

AN EVALUATION OF THE AGENCY MENTORSHIP PROGRAM (AMP)

FOR YOUTH INITIATIVE (FYI)

CREDITS

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EXECUTIVE SUMMARY

THIS REPORT PRESENTS the final findings of the evaluation of the Agency Mentorship Program (AMP) initiated in February 2012 by For Youth Initiative (FYI). Funded by the Youth Challenge Fund, AMP was a three-year capacity-building program aimed at supporting the development of fledgling youth-led initiatives. FYI was keen to lead an independent evaluation of AMP for a number of reasons. Firstly, an evaluation is formative; it provides an ideal opportunity to learn about the development and implementation of an innovative model, and then draw from the findings to refine and improve the model as necessary. An evaluation is also summative, as it provides information on what has worked and identifies areas for improvement. The data collection for the evaluation of AMP was undertaken between July 2012 and May 2014 with data analysis and preparation of the final report completed in 2015.

AMP had two components:

1. Extensive one-on-one supports to build the capacity and enhance the impact of three youth-led initiatives funded by the Youth Challenge Fund.
2. Strengthening the capacity of the youth-led sector by providing capacity-building workshops to upwards of 65 youth leaders and youth-led initiatives that work with underserved youth populations in under-resourced communities.

The report is organized into five sections. Section One: The Introduction and Background, provides an overview of the state of the youth sector in Toronto and outlines some of the challenges and opportunities that gave rise to the development of AMP. This section also provides an overview of program objectives of AMP. The second section of the report summarizes the evaluation methodology. The findings are presented in sections three and four, while section five explores the implications of the AMP model for the youth sector.

Delivering AMP

FYI is a multiservice agency that offers an array of services and programs to youth in Weston-Mount Dennis and elsewhere in the West End. Their services include settlement services that support newcomer youth and youth capacity-building programs that incorporate leadership development, recreational, arts/cultural, and skill building activities.

What is the AMP model?

FYI developed the AMP model in recognition of the gaps in capacity-building supports offered to young leaders and youth-led initiatives. It was informed by the agency's relatively long history in the non-profit sector, and by an organizational support model called New Detroit's Strengthening Community Organizations to Promote

“Our experience with AMP can be summarized by **“going higher to another level.”** During our first year in the program we met great, resourceful people, we changed many of our organizational habits and practices and we were inspired to be a more efficient and effective organization. Now we have solid achievable goals with the resources that we need to meet them” (Agency 2¹ Monthly Report – June 2012)

¹ Mentee organizations and participants have been given pseudonymous identities to maintain their anonymity.

Effectiveness (SCOPE) program. Extensive research on the effectiveness of the SCOPE model by Sobeck (2008) concluded that the provision of capacity-building supports to improve the organizational effectiveness of smaller, largely volunteer-based not-for-profit organizations does make a difference, and that participating organizations are more likely to engage in planning, use evaluation strategies, have grant writing knowledge, and are more aware of opportunities.

AMP Goal

The purpose and primary goal of the three-year Agency Mentorship Program was to increase access to relevant and effective programming for youth by building the capacity of youth-led/youth-focused initiatives to provide impactful programs in the community and influence public policy and decision-makers.

AMP Objectives

- **Objective 1:** Build the capacity and enhance the impact of three youth-led initiatives funded by the Youth Challenge Fund through extensive one-on-one coaching and participation in a series of workshops that improve the effectiveness of the programs and services they offer to youth.
- **Objective 2:** Strengthen the capacity of the youth-led sector by providing capacity-building workshops to upwards of 65 youth leaders and youth-led initiatives that work with underserved youth populations in under-resourced communities.
- **Objective 3:** Draw on the experiences from objectives 1 and 2 to revise and scale up the AMP model so it can support more youth-led/youth-focused initiatives.

Evaluation Methodology

The evaluation of AMP undertaken between July 2012 and May 2014. It examined whether the program had met all of its objectives, including elements of both formative (process) and summative (outcome) evaluation. A mixed methods evaluation approach that includes both quantitative methods (on-line survey) and qualitative methods (thematic content analysis of

program documents, focus groups and one-on-one interviews) was chosen as the most appropriate approach for providing information on **what** has worked, **how** these have worked and **why** they have worked. This approach was also most suitable in identifying program areas for improvement. It was particularly important for the third program objective of AMP as it ensured that FYI had the information they needed to understand **how** AMP had progressed towards achieving the first two objectives of the program.

By learning from project participants which skills, tools, and information were helpful, how capacity-building strategies were implemented, whether and how they are maintained and extended, and how the AMP initiative builds resilience across the youth-led sector, the evaluation of the AMP program revealed which program elements are successful, and which ones required further revision. Specific evaluation questions were focused on understanding the extent to which AMP had progressed towards achieving the first two program objectives.

Findings

Evaluation findings indicate that AMP successfully met all of its objectives in the following ways:

AMP OBJECTIVE 1:

Key Finding #1: Program Effectiveness

AMP's support to the three pilot mentee organizations is valuable and contributed to the organizations' development. It increased their ability to deliver effective programs and services for youth. All three mentee organizations were unequivocal that AMP has helped them develop and increase their effectiveness.

Key Finding #2: Mentorship and Networking ties

The one-on-one mentorship sessions addressed organization-specific needs and challenges and were beneficial for building the capacity of the three pilot mentee agencies to respond to their specific needs and challenges. Also, supports from AMP have helped the mentee organizations to build partnerships and expand their networks.

Key Finding #3: Sustainable Funding

AMP improved all three mentee organizations' abilities to successfully increase their funding, thereby making them more sustainable. Through the workshops, mentees acquired the knowledge and skills to identify funding opportunities, write winning grant proposals and execute fundraising activities.

AMP OBJECTIVE 2:

Key Finding #4: Increased Skills in the Youth Sector

The AMP workshops increased the ability of participants to work more effectively in their organizations. Majority of youth sector participants at AMP said that they have used the new skills learned from AMP workshops to provide more effective programs and services for youth.

AMP OBJECTIVE 3:

Key Finding #5: Program Improvement/Benefits of the Butterfly Effect

FYI was able to draw on the experiences and suggestions received from objectives 1 and 2 to refine and scale up the AMP model to support more youth-led/youth-focused initiatives.

The precarious nature of jobs in the youth sector increases the chances that participants at the AMP capacity building workshops can take the skills from these workshops to other organizations in the youth sector who may not have been represented at these workshops. One may describe this as a type of butterfly effect, where the learning currently happening will have future implications for the youth sector as the youth workers circulate their knowledge within the sector.

Conclusions and Implications of AMP

While these findings may be compelling, it is worth noting that tensions do exist with capacity-building that makes its implementation difficult and critical. The evaluation uncovered a few specific areas for further development of AMP.

Implementation Challenges

The summative evaluation findings identified two key challenges to the successful implementation of AMP and its related services. Firstly, FYI's resources to run AMP are limited. With one to two staff members running all capacity-building program activities, human resources are strained and unable to provide all the supports needed or dedicate the time required to complete certain tasks, such as promotion. Secondly, youth leaders and youth-led initiatives face challenges in making good use of all the services provided and implementing all they have learned in their work. It takes time both to access and utilize AMP resources, and additional time to implement changes in organizations. With the day-to-day responsibilities looming large in the minds of young leaders, and with the dearth of funding available to support operations and administration, grassroots initiatives and young leaders are unable to utilize resources to their optimal potential.

Furthermore, many young leaders are working, going to school, and organizing to serve their community voluntarily. This makes it especially difficult for young leaders to build initiative capacity.

Recommendations for improvement

The mentee organizations identified the following four areas that could be further developed to refine AMP:

1. Improved communication between AMP and more agencies in the youth sector;
2. Continued support to improve participants' financial management skills/knowledge;
3. Strategies for handling time management, scheduling conflicts, time crunches and competing priorities; and
4. AMP balancing autonomy with input.

INTRODUCTION AND BACKGROUND

IN FEBRUARY 2012, For Youth Initiative (FYI) initiated a new program – the Agency Mentorship Program (AMP). Funded by the Youth Challenge Fund, AMP is a three-year capacity-building program aimed at supporting the development of fledgling youth-led initiatives.

AMP has two components:

- Extensive one-on-one supports to build the capacity and enhance the impact of three youth-led initiatives funded by the Youth Challenge Fund.
- Strengthening the capacity of the youth-led sector by providing capacity-building workshops to upwards of 65 youth leaders and youth-led initiatives that work with underserved youth populations in under-resourced communities.

FYI is a multiservice agency that offers an array of services and programs to youth in Weston-Mount Dennis and elsewhere in Toronto's West End. Their services include Settlement Services that support newcomer youth, and Youth Capacity Building programs that incorporate leadership development, recreational,

arts/cultural, and skill-building activities. FYI describes itself as a youth-led, youth-driven and youth-focused agency that recognizes the importance of involving local youth in the development of programs and supporting them to raise their voices in their community and city.

FYI is committed to developing leadership capacities among youth so they can represent both their community and themselves in the public and advocate for their needs and vision of the city. Although FYI is located in Weston-Mount Dennis, it supports work in a variety of under-resourced neighbourhoods, including Dorset Park, Crescent Town, Rexdale, Jane and Finch, Malvern, Regent Park, Lawrence Heights and Victoria Village.

This report presents the final findings of the evaluation of AMP that was undertaken between July 2012 and May 2014 by *the Applied Social Welfare and Evaluation Group*, in the School of Social Work at York University. FYI was keen on an independent evaluation of AMP for a number of reasons. Firstly, an evaluation is formative so provides a very good opportunity to learn about the development and

* The activities of ASWREG were folded into YouthREX in 2014.

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implementation of an innovative model and then draw from the findings to refine and improve the model as necessary. An evaluation is also summative as it provides information on what has worked and identifies areas for improvement.

The report is organized into five sections. Section One: The Introduction and Background, provides an overview of the state of the youth sector in Toronto and outlines some of the challenges and opportunities that gave rise to the development of AMP. This section also provides an overview of the program objectives of AMP. The second section of the report summarizes the evaluation methodology. The findings are presented in sections three and four, while section five explores the implications of the AMP model for the youth sector.

Ontario's Youth Sector – A Snapshot

Youth-led organizations and initiatives, referred to throughout as the “youth sector”, provide essential “youth relevant”² services to, for, and with youth and the communities where they live. The sector generates social value not only through direct service but also through providing access to opportunities for personal, social, and professional development for many without equitable access to positive youth development pathways.

Commonly, the organizations and initiatives within the sector are small, often having fewer than five employees who are typically no more than thirty years old. As social entrepreneurs, these young organizations are responsive to the needs of their peers and community; they innovate solutions to limitations within existing social service and economic frameworks.

Young people are drawn to work in the sector because it is perceived to offer meaningful and rewarding work. They are willing “to work more for less” because they believe in their work and the opportunities that help them build experience. Despite the important social function and valuable work of the sector, youth-led organizations and initiatives are often

unable to capitalize on their potential to exceed their own expectations, and those of others when it comes to meeting their goals.

