kind in Canada. The project is inclusive and offers everyone including small businesses, large corporate purchasers, government and the public the opportunity to learn about community economic development and more importantly, put CED into practice in order to start strengthening the economy of our inner city.

While the Social Purchasing Portal will continue to work with all three of these partner sectors, there will be a stronger emphasis in the upcoming year on recruiting purchasers as well as efforts to further engage the public. The enhanced visibility of the project is crucial to fulfilling the goals of the project.

We have applied for 3 year funding support and this is why we would like to do a midterm evaluation and a final one before the completion of the project.

Program Goal (*What is the program's overall aim?*):

One of the major goals of the SPP is to provide employment to residents of the most socio-economically distressed neighbourhoods in Winnipeg and support to small socially mandated businesses which tend to be within Winnipeg's inner city.

Program Objectives *If you have a logic model – attach and refer to the logic model. If not, please state the short and long term objectives of your program. Objectives should indicate a desired change. In other words, they are not activities or products but the intended outcome of your activities on the target audience:*

Short Term Objectives

- 1) Increase employment opportunities & increase success rate of hires
- 2) Increase economic activity generated by the portal by increasing purchasing partners and individuals pledging their commitment
- 3) Increase public visibility for the Portal
- 4) Provide additional support to Suppliers

Long Term Objectives:

- 1) To create supportive and long-term employment opportunities in Winnipeg's inner city, particularly for those who are unemployed or under employed and face barriers to finding and keeping work.





- 2) To enhance the capacity of the Supplier partners or small socially mandated businesses, including social enterprises, worker cooperatives and small businesses that either offer this supportive employment or qualify under the social purpose stream; meaning they actively practice several CED principles and fit a set of specific criteria.
- 3) To mobilize the public by providing them with information and a tool that allows them to begin to contribute tangibly in this socio-economic effort. The enhanced visibility of the project is crucial to fulfilling the goals of the project.

Target Audience:

The two major beneficiaries of the SPP include marginalized inner city residents that face barriers to employment and the CED business sector which includes social enterprises, worker and smaller member cooperatives, as well as small businesses that demonstrate social values.

Key activities *(Describe the primary activities carried out to achieve your objectives):*

Year 1

Spring/Summer (May-August)

- Review upcoming year's timeline and goals with Steering Committee
- Marketing plan begins with Professional Consultant
- Host Mix and Mingle event that brings together Purchasers and Suppliers
- Put out a summer e-bulletin
- Bring a supplier partner in May, June and July as a guest to a Business Networking group (BNI) that LITE is currently a member of
- Begin to collect and show (on website) individuals pledging to support and use the SPP

Fall (September - November)

- Start implementing year 1 marketing strategy activities
- Host a Conversation Cafe, that will bring together Suppliers only to strengthen relationships and generate networking opportunities within the CED sector
- Promote the concept of supplier to supplier purchasing to try to generate mutual support for one another
- Put out a fall e-bulletin
- Conduct promotional presentations to public and business sector, promote SPP at info tables

Winter (November - February)

- Put out a winter e-bulletin
- Host the major promotional event for year 1

Spring (March-May)

- Wrap up year by evaluating successes and lessons learned
- Plan for next year's improvements and make necessary changes to project
- Gather participant feedback
- Report on Year 1

On-going Project Maintenance Activities (takes place continuously throughout entire year)





- Continue meeting with Steering Committee monthly
- Continue meeting with EEC agencies quarterly
- Continue recruiting and meeting with purchasers
- Continue meeting with Suppliers as they approach the SPP
- Administer job postings from Supplier businesses to EEC agencies (includes follow ups with both parties)
- On-going promotional activities (facebook, twitter, presentations, info tables, update website, update materials)

Year 2

Spring/Summer (May-August)

- Review upcoming year's timeline and goals with Steering Committee
- Put out a summer e-bulletin
- Host lunch and learn with supplier partners

Fall (September - November)

- Start implementing year 1 marketing strategy activities
- Put out a fall e-bulletin
- Conduct promotional presentations to public and business sector, promote SPP at info tables at events
- Host lunch and learn with supplier partners