The youth sector faces many challenges. Principal among these is the lack of secure and sustainable funding streams; the youth sector, just as the case in the non-profit sector overall, is asked to do more with less funding and to continually find further savings (McIsaac, Park & Toupin, 2013). The move from core funding to project-based funding, which is short-term and unpredictable, exacerbates precariousness – increased part-time and contract employment, lower wages, increased shiftwork, and fewer benefits and pensions. This in turn, erodes the capacity of the sector to achieve its goals.

Staff are the backbone of the sector and they desire “work life balance, [opportunities for] career development,... multiple employment experiences within a single organization, opportunities for mentoring, a tech-savvy work environment, opportunities to build social networks, and a culture that embraces open communication” (McIsaac, Park & Toupin, 2013, p. 15). Within the youth sector, such opportunities are rare; it is not uncommon in a small youth-led organization that the executive director is also a front-line service provider. Moreover, by virtue of being highly dynamic and responsive to needs “on-the-ground”, the work these organizations do changes yearly and the skills required to do the work also change. This makes it difficult to maintain staffed positions that are continuous and full-time. Not surprisingly, **succession planning in the youth sector is a significant challenge** as it cannot be deliberate and proactive.

The Youth Sector – Strategies for Building Capacity

The value of the youth sector, and specifically those initiatives that are youth-led, is increasingly being recognized. Taking a positive youth development approach, funders have begun investing in work where young people are taking the lead to

² The youth sector provides culturally and locally relevant services and opportunities to youth who may not otherwise have access. Reported outcomes for participants include “reduced school drop-out, improved academic performance, reduced delinquency, increased civic engagement, and decreased substance abuse” (Ross, L., Buglione, S., & Safford-Farquharson, J., 2011 citing Catalano, Berglund, Ryan, Lonczak, & Hawkins, 2004; Eccles & Gootman, 2002; Lerner, Taylor, & von Eye, 2002).

address issues relevant to their community and experience, rather than relying on adults to do so.

For example, since 2005, new funding streams to support youth-led initiatives and organizations in Toronto have been made available by the City of Toronto (Identify N' Impact) and the United Way of Greater Toronto (Youth Challenge Fund).

While an increase in the availability of funding has provided youth initiatives with opportunities to experiment and contribute their ideas and visions, these funds are often for projects only, or pilot initiatives. No funder provides sustaining funds. Without financial security, youth-led initiatives struggle to develop structures and supports that enable the continuation of their work beyond the life-cycle of specific project-focused grants. Furthermore, even when a youth-led initiative is able to incorporate as an organization and put administrative structures in place that allow them to access additional external funds, structural and institutional barriers make it difficult for youth-led grass-roots initiatives to be sustainable.

In order **to build the capacity** of youth-led organizations to not only access, but manage **and leverage their resources, additional supports are required.**

Capacity-Building

The importance of the shift within the youth sector from programs and services that perpetuate a deficit frame of “youth as problems,” to those that recognize and promote youth assets and understand youth as part of the solutions cannot be underemphasized. However, it has become clear that in order for youth-led initiatives to fulfill their potential, they require more than funding; investments in the youth-sector must include an array of accessible capacity-building supports and opportunities.

Capacity building, a broad concept that encompasses “education and training, technical assistance, coaching, peer networking and operational support”, is a key strategy in

strengthening the infrastructure of non-profits and social agencies which are forced to operate in a funding context that ties investment to evidence-based practices (Sobeck, 2008, p. 49).

The youth-led sector operates within this context and requires leaders who are able to effectively navigate this institutional terrain in order to ensure that they can continue to carry out and improve their work on the ground. The need for youth-led organizations to access capacity-building supports is multi-faceted, both internal and external in origin. One dimension of this need involves accountability and the ability to mitigate the perception of risk associated with investing in a youth-led organization. Moreover, both public and private funding is increasingly tied to the ability to demonstrate achievement of stated outcomes (Unisky & Carrier, 2010). The desire for transparency, accountability, and efficacy motivates funders to require funded organizations to provide evidence of the impact of their investment (McIsaac, Park & Toupin, 2013). For example, the Ontario government, which is arguably the largest funder of the youth sector, asserts in their recently released Youth Action Plan (2012) that they will “increase support for evidence-based, impactful initiatives that provide opportunities to youth and that strengthen community capacity” (Hoskins & Meilleur, 2012, p. 1).

In order for the youth sector to a) deliver excellent services and b) demonstrate impact, constitutive organizations/initiatives require more than short-term project-based funding: Sustainability within the youth sector requires capacity-building supports that will help organizations/initiatives to respond to both their contemporary funding context (external) and the needs of their organization (internal).

Capacity-building activities for the youth sector should provide training on how to write grant proposals, manage and evaluate projects through their various phases. They should also develop mentorship relationships that provide the

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organizations with access to adults with greater knowledge and experience in non-profit development and management (Bonnell & Zizys, 2005). Additionally, in order to strengthen the youth sector, it is crucial that youth organizations and initiatives collaborate and expand their networks (Ilkiw, 2010).

Shared Platforms

In order to address the barriers to financial sustainability for the sector, organizations are increasingly taking a “shared platform” approach to governance. Shared platforms are a recent innovation in the non-profit sector which provide new and/or small initiatives with a shared governance structure so they do not have to take on the administrative responsibility required of an incorporated not-for-profit entity. Platform models such as those provided by Tides Canada or Schools Without Borders allow these small groups to organize and focus on work that is core to their mission rather than figuring out how to run administrative structures (Mclsaac & Moody, 2013). The shared platform model, which responds to shortcomings identified in trusteeship arrangements, allows small initiatives to focus their limited resources on making change rather than “administrivia”. Instead of the youth-led initiative managing compulsory regulatory systems, the platform meets the “legal, reporting, and compliance” requirements of both the state and funders. The platform manages contracts, mitigates risks, and provides accountability oversight. Mclsaac & Moody (2013) summarize both the logic and potential of shared platforms:


“[Shared platforms] provide an opportunity for the not-for-profit sector to organize around mission and ideas rather than corporate and administrative functions.... The sector could be defined not by organizational structures but by innovation, ideas and creative solutions to the challenges faced in communities and the sector” (p. 4).

Despite the promise and strategic utility of the shared platform approach, the model also presents challenges to which the sector must respond. Mclsaac & Moody (2013) identify the following issues to be addressed:

- 1. Evaluation.** Shared platforms are untested. Given the relatively recent adoption of shared platform models, there is very little evaluation of outcomes and impact. “Evidence-based evaluations that demonstrate the results of shared platforms as an effective and efficient organizational model and vehicle for funding will help funders understand the value” (p. 7).
- 2. Mission misalignment.** Despite intentions for mission alignment between the platform and the project, there is a risk that the board is not sufficiently close to the project’s work to understand its unique conditions and constraints rendering it unable to sufficiently respond to the project’s needs.
- 3. Accountability.** Power dynamics between the platform and the project can develop. Projects may struggle with issues of accountability – are they accountable to the platform or to their community constituents?
- 4. Sustainability.** While shared platforms offer a solution to financial sustainability, without additional capacity-building investments in the platformed project leaders, the model risks maintaining existing power structures that see youth leaders unable to evolve beyond their current project role.

While platform supports do remove the administrative burden from organizations, allowing them to better focus on achieving outcomes related to their core mission, a strategy for supporting the long-term sustainability of the youth sector requires an investment in building the administrative and operational capacity of youth leaders. Without intentional capacity-building investments, platform projects are limited to function like a “department within a larger organization” (Mclsaac & Moody, 2013, p. 8). The researchers also acknowledged that “for some, the limits on autonomy and the desire for an independent identity outweigh the value offered by a shared platform. Even where a steering/advisory committee provides the direction and informs the identity of the project, and where the roles and

TABLE 1 Continuum of Capacity Building Supports for Youth-Led Organizations

Transactional Dependence	 Relationship			Transformative Autonomy
Supports Offered by Model	The Trusteeship Model	The Shared Platform Model	The Agency Mentorship Model	
Back office administrative supports (legal, reporting, and compliance requirements)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Long-term back office administrative supports beyond the life of one grant		<input type="checkbox"/>		
Administrative skill-building / training opportunities			<input type="checkbox"/>	
One-on-one mentorship support			<input type="checkbox"/>	
Intentional provision of networking opportunities		Variable	<input type="checkbox"/>	
Development of the organizational infrastructure			<input type="checkbox"/>	
Knowledge transfer for the equitable distribution of administrative capacity and power			<input type="checkbox"/>	

responsibilities between the project and the platform are clearly delineated, it may not be enough” (p. 6).

In order to support autonomy within the youth sector, shared platforms should also intentionally provide leadership development, mentorship and capacity-building supports and opportunities for platformed projects. These avoid the risk of inadvertently reproducing barriers to youth leadership. Instead, they support the maturation of fledgling initiatives and contribute to the long-term viability of a truly youth-led and youth-focused sector.

The test of the impact of shared platforms will ultimately rest on how well they support the development of their platformed projects and project leaders. While some platformed projects will be satisfied with a transactional relationship between the platform and their project, many

others will take advantage of opportunities to develop a full spectrum of skills which they can then leverage to enhance their project’s impact and generate further possibilities. McIsaac & Moody’s (2013) review of shared platform governance models concludes that:

[While they] offer a wide array of potential benefits to projects, their membership on the shared platform itself provides an opportunity to connect with and understand the sector more broadly...each is well positioned to expand their networks, partnerships, and opportunities for knowledge exchange, thereby growing their potential impact. However, all of these benefits are only possible when there is deliberate effort to make connections and create opportunities.” (p. 10)

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Shared platforms should be responsive to constituents (not just instrumental) and intentionally “offer the full array of benefits” (p. 11) which platformed projects can access according to their needs.

While useful as an interim approach, shared platforms maintain a power structure that is removed from the grassroots organization itself. Long-term sustainability requires developing both the organizational infrastructure and leadership capacity of the sector.

A long-term commitment to sectoral capacity-building in the youth sector recognizes the value of shared platforms but intentionally and strategically creates opportunities to transfer knowledge and skills in order to generate an equitable distribution of administrative capacity and power.

The Toronto Youth Sector: Challenges and Opportunities

In 2005, Toronto experienced a summer of increased gun violence. Termed “the summer of the gun”, this series of incidents shone light on the consequences of poverty and social exclusion concentrated in Afro-diasporic communities across the city. At the same time, ample support and resources from the Government of Ontario, private corporations, and the United Way of Greater Toronto, which contributed to the creation of a \$46.6 million Youth Challenge Fund (YCF) in 2006, were provided as ongoing resources to deal with issues among youth. In particular, the YCF provided direct funding supports to youth-led initiatives and projects focused on supporting Afro-diasporic youth in Toronto’s 13 Priority Neighbourhoods from 2006 – 2013.

YCF was guided by four key pillars: initiatives should be youth-led, collaborative, indigenous to community, and engender systemic transformation. YCF invested in young peoples’ potential to develop initiatives that meet the needs of their peers and community. The increased accessibility of direct financial support from the YCF and other contributors catalyzed an increase in the number of youth-led initiatives in Toronto. YCF investments alone (2006-2009) provided

\$42.5 million in funding to 111 initiatives of various sizes.

One-year and multi-year funding were allotted to youth-led initiatives **through a trustee relationship**, meaning a charity administered the funding for the youth-led initiatives. Some of the recipient projects lasted only a short while, but many lasted for multiple years, with some incorporating as non-profit organizations early in their life cycle.

In recognition of the strategic need to support the sustainability of their investments, the final rounds of the YCF funding, termed Growing A Legacy, invested in collaboration between fund recipients with similar goals in order to synergistically generate collective impact. For example, a number of initiatives serving young women came together to form a collaborative that served young women.

FYI’s Agency Mentorship Program is also the result of a Legacy initiative of the YCF.

The Agency Mentorship Program

FYI recognized that many youth-led/youth-focused organizations and initiatives have the desire to be impactful but lack access to targeted resources that support the development of their capacity. While they benefit greatly from access to capital supports, these alone are not sufficient. To maximize impact, youth-led/youth-focused organizations and initiatives require opportunities to develop their administrative, organizational, and evaluation capacities.

Youth sector organizations and initiatives require targeted supports that cover a myriad of topics to support them to build assets and address gaps. For example, youth leaders and youth-led initiatives often have minimal experience managing projects, and many funders and trustees are often inconsistent in their provision of administrative and capacity development support.

FYI’s AMP addresses the needs of the sector by offering targeted administrative and organizational mentorship supports to fledgling youth-led initiatives in combination with capacity-strengthening workshops for the youth sector.

The Agency Mentorship Program – Program Description

AMP is a capacity-building program aimed at supporting the development of fledgling youth-led initiatives and the sector as a whole. The development of AMP is informed by FYI's experience trusteeing six youth-led initiatives, as well as feedback from over 150 participants who have attended organizational capacity-building workshops and one-on-one sessions.

From these experiences, FYI recognized that there was a lack of supports and youth-centric resources to aid in the development of organizational capacity. In May 2011, FYI conducted a needs assessment and ran focus groups in collaboration with Grassroots Youth Collaborative and discovered that youth-led initiatives' needs are many and varied. Furthermore, in discussions with the Tides Canada Shared Platform Collaborative, FYI identified a lack of supports for groups with budgets between approximately \$30,000 and \$100,000.

In order to address the identified gaps, FYI applied for and was successful in obtaining a YCF Legacy grant. With the YCF Legacy funding, FYI was able to secure a permanent physical space for AMP to offer youth-led initiatives.

Through AMP, FYI provides training, one-on-one supports, partnership and network facilitation, resources, tools, and templates to youth-led organizations working to build their capacity to enhance their impact in the community.

Overview of For Youth Initiative (FYI)

FYI is ideally situated to provide capacity-building supports to youth-led initiatives and youth leaders in Toronto. FYI started as a project in the former City of York to respond to the crucial and pressing issues of youth disengagement, violence, crime, poverty and alienation among at-risk youth in the area. In 1995, the York Community Agency Social Planning Council's Multicultural Committee identified a considerable lack of services for youth in the City of York, particularly an absence of services that addressed the needs

of ethno-cultural youth. At the time, it was acknowledged that one of the key factors contributing to youth disengagement was the lack of safe and youth-friendly space in the neighbourhood for recreation and other activities. In order to address the lack of youth space and services in the City of York, a partnership of eight organizations, including four ethno-specific agencies, formed a Steering Committee to establish the For Youth Project (FYP). In 2000, this project was incorporated as a non-profit agency – FYI. FYI acquired charitable status in 2004 and in 2005 became a United Way Member Agency. Initially, the mandate of FYI focused on increasing access to social and recreational activities for youth, but later expanded to increase access to opportunities for youth and mobilizing young people to act on issues that concern them.

Today, FYI has grown into a multiservice agency that offers an array of services and programs to youth in Weston-Mount Dennis, as well as for many young people living elsewhere in the West End. FYI's location in the Weston-Mount Dennis community houses an activity hall/dance floor, a recording studio, a computer lab, and office space for FYI's staff. The organization's services now include extensive Settlement Services that support newcomer youth and youth capacity building programs that incorporate leadership development, recreational, arts/cultural, and skill building activities. As a youth-led, youth-driven and youth-focused agency, FYI recognizes the importance of involving local youth in the development of programs, and in supporting youth to raise their voice in their community and city. FYI is committed to developing leadership capacities among youth that will benefit them, their community and city well into their future.

FYI provides a safe space for young people in Weston-Mount Dennis to learn and grow; to express their frustrations and challenges; to celebrate their successes; to develop their passions and skills; and to make decisions that will benefit themselves, their peers, and their community. FYI strives to support youth to develop leadership capacity so they can represent themselves and their community in the public and

TABLE 2 **Agency Mentorship Program Goal and Objectives**

GOAL		
<p>The purpose and primary goal of the 3-year Agency Mentorship Program is to increase access to relevant and effective programming for youth by building the capacity of youth-led/youth-focused initiatives to provide impactful programs in the community and influence public policy and decision-makers.</p>		
OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3
<p>Build the capacity and enhance the impact of three youth-led initiatives funded by the Youth Challenge Fund through extensive one-on-one coaching and participation in a series of workshops that improve the effectiveness of the programs and services they offer to youth.</p>	<p>Strengthen the capacity of the youth-led sector by providing capacity-building workshops to upwards of 65 youth leaders and youth-led initiatives that work with underserved youth populations in under-resourced communities</p>	<p>Draw on the experiences from objectives 1 and 2 to revise and scale up the AMP model so it can support more youth-led/youth-focused initiatives.</p>

advocate for their needs and their vision of the city. FYI’s commitment to supporting the development of young people’s leadership capacity and its evolution as a youth-led initiative makes it the ideal provider of capacity-building supports to youth-led initiatives. Furthermore, FYI has a history of advocating for youth across communities, building capacity across the city and strengthening youth voice in the public sphere (Ilkiw, 2010).

As a youth-led project that developed into a non-profit organization, FYI understands the challenges of building capacity for young people in the youth sector. Youth often

develop projects out of observed needs or desires of their peers and members of their community. They often come to this experience without large sums of money and the skills necessary to manage programs. With minimal resources, particularly resources that can be put to operations or administrative costs, youth-led initiatives are unable to pay for the external expertise or the training required to fulfill certain functions or receive specific supports.

EVALUATION METHODOLOGY

THE EVALUATION OF AMP undertaken between July 2012 and May 2014 examined if the program had met all of its objectives. The evaluation included elements of both formative (process) and summative (outcome) evaluation. A mixed methods evaluation approach that includes both quantitative methods (on-line survey) and qualitative methods (thematic content analysis of program documents, focus groups and one-on-one interviews) was chosen as the most appropriate approach for providing information on **what** has worked, **how** these have worked and **why** they have worked. This approach is also most suitable in identifying program areas for improvement. It was particularly important for the third program objective of AMP, as it ensured that FYI had the information it needed to understand **how** AMP had progressed towards achieving the first two objectives of the program.

By learning from project participants which skills, tools, and information were helpful, how capacity building strategies were implemented, whether and how they are maintained and extended, and how the AMP initiative builds resilience across the youth-led sector, the evaluation of the AMP program will reveal which program elements were successful and which ones require further revision.

Specific evaluation questions were focused on understanding

the extent to which the AMP had progressed towards achieving the first two program objectives.

The first program objective was as follows:

1. Build the capacity and enhance the impact of three youth-led initiatives funded by the Youth Challenge Fund through extensive one-on-one coaching and participation in a series of workshops that improve the effectiveness of the programs and services they offer to youth.

In this regard, the evaluation questions focused on understanding the experiences of the three pilot mentee organizations with the extensive mentorship they received from the AMP. Specifically, the evaluation of the first objective focused on the following questions:

- Has AMP been beneficial for building the capacity of the three pilot mentee agencies?
- Did the mentorship sessions address organization-specific needs and challenges?
- Has AMP increased the effectiveness of mentees' programs and services for youth?
- If so, in what specific ways has AMP increased their effectiveness?
- Have the supports for the mentee organizations helped them to build partnerships and expand their networks?

- What other ways can AMP support them to reach their goals?
- Has AMP increased the mentee organizations’ ability to secure additional funding?

The second program objective was as follows:

2. Strengthen the capacity of the youth-led sector by providing capacity-building workshops to upwards of 65 youth leaders and youth-led initiatives that work with underserved youth populations in under-resourced communities.

In this regard, the evaluation questions focused on understanding how AMP works to strengthen the youth sector and also how they address some of the identified challenges and gaps in the youth sector. Specifically, the evaluation of the second objective focused on the following questions:

- What program elements of AMP are considered beneficial by youth-led/youth-focused initiatives?
- What new skills were learned by these initiatives?
- How have these new skills been used in providing more effective programs and services for youth?
- How does AMP address the gaps and challenges in the youth sector?
- How can AMP be further strengthened?

Table 3 summarizes the main evaluation questions and the data sources for answering these questions.

TABLE 3 Summary of Evaluation Questions and Data Sources

EVALUATION QUESTIONS	DATA SOURCES
<p>What is the impact of AMP on the three pilot mentee organizations?</p> <ul style="list-style-type: none"> • Has AMP been beneficial for building the capacity of the three pilot mentee agencies? • Did the mentorship sessions address organization-specific needs and challenges? • Has AMP increased the effectiveness of mentees’ programs and services for youth? • If so, in what specific ways has AMP increased their effectiveness? • Have the supports for the mentee organizations helped them to build partnerships and expand their networks? • What other ways can AMP support them to reach their goals? • Has AMP increased the mentee organizations’ ability to secure additional funding? 	<p>Document review and thematic analysis of Management Information System:</p> <ul style="list-style-type: none"> • Funding application by AMP, terms of reference, logic model and other program documents • Agency application forms to the AMP • Monthly and quarterly reports by the three mentee organizations for years 1 and 2 • Verbatim transcripts of in-depth interviews for year 1 and 2
<p>What is the impact of AMP on the youth sector?</p> <ul style="list-style-type: none"> • What program elements of AMP are considered beneficial by youth-led/youth-focused initiatives? • What new skills were learned by these initiatives? • How have these new skills been used in providing more effective programs and services for youth? • How does AMP address the gaps and challenges in the youth sector? • How can AMP be further strengthened? 	<ul style="list-style-type: none"> • Online survey responses • Focus group and one-on-one interviews • Evaluation of 21 capacity-building workshops

The data sources used in the evaluation to answer the evaluation questions are clustered into four main data groups:

1. Management Information System

The evaluation team was provided access to all documents relating to AMP including the funding application, terms of reference and logic model. The evaluation team also received the application that the three mentee-organizations completed for AMP and all the documentation that they have completed including monthly, quarterly and annual reports for year 1 and 2.