Winter (November - February)

- Put out a winter e-bulletin
- Host our major promotional event for year 2
- Host lunch and learn with supplier partners

Spring (March-May)

- Host lunch and learn with supplier partners
- Wrap up year by evaluating successes and lessons learned
- Gather participant feedback
- Plan for next year's improvements and make necessary changes
- Report on Year 2

On-going Project Activities (takes place continuously throughout entire year)

- Continue meeting with Steering Committee monthly
- Continue meeting with EEC agencies quarterly
- Continue recruiting and meeting with purchasers
- Continue meeting with Suppliers as they approach the SPP
- Administer job postings from Supplier businesses to EEC agencies (includes follow ups with both parties)
- On-going promotional activities (facebook, twitter, presentations, info tables, update website, update materials and any new promotional activities that prove to be successful in Years 1 & 2)

Year 3

Spring/Summer (May-August)





- Review timeline and annual goals with Steering Committee
- Put out a summer e-bulletin
- Host lunch and learn with supplier partners

Fall (September - November)

- Implement year 3 marketing strategies
- Put out a fall e-bulletin
- Conduct promotional presentations to public and business sector, promote SPP at info tables at major events
- Host lunch and learn with supplier partners

Winter (November - February)

- Put out a winter e-bulletin
- Host our major promotional event for year 3
- Host lunch and learn with supplier partners

Spring (March-May)

- Host lunch and learn with supplier partners
- Wrap up year by evaluating successes and lessons learned
- Plan for next year's improvements and make necessary changes to project
- Final report

On-going Project Activities (takes place continuously throughout entire year)

- Continue meeting with Steering Committee monthly
- Continue meeting with EEC agencies quarterly
- Continue recruiting and meeting with purchasers
- Continue meeting with Suppliers as they approach the SPP
- Administer job postings from Supplier businesses to EEC agencies (includes follow ups with both parties)
- On-going promotional activities (facebook, twitter, presentations, info tables, update website, update materials and any new promotional activities that prove to be successful in Years 1 & 2)

Data Collection (*If you are currently collecting any information about your program on a regular basis, please describe*):

We will be tracking and reporting annually on each of the following quantitative indicators:

- Number of jobs posted, number of interviews, and number of hires
- Dollars generated by the Portal (Dollars spent by Purchasers on Suppliers)
- Number of Purchasers recruited
- Number of Presentations completed
- Number of media opportunities
- Number of website hits (average hits per month)

We have different tracking forms in which we collect the information and this allows us to track quantitative results of the project.





Evaluation Questions

What would you like the evaluation to tell you (what do you want to know as a result of the evaluation)?

How committed are our purchaser to the project and to the idea of Social Purchasing Purchase?

How do our suppliers feel the project is contributing to their business success and increasing their visibility?

How committed suppliers are to fulfill their roles of providing employment opportunities and collaborating in reducing barriers of applicants/new employees?

Implementation Plan

Please describe how you plan to implement the evaluation framework once it is developed.

Evaluation Timeline and Activities:

Spring-Summer 2013

Identify Evaluation Questions for Mid Term Evaluation
Apply for research student to implement mid term evaluation tools
Design data collection plan

Fall/Winter 2014

Collect Data from SPP Purchase Partners through Qualitative One on One Interviews
Collect Data from EEC Members through Quantitative & Qualitative Survey Questionnaires
Data Analysis of Mid Term Evaluation Findings
Finalize Mid Term Evaluation Report

Summer-fall 2015

Apply for research student to implement final (summative) evaluation tools
Design of Summative Evaluation Tools. questions, etc.

Winter 2016

Collect Data from SPP Supplier Partners
Quantitative & Qualitative Survey Questionnaires
Selected Sample one on one Interviews
Collect Data from SPP Purchase Partners
Qualitative One on One Interviews
Collect Data from EEC Members Quantitative& Qualitative Survey Questionnaires

Spring 2015 Data Analysis of Mid Term Evaluation Findings
Comparative Analysis with Mid Term Evaluation
Fall 2015 Prepare Final Evaluation Report

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