These monthly and annual progress reports describe the mentees' organizational changes that led towards the goal achievement, as well as provide information on barriers to success, new challenges or crises, and supports required to overcome these obstacles. Each mentee organization also completed a taped in-depth interview at the end of year 2 reviewing their progress towards their goals. These interviews were transcribed verbatim and thematically analyzed guided by the evaluation questions.

The evaluation team also met several times with the AMP project manager – Christa Romaldi, to get a full picture of the key AMP processes and cross reference such information with the findings from program documents and interviews with mentee organizations.

2. Online Survey

All attendees at all of AMP's 21 capacity-building workshops that were held over the course of the first two years of the project were invited to participate in an online survey to understand if and how the workshops have increased their ability to work more effectively in the youth sector. The program list identified 65 people from the three mentee-

organizations and other youth-led/youth-focused initiatives across the Greater Toronto Area (GTA). Out of the 65 invitees, 16 people logged in and completed an anonymous questionnaire (please see Appendix B).

3. Focus Group / One-on-One Interviews

All of the participants who completed the online survey were also invited to participate in a two-hour small group discussion to discuss their experience with the workshop (s) that they attended and to also provide discussions on how FYI can improve the capacity-building workshops. Six participants agreed to take part in the focus group discussion. However, due to scheduling conflicts, one of the participants was not able to attend the focus group but subsequently participated in a one-on-one interview instead.

Participants received a \$40 honorarium in appreciation of their time. An interview guide adapted from the online survey questions was used to ground both interviews and loosely structure the discussions (please see Appendix C). Both interviews were tape recorded and transcribed verbatim. Guided by the evaluations questions, the transcripts were analyzed to identify major themes and subthemes.

4. Workshop Evaluation

The 21 capacity-building workshops were evaluated by participants at the end of each workshop using a short questionnaire that had nine statements rated on a 5-point scale. The questionnaire also included two open-ended questions. These responses, (especially) the open-ended questions, were analyzed and used to answer the evaluation questions. The 21 tables that show how the attendees rated each workshop are all included as **Appendix C**.

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FORMATIVE (PROCESS) EVALUATION documents analyze how a program works and identifies key factors that influence the operation of the program. In this type of evaluation, the emphasis is on describing key activities and characteristics of the program.

A process evaluation allows for a careful description of a program's actual implementation and services, therefore facilitating the replication of the program. In addition, a process evaluation allows for an investigation of whether services are delivered in accordance with program design and makes it possible to study the critical ingredients of a model.

The findings from the formative evaluation of AMP described in this section was critical in shaping further development of the program's services and in explaining the findings of the summative (outcome) evaluation of AMP's program objectives described in the next section.

What is the AMP Model?

FYI developed the AMP model in recognition of the gaps in capacity-building supports offered to young leaders and

youth-led initiatives informed by the agency's relatively long history in the non-profit sector.

The AMP model is informed by an organizational support model called New Detroit's Strengthening Community Organizations to Promote Effectiveness (SCOPE) program. Extensive research on the effectiveness of the SCOPE model by Sobeck (2008) concluded that the provision of capacity-building supports to improve the organizational effectiveness of smaller, largely volunteer based not-for-profit organizations does make a difference, and that participating organizations are more likely to engage in planning, use evaluation strategies, have grant writing knowledge, and are more aware of opportunities.

The SCOPE model is comprised of seven components: assessment, mentorship, workshops, leaders' circles, technical services, funding for consultants, and funding for programs (Sobeck, Agius & Mayers, 2007). Like the SCOPE model, AMP provides support across these seven components including training, one-on-one supports, partnership and network facilitation, resources, tools, and

templates to three youth-led organizations. These supports are geared to build their capacity to enhance their impact in the community.

AMP has two components:

- The first component is direct intensive one-on-one supports to *build the capacity* and enhance the impact of three youth-led initiatives funded by the Youth Challenge Fund.
- The second component of AMP is strengthening the capacity of the youth-led sector by providing capacity-building workshops to upwards of 65 youth leaders and youth-led initiatives that work with underserved youth populations in under-resourced communities.

The youth-led initiatives AMP support work with underserved youth populations in under-resourced communities. While FYI is located in Weston-Mount Dennis, it supports work in a variety of under-resourced neighbourhoods, including Dorset Park, Crescent Town, Rexdale, Jane and Finch, Malvern, Regent Park, Lawrence Heights and Victoria Village.

Direct Intensive Supports to Three Youth-Led Organizations:

The first part of the AMP program provides direct intensive supports of training, one-on-one mentorship sessions, and partnership and network development to three youth-led agencies in the GTA: Canadian Tamil Youth Development Centre, Eritrean Youth Coalition, and Young Diplomats.

- **Canadian Tamil Youth Development Centre (CanTYD)** is a small but developing organization that caters to the Tamil youth population. It provides services that assist the youth in making career choices, preventing crime and violence, and developing healthy relationships between parents and youth. CanTYD provides interactive workshops in which youth express their concerns and are given professional advice from experts. It also hosts evening recreational activities to encourage youth to be active and healthy.
- **Eritrean Youth Coalition's (EYC)** purpose is to promote education and conduct advocacy using an anti-racist, anti-oppressive, participatory and transparent framework in order to build links among existing Eritrean and pan-African organizations and Canadian society at large. EYC provides increased communication and collaboration among different segments of the Eritrean community in Toronto with the aim of facilitating dialogue around pertinent issues affecting youth today.
- **Young Diplomats (YD)** is a youth-led organization that is committed to empowering Ethiopian-Canadian youth. Its aim is to improve the quality of life through partnership-enabling, higher academic achievement, improved familial relationships, diverse career explorations, and fostering a sense of solidarity with the broader Canadian community. YD provides youth programs that meet their identified community needs - health, education, diaspora partnerships, and facilitating resources.

The three organizations (CanTYD, EYC and YD) were chosen after a competitive recruitment and selection process. Following a comprehensive Needs Assessment, AMP began providing customized supports to the three organizations through monthly one-on-one mentorship sessions. The supports were varied and included discussion of needs for upcoming training sessions/annual general meetings, follow-up on previous training sessions/annual general meetings, challenges and successes, and work plans to ensure that the organizations' programs and boards/committees are functioning well. AMP also provides supports to the organizations to build partnerships and become part of networks, and receive feedback on the organization's progress and the program's efficacy. The three organizations provide monthly, quarterly and annual reports that are used to gauge their progress in capacity-building activities and the gaps in their skills and learning.

AMP also offers all-group meetings; these are closed meetings for the three AMP participant initiatives only. Their attendance at these meetings is mandatory. The focus of

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these meetings is self-reflection, sharing and peer-to-peer knowledge transfer, and work-based activities. The intimate setting allows for candor regarding progress, challenges, and solutions to overcome these challenges. These meetings are also evaluated using a variation of the post-training evaluation.

One-on-one mentorship sessions are completed monthly by the program lead at FYI. These sessions are used to discuss priorities, goals, and challenges unique to each organization. AMP work plans are revisited and progress is informally assessed. Challenges and strategies to address them are discussed. While the FYI program lead offers insight, perspective, alternative strategies, and methods to address challenges, FYI recognizes that each initiative is responsible for its own decision-making. The balance between providing input and respecting autonomy is crucial to healthy initiative development and investment in the program itself. These sessions also provide time for initiative leads to discuss internal challenges that are difficult to address with the board (oftentimes it is relations with the board that create challenges) and receive input from an objective external party.

Lastly, many initiative leads are mired in the day-to-day functioning and management of the initiative; mentorship sessions provide an opportunity for the leaders to pull out and discuss strategy and long-term goals. Leads are able to spend some time thinking about the big picture and potentially re-focus their efforts.

Early in the implementation of AMP, FYI staff recognized that there were shortcomings. Firstly, youth-led initiatives outside of AMP participants began connecting with FYI seeking supports. Sometimes it was to follow up on workshops, sometimes to request resources, tools and templates. While this demonstrated both the need for and impact of the capacity-building supports, FYI did not have the resources to provide direct supports when required. In response, FYI developed two additional programs to support the youth-led initiatives. Firstly, AMP developed the Power of One Program, which engages skilled professionals

from a variety of sectors to share their skills and expertise to support the development of specific operational or capacity pieces for youth-led initiatives. FYI orients the volunteers and the youth-led initiatives, and prepares them to work with each other; supports the initiatives to develop volunteer opportunity postings; and matches the appropriate volunteers with the opportunity. Further to this, FYI monitors the relationship and provides supports along the way. Secondly, recognizing that workshops are not accessible to all those who require the supports due to timing, location, and available resources, FYI developed a series of inter-related online toolkits called the Shared Learning Project. These toolkits include the materials covered in both types of workshops, as well as additional information. Toolkits also include links to existing resources, like ArtReach's GOAL workshop toolkits. These two additional program supports will allow groups to access information and expertise easily, learn at their own pace, and have guidance throughout organizational change implementation.

Networking opportunities that lead to collaboration and partnership are embedded throughout AMP. Workshops, all-group meetings, volunteer and initiative orientations, as well as FYI events provide ample opportunity for initiatives to learn about one another, and also about sector experts, allies in other sectors, and general supporters. FYI aims to enhance and connect existing networks, particularly by encouraging and facilitating inter-sectoral networks between non-profit, public, and for-profit parties. As mentioned above, networks are key to making change on a larger, systemic level.

FYI's Administrative Support Program (ASP) continues to support youth-led initiatives to do their work in the community by offering administrative services for a small fee. FYI provides administrative, financial, and human resource services, much like a shared platform, to both incorporated organizations and unincorporated youth-led projects. While these two relationships are structured differently, initiatives on the platform have access to all of FYI's capacity-building supports, including one-on-one mentorship sessions. Many

of these groups are referred to FYI by funders who recognize FYI's unique position in the youth-led sector and trust FYI's work in capacity building.

Beyond the program activities, each participant group received funding from the YCF and administered by FYI. This funding was mandated to support operational functions, like non-program staff, rent and utilities, training and professional development, and consultant fees. Allotted up to \$60 000 per year for three years, the participants provided budgets and work plans as part of their application. Funding was therefore allotted according to each initiative's priorities and goals. Shared priorities among the participants yield workshops, while priorities, goals, crises, or challenges unique to one participant will be largely addressed through one-on-one mentorship and resource sharing. AMP, however, ensured that participants were referred to one another when there are shared interests or challenges.

AMP has been thoroughly evaluated – both its processes and impact – through post-workshop evaluations from all participants and annual evaluations of AMP supports, monthly and annual progress reports, and informal feedback during mentorship sessions from the three AMP initiatives. All feedback has been reviewed and changes to the program have been made regularly to reflect criticism and requests. For example, workshops have become increasingly informal and participatory because of feedback from the initial series of workshops on program design and evaluation frameworks.

Larger program changes are reviewed, confirmed, and announced at the beginning of each program year (June) at the first all-group meeting. Each initiative received a package outlining some of the topics of focus for the program year, deadlines for reports, and information on changes to the program. For example, in year one, FYI also required quarterly reports. This exercise was omitted because it was redundant and unnecessarily increased administrative workloads for the AMP initiatives. This was communicated at the beginning of year two.

Sector Capacity Strengthening

The second component of the AMP program is targeted at strengthening the capacity of the youth sector to better support youth. AMP offers capacity-building workshops that are open to any staff and volunteers of a youth-led/youth-focused initiative in the GTA, as well as the three organizations that FYI is piloting the AMP model with. These workshops are focused on increasing the organizational effectiveness and sustainability of youth-led initiatives by offering a developmental curriculum that addresses areas such as governance, human resources and finance, among others. The monthly training sessions are free and address “on-the-ground” matters of concern to small grassroots organizations in development. Modules include: Governance, Financial Management, Human Resources, Program Management (including outcome-based program models), Community Engagement, Information Management and Documentation, Organizational Development (including strategic planning), Staff Management. Training sessions are delivered once per month. Participants evaluate these workshops using a standardized questionnaire.

Through an application process that also served as a needs assessment, AMP determined some of the main capacity supports that youth-led initiatives required and then developed a curriculum based on these needs.

Using monthly workshops, one-on-one mentorship sessions, partnership and network development supports, shared templates and resources, AMP implemented the curriculum. FYI realized quickly the need to be flexible and responsive to the shifting priorities of organizations and needs that arose from crises or new learning. FYI provided numerous opportunities via workshop evaluations, monthly progress reports, and monthly mentorship sessions for the participants to request additional supports and provide feedback on the existing supports.

AMP offered public workshops; attendance by the three participant groups is mandatory, but the workshop was

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available to any interested individuals or initiatives. The event was posted publicly on Eventbrite and shared with FYI's networks via email, twitter, Facebook and LinkedIn. The workshops were generally facilitated by the program lead, but frequently have a volunteer, FYI staff, or subject experts as co-facilitators. The workshops offered informative content, templates and tools, but also allow time for discussion, peer-to-peer knowledge transfer, and practical work-based activities. Feedback on each workshop was received via a post-training evaluation completed in person.

Target Audience/Current Participants

Through the exploration of the program goals, FYI determined the eligibility criteria to apply to be one of the three formal AMP participants. The funding allotment required that FYI implement a transparent and fair application process. Because sustainability of the youth-led sector and individual youth-led initiatives was a key outcome of the program, eligibility criteria specified that initiatives had to be youth-led, youth-driven, and youth-focused, working in one or more of Toronto's 13 priority neighbourhoods. Initiatives had to demonstrate a history, including have a minimum of \$30 000 per year in available funding or have a history of running projects in their community. Their goals had to be long-term sustainability, versus start-ups that potentially only intend to run one program or dissolve when the founder moves on. Because of this perspective, FYI targeted initiatives that were already incorporated as organizations or planned on incorporating as a non-profit. Lastly, initiatives had to agree to a partnership with FYI that mandated participation in program activities with the goal of increasing organizational effectiveness, including building infrastructure, improving governance and leadership, and be open to collaboration. FYI's application process, guided by the AMP Advisory Committee, selected three initiatives to participate in AMP.

Beyond these three initiatives, a number of other youth leaders and youth-led initiatives have participated in AMP. Most participants have been under 29 years of age, a generally accepted definition of youth, but some adults have attended workshops as individuals or representing larger organizations. For example, a representative of Evergreen attended FYI's workshop on Program Evaluation. Participants have largely come as representatives of youth-led initiatives, as opposed to coming as individual young leaders; however, AMP workshops have the potential to build both individual and organizational capacity. The vast majority of the initiatives focus specifically on youth living in marginalized communities, with a small number focusing on youth in general. For example, Cultivate Toronto does urban farming projects with youth.

Staff Competencies

When hiring staff for AMP, FYI sought individuals who had a keen understanding of young people in marginalized communities, were able to facilitate workshops and engage participants, and had a passion for learning. They were not required to have a thorough knowledge of organizational management or organization building, but they must take initiative to conduct research and have the capabilities to think strategically and solve problems. Since the process of organizational development is highly collaborative, AMP staff had to have excellent interpersonal and communication skills, and understand the limitations of their power in this context.

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SUMMATIVE (OUTCOME) EVALUATIONS measure the extent to which a program does what it is intended to do – that is, whether a program is meeting its objectives (Gabor et al., 1998). Outcomes are benefits or changes for individuals or populations during or after participating in program activities. Outcomes may relate to behaviour, skills, knowledge, attitudes, values, condition, or other attributes. They are what participants know, think, or can do; or how they behave; or what their condition is, that are different following the program.

The summative evaluation of AMP helps to demonstrate the *nature of change* that took place for the three mentee-organizations and if AMP contributed in strengthening the youth sector.

Summative Evaluation of Objective 1: Outcomes of AMP (Direct Intensive Supports) to three youth-led mentee organizations

The three organizations overwhelmingly reported that the supports that they received from AMP have had very positive impacts on their internal organizational functioning. To ensure anonymity mentee organizations are identified as Agency 1; Agency 2 and Agency 3.

Agency 1 has created an operations manager position to work closely with the board, submit reports, etc. PC provides guidance and mentorship to staff regarding programs at Agency 1. Being a part of AMP facilitated these changes. Funding helped created two management positions – Operations Manager and Program Coordinator (Agency 1 Annual Organization Progress Report and Program Evaluation 2011-2012)

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The organizations reported how the intensive supports that they received from the AMP program helped them to build the management skills of staff, focus on organizational processes that are necessary to improve their organizational effectiveness, and promote growth.

Christa provided Agency 2 with various financial templates that were helpful in adapting to their organization's needs. Christa continues to play a great support role. Christa is also open to Agency 2's suggestions regarding the trainings offered and readily available when they have inquiries. In this quarter, she's provided Agency 2 with great reading materials to support Agency 2's strategic planning retreat and connected them with Patrick at FYI to help them develop best practices for their finances. (Agency 2 Quarterly Report-Sept-Dec 2011)

Again, the organizations reported that AMP provided them with valuable information and principles applicable to their unique situations. For example, Agency 2 mentioned that they have gained an increased knowledge in budgeting and grant writing awareness, which they will apply to future grant applications.

Received a great tip from Patrick regarding admin expense, and going forward with future grant application, Agency 2 will be able to include the cost to cover costs that they often overlook such as supervision/ reporting and additional costs (Agency 2 Quarterly Report-Dec-Feb 2012)

The organizations also stated that the direct intensive support from AMP has helped to strengthen their internal infrastructure and increased their capacity to attain organizational and program goals. Agency 2 described the support they received as follows:

In the first quarter of AMP, we've received a great deal of resources and tools to help us design a work plan to meet our capacity building needs and tools to build a sustainable and thriving organization. Trainings have provided us with opportunity to re-examine our goals, evaluate our thinking and build systems and methods to create achievable goals for Agency 2. The team, especially Christa, continuously make themselves available for any of our inquiries, whether it pertains to Finance, HR policies and/or Governance, just to name a few. Christa is extremely helpful, and responds to our inquiries in a timely and efficient manner, and provides us with endless tools, templates and resources. Her support and guidance has been instrumental in helping us set a good foundation for the remainder of the life of the project. (Agency 2 Quarterly Report-June-Sept 2011)

Similarly, Agency 1 described their experience with AMP as follows:

With the help of FYI we have been able to revamp our managing positions at Agency 1; helping us to monitor our programs and strengthen partnerships. Christa has been a great person to work with, and she has given us a lot of resources, tips, and guidance. Agency 1 staff and board members find the training sessions to be very beneficial. All in all it has been a very good learning experience for Agency 1 (Agency 1 Quarterly Report September 2011)

Agency 3 noted how the AMP program has been instrumental in developing their organizational capacity and internal policies and procedures. They also appreciated the opportunity to connect with other youth-led organizations.

“With the help of FYI we have been able to revamp our managing positions at Agency 1; helping us to monitor our programs and strengthen partnerships.”

“The Agency Mentorship Program is helping us to serve our community better by developing our organizational capacity. Because of FYI we have been able to show our financial accountability to our community and our funders...”

The Agency Mentorship Program is helping us to serve our community better by developing our organizational capacity. Because of FYI we have been able to show our financial accountability to our community and our funders through audited financial statements. Our board of directors also received templates and developed our first HR policies and financial protocols. The training and resources we received from FYI helped our staff to work effectively for the youth they serve. We are blessed to get this unique mentorship program from FYI which defines our organizational development effort in serving the youth that live in Toronto. (Agency 3 Quarterly Report Dec – Feb 2012)

Through AMP, Agency 3 got an opportunity to grow as an organization. We have received support to strengthen the capacity building of the organization through mentorship and partnership with other youth led organizations. FYI has supported Agency 3 on developing policies that are essential for Agency 3 to have such as: HR policy, financial policy and many more. Most importantly, AMP has allowed Agency 3 to connect with other organizations that have similar vision in Toronto. It created an opportunity for Agency 3 to work with other organizations and also to find methods that are suitable to youth led organizations. AMP has helped facilitate these changes through: Mentorship sessions, Workshops. Christa, the AMP Manger support by answering questions or referring us to the right person in regards to our questions (Agency 3 Year 2 Progress Report and AMP Evaluation)

Furthermore, Agency 3's Quarterly Report noted the following changes to their financial management system facilitated by AMP:

FYI's financial coordinator, Patrick, was instrumental in the creation of Agency 3's financial policy. He critiqued some of the elements in Agency 3's policy such as the Executive spending limit without authorization. He made their policy a lot more conservative. Their board has yet to review and approve the policy (Agency 3 Quarterly Report - June-Sept 2011)

The organizations took advantage of the information and new skills acquired from the AMP program to facilitate significant changes to some of their programs and services.

Through support from AMP program, Agency 3 was able to hold their second strategic planning meeting. This meeting helped Agency 3 to review the success and failures of their past programs and include more programs according to their communities need. They are now in implementation stages (Agency 3 Annual Organization Progress Report and Program Evaluation 2011-2012).

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AMP provided knowledge, expertise, tools that Agency 2 needs. Learned to do things “right” because FYI is established in the sector, for example, legal aspects of governance.... AMP enforces accountability and responsibility; deadlines, monthly and quarterly reports, mentorship sessions (Agency 2 Oral Interview-Final Progress Report, AMP Evaluation Group Feedback).

In terms of human resources Agency 1 described how it has recently created a code of conduct for staff that outlines the responsibilities of staff, and what is expected of them at events and programs. Also, they have staff meetings at which all staff share program ideas and brainstorm – important for building effective programs and a healthy work environment. As well, the organization stated that:

Having the Operations Manager and the Capacity Development Coordinator (both positions created by AMP) has had a very powerful and positive impact on the organization. With the outstanding work of the capacity development coordinator, we have been able to outreach to many more people through website, Facebook, twitter and media. He has assisted in promoting programs, and events at Agency 1. He has also been able to encourage youth to partake in sharing information via Facebook and Directions Magazine blog. The Operations Manager position has played a crucial role in developing the board, and strengthening the existing partnerships. With less focus on supervision, the Operations Manager has been able to research on the diversity of funding, submit reports in a timely manner, and maintain a positive relationship with funders. (Agency 1 Annual AMP Report - 2013)

Similarly, Agency 2 acknowledged FYI’s supports in the development of their human resources policies and procedures.

Finalizing our hiring processes was made possible through resources shared with us by Christa; she guided our team and the processes we undertook. AMP has given us the opportunity to have access to Christa who is always willing to make time for our questions and comments, Having her to support us has been monumental. (Agency 2 Annual Organization Progress Report and Program Evaluation-2013)

The organizations mentioned successes with regards to their goals with the AMP program. For example, Agency 2 reported of a partnership that has been beneficial to their organization:

We have made progress regarding partnership building, specifically around planning the Summit. We have also received word that we were successful in a grant for an arts based program - (Agency 2 Monthly Report - August)

Improving organizational capacity can lead to an increase in the number and types of services provided by organizations. Mentee organizations documented opportunities and changes that they have created for youth engagement, capacity building, employment, education, mentorship and participatory governance. For example, the following progress was noted for Agency 2 by YCF:

Have a staff person to coordinate youth council, meaning engaging with youth and providing them an opportunity to grow and learn; Agency 2 is hosting gatherings to conduct outreach, promoting youth council and board membership thereby providing youth with opportunities to develop skills for employment; Agency 2 has conducted a strategic planning session with focus on reinvigorating programs. (YCF Legacy Midterm-Yearend Report - Feb 2012)

“Improving organizational capacity can lead to an increase in the number and types of services provided by organizations. Mentee organizations documented opportunities and changes that they have created for youth engagement, capacity building, employment, education, mentorship and participatory governance.”

Similarly, YCF documented that Agency 1 eliminated the negative impact role overload can have on their ability to implement change by introducing the following:

Job description split between program coordinator and operations manager allowing one staff to focus solely on programming and staff development to serve youth better (YCF Legacy Midterm-Yearend Report - Feb 2012).

FUNDRAISING SUCCESSES/ INCREASES IN FUNDRAISING ACTIVITIES

All the three mentee-organizations demonstrated increased capacity for fund development. They used various fundraising strategies to raise funds in a timely manner. For example, Agency 2 identified:

... an art-project that we [Agency 2] will produce to fundraise and top up their operational expenses and help to establish reserve funds for 2012. They've also have submitted a letter of interest to Metcalf for an opportunity to apply for a grant to support newcomer youth. The project would help identify the needs and challenges of newcomer youth and how best Agency 2 can support. The project costs are \$35,000 and they've requested for a grant for \$28,000. (Agency 2 Quarterly Report-Sept-Dec 2011)

Similarly, Agency 3 demonstrated that individual staff has the knowledge and skills for grant writing:

Trillium Grant final report on time (Nov 1st). In September Agency 3 collected an outstanding pledge worth \$6,000. The Agency 3 intern was trained in grant writing and she wrote and received her first grant worth \$10,000. The first Financial Policy and Financial Protocol's for Agency 3 were drafted. (Agency 3 Quarterly Report – September -December 2011)

Furthermore, Agency 2 acknowledged their increased grant writing knowledge and awareness of opportunities:

Staff has been trained on grant writing and transferred the knowledge to their current youth outreach worker. An average of one financial or in-kind support application has been submitted every month from different sources. (Agency 2 Annual Organization Progress Report and Program Evaluation 2011-2012/ Year 1)

Applied for more grants with different level of government and we were awarded our first provincial grant. We are also waiting for other sponsorship applications and opportunities from foundations and corporate sources. (Agency 2 Quarterly Report - June-Sept 2011)

Agency 1 reported that they have improved the sponsorship package for their marketing fundraising materials:

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Working on an events and programming sponsorship package frequently and actively update our website. Made use of mail-merge and created mailing lists that are effective, and created a twitter account. This has improved our ability to sell tickets for events, promote program and services, and receive donations. We are also working on instagramming events and programs that we host so that it would not only engage youth better but also get more community attention and new faces to attend our centre. (Agency 1 Annual Agency Mentorship Program Report-2013)

Furthermore, Agency 1 has increased their efforts in fundraising from corporations: They further stated that:

In response to changes in youth-led funding, Agency 1 has had a fundraising event, and is looking toward getting donations from community members. We are also in the midst of applying for Charitable Status, which we believe will help us increase number of donations and sponsorships from community. Our next step is to focus on looking for stronger partnerships to consider applying for funding with partners and collaborations (Agency 1 Annual Organization Progress Report and Program Evaluation 2011-2012).

Also, Agency 1 stated that they were successful in receiving funding from the City of Toronto:

City of Toronto funding gained through maintaining a good relationship with funders and completing research on what programs would be effective (Agency 1 Annual Organization Progress Report and Program Evaluation 2011-2012)

Agency 2 reported their fundraising successes as follows:

We hosted a fundraiser on July 22nd. We had a great turn out and met our fundraising goal! (Agency 2 July Monthly Report)

We were successful in our application for an ArtReach grant, Laidlaw grant, and City of Toronto grant totaling \$43,200 (Agency 2 Annual Organization Progress Report and Program Evaluation-2013).

Tangible support from AMP has better positioned the mentee organizations for increased funding. For example Agency 2 noted the following:

Ok so we have three goals here – funding, strengthening our board of directors and our strategic plan. So funding, um, AMP, you guys have helped us in terms of sending us the granting calendars which have been really helpful so we know what's going on throughout the year (Agency 2 – Year 2 Annual Review)

Teaching us best practices of how to be accountable with our current funding which makes us eligible for more funding (Agency 2 – Year 2 Annual Review)

Summative Evaluation of Objective 2: The Outcomes of AMP for Strengthening the Capacity of the Youth Sector

To understand the AMP work in strengthening the capacity of the youth sector, FYI invited everyone who attended any of AMP’s 21 workshops that were delivered during the first two years of the project to complete an anonymous on-line survey. Sixteen participants completed this survey. They were also invited to participate in a qualitative focus group to provide some contextual information on how they

experienced the workshops and if this has had any impact on their work with youth. Five participants took part in this and another participant who was not available for the focus group took part in a one-on-one interview.

Majority of participants (14 of 16) that completed the on-line survey had attended multiple workshops as shown in **Table 4** below.

TABLE 4 FYI capacity-building workshop(s) that you attended (please select all that apply)

WORKSHOP	RESPONSE PERCENT	RESPONSE COUNT
Excel	13.3%	2
Finance	46.7%	7
Grant-writing	53.3%	8
HR training	26.7%	4
Logic model & theory of change training	33.3%	5
Partnerships training	6.7%	1
Grant-writing	40.0%	6
Monitoring & evaluating programs	33.3%	5
Managing and delegating priorities	13.3%	2
Governance training	53.3%	8
Program evaluation	33.3%	5
Time management	26.7%	4
Volunteer engagement	33.3%	5
Staff and volunteer management	33.3%	5
Google tools	33.3%	5
Organizational culture	33.3%	5
	N = 15	
skipped question		1

THE OUTCOMES OF THE AGENCY MENTORSHIP PROGRAM

Although some of the participants stated that they attended the workshops because it was required of them, they all agreed that attending the workshop was beneficial as they learned new skills. They all spoke highly of FYI's expertise and reputation in the non-profit youth sector. They stated that they found AMP very informative and resourceful, and that the instructors were highly knowledgeable and engaging.

The responses they gave regarding the workshops included the following:

- To develop relevant skills in financial management
- Our organization had changed leadership at the board and staff level and these workshops allowed us to create an organizational structure to better serve our stakeholders and clients
- In 2011, Agency 2 underwent some organizational changes that included reviewing roles and responsibilities of Board of Directors, Operations Manager, and Program Coordinator. FYI played a major role in providing mentorship, and attending the workshops provided the tools and resources we required.
- They were areas that my organization was struggling with and at the time, my role called me to take lead in those areas.
- These workshops are really informative and provide a wealth of knowledge that we would otherwise not have access to.
- They are small and I feel like I can ask as many questions as I want and I am confident in the knowledge they pass on.
- These workshops provide us with tools necessary to build our capacity as a self-sustaining organization. These workshops spark necessary conversations and also provide us with efficient ways staying organized.
- FYI has a proven track record of supporting community-based organizations with capacity building

Majority of participants (75 percent) that completed the on-line survey agreed that the workshops addressed key gaps in the youth sector.

TABLE 5 Do the capacity-building workshops address any gaps in the youth sector?

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Yes	75.0%	9
No	25.0%	3
	N=12	

THE OUTCOMES OF THE AGENCY MENTORSHIP PROGRAM

Participants said that some of the ways that the AMP workshops address the gaps in the youth sector were:

- By fostering knowledge development and equipping youth workers, and other staff working in youth serving/ youth-led organizations, with skills necessary to effectively manage the daily operations of their organizations
- By providing as much relevant information that addresses their needs
- The Capacity Building workshops have helped us address the gaps that were mentioned on question number 13.

- Funding is always a challenge for Not for profit organizations and especially those that work with youth and AMP has helped us find more funding opportunities as well as ensure that we maximize the efficiency for the grant proposals that we do submit.
- They give the tools to help people organize and take action.
- Supports growth and development of youth and grassroots projects/organizations.

Almost all of the participants (92.9 percent) stated that they have used the skills that they learned to improve their current organization.

TABLE 6 **Have you used any of the skills that you learned to improve your current organization?**

ANSWER	RESPONSE PERCENT	RESPONSE COUNT
Yes	92.9%	13
No	7.1%	1
	N=14	

THE OUTCOMES OF THE AGENCY MENTORSHIP PROGRAM

They highlighted the following as evidence of how they have been able to use their newly acquired skills to improve their respective organizations:

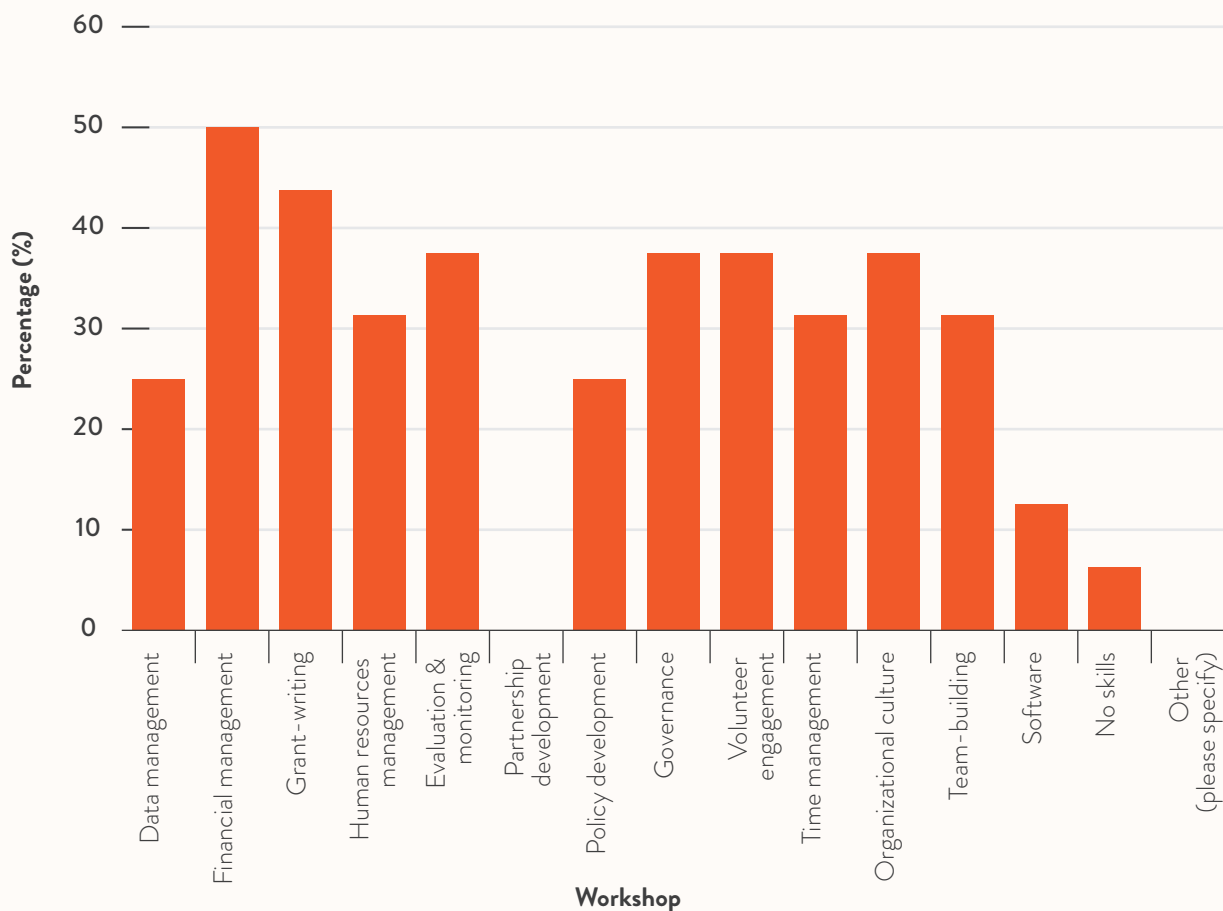
We have begun using goggle docs to conveniently edit policy documents and any necessary documents that need changes to be made as quickly as possible. We have also made better use of meetings after attending the Organizational Culture workshop, by using the more positive forms of talk (S16).

Overall, the participants were satisfied with how the workshops are organized. They commended FYI's training techniques and expressed satisfaction with how FYI responds to feedback.

I went to different workshops ... a few that I really enjoyed ... because they involved more than one person and I really felt like having one or two people presenting in three hours brings more energy into the room ... that's the biggest recommendation they had and ... they did change ... We've seen different presenters in the third year actually (P2).

As depicted in **Figure 1** below, participants gained an array of skills from attending AMP ranging from policy development and volunteer management to financial management and grant writing.

FIGURE 1 Skills Gained from Sector Capacity Building Workshops



THE OUTCOMES OF THE AGENCY MENTORSHIP PROGRAM

We signed up for youth initiative so we can build our capacity, so we have to attend to all these workshops and at the same time have to take each workshop. We have a mentorship that we do in regards to the workshop so they were all things that we chose and we wanted as an organization (P1).

A summary of the top six skills participants highlighted as having gained from attending the capacity-building workshops is shown in **Table 7** below.

Participants described how AMP supports growth and development of youth and grassroots organizations. Some participants commented on how some of the training they received from AMP has positively impacted relationships within and across organizations. Also, even though FYI does

not offer frontline training, some participants stated that the skills they have acquired from the training have positively impacted their frontline work with youth.

The evaluation tools I learned through attending the workshops directly (positivity) impact the youth we serve as we were better able to listen to their needs and apply them productively (S7).

As shown in **Table 8** below, slightly more than half of the 16 participants (56.3%) who completed the on-line survey said that they have worked in other youth-led/youth serving organizations. Three of the participants had worked in one other youth organization, three had worked in two other organizations and two participants had worked in three to four other youth organizations.

TABLE 7 Which of these skills did you gain from attending an FYI capacity-building workshop?

TOP SIX ANSWERS	RESPONSE PERCENT	RESPONSE COUNT
Financial management	50.0%	8
Grant-writing	43.8%	7
Evaluation & monitoring	37.5%	6
Governance	37.5%	6
Volunteer engagement	37.5%	6
Organizational culture	37.5%	6
	N = 16	

TABLE 8 Have you worked in other youth-led/youth-serving organizations?

TOP SIX ANSWERS	RESPONSE PERCENT	RESPONSE COUNT
Yes	56.3%	9
No	43.7%	7
	N = 16	

THE OUTCOMES OF THE AGENCY MENTORSHIP PROGRAM

Jobs in the youth sector are usually contract-based as they are funded through program grants that are only for a specific number of years rather than core funding. One of the consequences of this precariousness is that there is high staff turnover, but not necessarily a loss for the youth sector as these staff stay within the sector.

As youth workers move from one organization to another, they take the skills and experiences from the old job to the new job including the skills that they acquired at workshops such as the AMP's workshops. This means that the training from an AMP workshop has potential to continue strengthening the youth sector beyond their current list of partners. One may describe this as a butterfly effect, where the learning currently happening will have future implications for the youth sector as the youth workers circulate within the sector.

Workshop Evaluations

Attendees at the 21 sector capacity-building workshops that were held in the first two years completed short workshop evaluation questionnaires at the end of each workshop assessing them on the following seven criteria: their overall impressions; relevance of the contents; whether the workshop facilitator was engaging and clear; the clarity of resources and handouts; whether questions were addressed and answered; whether the workshop was interesting, engaging and clear; and whether it was well-organized and planned.

The findings from these evaluations are attached as Appendix A in Figures 2 to 22 together with samples of open-ended comments. Overall, the evaluations were uniformly positive.

The 21 capacity-building workshops focused on the following areas: Staff Management; Organizational Culture; Google Tools; Team Building; Branding; Monitoring and Evaluation, Governance Training 1, 2 and 2+; Program Evaluation; Time Management; Volunteer Engagement; Excel Training; Finance Training 1 and 2; Grant Writing; Human Resources Training 1 and 2; Logic Model Training; Partnerships Training; and Theory of Change.

Participants commented very favourably on all the workshops and often highlighted specific skills they learned and how their organizations have been positively impacted. Particularly, participants identified the following six workshops as the most beneficial skills gained: financial management (50%); grant writing (43.8%); evaluation and monitoring (37.5%); governance (37.5%); volunteer engagement (37.5%); and organizational culture (37.5%).

Highlighted below are some of the key responses from the participants regarding the top six workshops identified:

Financial Management Workshops

Skills gained from the financial management workshops were of particular value to the participants as they ranked them highest among the other workshops. Participants noted that learning about and actually working with budgets, excel software etc. were helpful. Below are excerpts of what they said they liked about the workshops:

Gained experience with budget templates, facilitators were enthusiastic which made workshop engaging, fun, and easy to understand.

Step by step guide through excel, facilitators friendly/engaging, good advice on budgets/grant applications.

Participants also noted a few suggestions for improving future workshops such as:

Would have liked tips on policy building. ... what to include, what's mandatory for audit ... purposes!

I would have liked to see more personal applications of budgeting.

Grant Writing Workshops

Overall, the participants found the grant writing workshops to be significantly informative and engaging, especially the advice given on budgets and grant applications. For example, some participants noted that they liked the grant writing workshops because of:

Tips and tricks shared on how to make the grant writing process easier, such as working on it backwards and tackle it through groups. Also liked rough notes handed out showing how the thinking process worked.

Gained a lot of new knowledge; visuals; the clarity; explanation of the process.

Some suggestions for improving future workshops were to:

Make the training into two sessions

[Provide a] list of grants that are applicable to us; examples of logic model/theory of change

Monitoring and Evaluation Workshops

As well, the participants lauded the monitoring and evaluation workshops. They identified the following as some of the things they liked about the workshops:

Getting external person to conduct interviews for program evaluation; differentiating processes vs. outcomes/outputs

The logic model of allocation method (the different components in the logic model)

Suggestions for improving future workshops on monitoring and evaluation were:

Evaluating drop in programs (year-round); how to create forecasts

Evaluating regular programs (tutoring program)

Governance Training Workshops

Again, participants found the governance training workshops that were offered in three sessions very informative and interactive. Participants stated that they like the workshops because:

Material was presented in an engaging manner.

The handouts were useful in this training as they provided hardcopy examples of items necessary for our board.

Lots of opportunity for discussion; examples were clear and relative to non-for-profit conduct.

Participants' main suggestion for improving future governance training workshops was that:

More attendees would have made meeting more engaging

Volunteer Engagement Workshops

Generally, participants were highly satisfied with the volunteer engagement workshops as they identified their learning as useful and insightful. For example, participants stated the following:

Having an opportunity to hear about different workers! Work with youth population and brainstorming

It allowed a lot of space for the various experiences of the organization within the space

Participants listed the following as suggestions for improving future volunteer engagement workshops:

Being aware of how tricky a term like 'increase diversity' is, considering how the not-for-profit industrial complex operates

Participant discussion regarding our organizational backgrounds & experience

Organizational Culture Workshops

Finally, participants were particularly motivated by the organizational culture workshops. They identified the following as things they liked about the workshops:

I learned how to facilitate discussion effectively. How to balance negative plus positive language, self-focus and group focus

We got some idea on how we can improve as an organization by making some goals

On the other hand, some suggestions for improving future organizational culture workshops were:

How to bring discussion to board members without overstepping boundaries

Strategies for better organization culture - communication, etc.

All in all, the comments on the workshops were overwhelmingly positive. Participants were grateful for the practical tips and opportunities for interaction that the various workshops offered. On the other hand, a common suggestion for improving future workshops was that more personal application of the materials could be provided, such as for budgeting and grant writing purposes. In the future, a longer period of time could be allotted for question and answer sessions, as well as to give the participants the chance to apply what they have learned in the workshops through discussing and sharing with other agencies their own insights.

CONCLUSIONS: IMPLICATIONS OF THE AGENCY MENTORSHIP PROGRAM

THE EVALUATION OF the Agency Mentorship Program, a three-year project funded by Youth Challenge Fund and undertaken by For Youth Initiative, explored the implementation of the program and whether the program objectives had been met.

The purpose and primary goal of AMP was to increase access to relevant and effective programming for youth by building the capacity of youth-led/youth-focused initiatives to provide impactful programs in the community and influence public policy and decision-makers.

The evaluation findings indicate that AMP met all of its objectives. Below is a summary of key evaluation findings that address each of the objectives (objectives are in italics):

AMP Objective 1

Build the capacity and enhance the impact of three youth-led initiatives funded by the Youth Challenge Fund through extensive one-on-one coaching and participation in a series of workshops that improve the effectiveness of the programs and services they offer to youth.

KEY FINDING #1: PROGRAM EFFECTIVENESS

AMP's support to the three pilot mentee organizations is valuable and contributed to the organizations' development. It increased their ability to deliver effective programs and services for youth. All three mentee organizations were unequivocal that AMP has helped them develop and increase their effectiveness. Below is what Agency 3 said about program effectiveness:

AMP is helping us to serve our community better by developing our organizational capacity. Because of FYI we have been able to show our financial accountability to our community and our funders through audited financial statements. Our board of directors also received templates and developed our first HR policies and financial protocols. The training and resources we received from FYI helped our staff to work effectively for the youth they serve. We are blessed to get this unique mentorship program from FYI, which defines our organizational development effort in serving the youth that live in Toronto (Agency 3 Quarterly Report – Dec to Feb 2012).

“AMP is helping us to serve our community better by developing our organizational capacity. Because of FYI we have been able to show our financial accountability to our community and our funders...”

CONCLUSIONS: IMPLICATIONS OF THE AGENCY MENTORSHIP PROGRAM

KEY FINDING #2: MENTORSHIP AND NETWORKING TIES

The one-on-one mentorship sessions addressed organization-specific needs and challenges and were beneficial for building the capacity of the three pilot mentee agencies to respond to their specific needs and challenges. Also, the supports from AMP have helped the mentee organizations to build partnerships and expand their networks. For example, Agency 3 described their experience with AMP as follows:

Through AMP, Agency 3 got an opportunity to grow as an organization. We have received support to strengthen the capacity building of the organization through mentorship and partnership with other youth led organizations. FYI has supported Agency 3 on developing policies that are essential for Agency 3 to have such as: HR policy, financial policy and many more. Most importantly, AMP has allowed Agency 3 to connect with other organizations that have similar vision in Toronto. It created an opportunity for Agency 3 to work with other organizations and also to find methods that are suitable to youth led organizations. AMP has helped facilitate these changes through: Mentorship sessions, Workshops. Christa, the AMP Manager support by answering questions or referring us to the right person in regards to our questions (Agency 3 Year 2 Progress Report and AMP Evaluation)

KEY FINDING #3: SUSTAINABLE FUNDING

AMP improved all three mentee organizations' ability to successfully increase their funding thereby making them more sustainable. Through the workshops, mentees acquired the knowledge and skills to identify funding opportunities, write winning grant proposals and execute fundraising activities. Below are examples of how the mentees noted their respective funding successes:

Agency 1 reported success in receiving funding from the City of Toronto:

City of Toronto funding gained through maintaining a good relationship with funders and completing research on what programs would be effective (Agency 1 Annual Organization Progress Report and Program Evaluation 2011-2012)

Agency 2 also reported both fundraising and grant application successes:

We hosted a fundraiser on July 22nd. We had a great turn out and met our fundraising goal! (Agency 2 July Monthly Report)

We were successful in our application for an ArtReach grant, Laidlaw grant, and City of Toronto grant totaling \$43,200 (Agency 2 Annual Organization Progress Report and Program Evaluation-2013).

Similarly, Agency 3 reported a grant success:

Trillium Grant final report on time (Nov 1st). In September Agency 3 collected an outstanding pledge worth \$6,000. The Agency 3 intern was trained in grant writing and she wrote and received her first grant worth \$10,000. The first Financial Policy and Financial Protocol's for Agency 3 were drafted. (Agency 3 Quarterly Report – September -December 2011)

AMP Objective 2

Strengthen the capacity of the youth-led sector by providing capacity-building workshops to upwards of 65 youth leaders and youth-led initiatives that work with underserved youth populations in under-resourced communities.

“We were successful in our application for an ArtReach grant, Laidlaw grant, and City of Toronto grant totaling \$43,200.”

KEY FINDING #4: INCREASED SKILLS IN THE YOUTH SECTOR

The AMP workshops increased the ability of participants to work more effectively in their organizations. Majority of youth sector participants at the AMP said that they have used the new skills learned from AMP workshops to provide more effective programs and services for youth. For example, Agency 2 reported that increased grant writing skills have led to greater awareness of opportunities:

Staff has been trained on grant writing and transferred the knowledge to their current youth outreach worker. An average of one financial or in-kind support application has been submitted every month from different sources. (Agency 2 Annual Organization Progress Report and Program Evaluation 2011-2012/Year 1)

Also, Agency 3 reported of their staff having used the skills they acquired from the AMP to make significant changes to some of their programs and services:

Through support from AMP program, Agency 3 was able to hold their second strategic planning meeting. This meeting helped Agency 3 to review the success and failures of their past programs and include more programs according to their communities need. They are now in implementation stages (Agency 3 Annual Organization Progress Report and Program Evaluation 2011-2012).

The improvement of skills in the youth sector is further affirmed by YCF:

Agency 2 has a staff person to coordinate youth council, meaning engaging with youth and providing them an opportunity to grow and learn; is hosting gatherings to conduct outreach, promoting youth council and board membership thereby providing youth with opportunities to develop skills for employment (Legacy Midterm-Yearend Report - Feb 2012)

AMP Objective 3

Draw on the experiences from objectives 1 and 2 to revise and scale up the AMP model so it can support more youth-led/youth-focused initiatives.

KEY FINDING #5: PROGRAM IMPROVEMENT/ BENEFITS OF THE BUTTERFLY EFFECT

FYI was able to draw on the experiences and suggestions received from objectives 1 and 2 to refine and scale up the AMP model to support more youth-led/youth-focused initiatives. Below is how Agency 2 described it:

The Agency Mentorship Program has really supported the resilience of our organization. As we went through staff and leadership transitions, AMP staff was extremely patient and encouraging. Given the stress we were under to get our organization back on track, the flexibility and support made all the difference. We are now well on our way to success! Thank you so much, it means a lot to us to know there is room for us to make mistakes, learn and grow. (Agency 2 Monthly report, Feb, 2014)

Furthermore, the precarious nature of jobs in the youth sector makes it likely that participants at the AMP capacity building workshops can take the skills from these workshops to other organizations in the youth sector who may not have been represented at these workshops as they switch organizations.

Slightly more than half of the 16 participants (56.3%) who completed the online survey said that they have worked in other youth-led/youth serving organizations. One may describe this as a type of **butterfly effect** - a metaphor from chaos theory that describes how a small change at one place in a complex system can have large effects elsewhere. As a result, the learning currently happening will have future implications for the youth sector as the youth workers circulate within the sector.

Recommendations for Improvement and Replicating the AMP

The evaluation uncovered a few specific areas for further development of AMP. These suggestions were shared with FYI/AMP staff in an interim report. FYI was able to draw from these suggestions to revise and scale up the AMP model in its final year.

Implementation Challenges

The summative evaluation findings identified two key challenges to the successful implementation of AMP and its related services. Firstly, FYI's resources to run AMP are limited. With one to two staff members running all capacity-building program activities, human resources are strained and unable to provide all the supports needed or dedicate the time required to complete certain tasks, such as promotion. Secondly, youth leaders and youth-led initiatives face challenges in making good use of all the services provided and implementing all of what they have learned in their work. It takes time both to access and utilize AMP resources, and additional time to implement changes in organizations. With the day-to-day responsibilities looming large in the minds of young leaders, and with the dearth of funding available to support operations and administration, grassroots initiatives and young leaders are unable to utilize resources to their optimal potential.

Furthermore, many young leaders are working, going to school, and organizing to serve their community voluntarily. This makes it especially difficult for young leaders to build initiative capacity. These difficulties demonstrate the need to support youth leaders and youth-led initiatives through more flexible means that adequately cater to their busy working schedules. Future initiatives should also explore ways to lessen the administrative burden that is placed on youth workers through lending support in budgeting or grant-seeking – activities that are notoriously time-consuming.

As well, the mentee agencies identified five areas that could be further developed as AMP goes into its final year.

FIRST, the mentee organizations would like improved communication between AMP and more agencies in the youth sector. The mentee organizations strongly advocated that the AMP model, especially the workshops, needed to be advertised more widely within the community. They explained that bringing more agencies to the workshops would expand their networking. For example, individual participants' comments included: *"I believe FYI should make these programs accessible to many more youth led organizations in Toronto"* and *"Would recommend exploring other ways to get more participants at workshops"*.

Furthermore, the mentee organizations noted the following in their reports:

In critical situations when Agency 3 staff are handling multiple deliverables, the communications associated with AMP program may become burdensome and may result in Agency 3 falling behind (Agency 3 Annual Organization Progress Report and Program Evaluation 2011-2012).

It's having the opportunity to spending meaningful time to really engage and get to know each other, and create natural bonds. It's harder when you are faced with grant requirements and application deadlines to create such partnerships (Agency 2 Quarterly Report-Dec-Feb 2012)

The importance of exposure to other organizations in the field is also highlighted in the following:

By talking about best practices it provides us an opportunity to see how other organizations deal with issues since there are different factors in every organization. Like what did you do in your program that I can do in mine (Agency 1 –year 2 review).

Agency 1 was however quick to note that resource competition inhibits networking with other AMP organizations:

CONCLUSIONS: IMPLICATIONS OF THE AGENCY MENTORSHIP PROGRAM

When we meet each other at the AMP workshop we just sort of small talk. We don't really talk about what we've done, what we've improved, how we can benefit from each other's resources. But I think that comes down to each individual organizations might say, that is my resources and if I share it I might not have as much. I don't know, it might be that. Not just with AMP but I think that's the same mentality with youth agencies all over the place. Like-minded organizations feel that if they disclose their financial resources that you'll apply to it and they will have smaller amounts and higher competition (Agency 1- year 2 review). This is a rather important insight, as it illustrates the sensitive positions that most agencies in the youth sector are placed in. On one hand, collaborations carry many important benefits – resources can be shared and therefore utilized more efficiently, and the experiences of various agencies can also be exchanged to build on the existing knowledge on promising practices in the field. However, on the other hand, with the same agencies bidding for funding from a limited pool of funders and sponsors, these agencies are also positioned as competitors for scarce resources. This makes it less likely for grassroots initiatives to collaborate in a meaningful way.

On their part, AMP staff acknowledged the challenges faced by mentee organizations as it relates to their communications with the program:

Groups go through phases where their communication becomes sparse and inconsistent. Lack of communication means the program lags. Being flexible with these moments and understanding of their priorities has been challenging but an important part of the programs and personal growth (Legacy Quarterly- August 1-October 31, 2012)

THE SECOND area where the mentees noted that more work was necessary was their wish for continuing support to improve their financial management skills/knowledge.

Although they noted that they are appreciative of the assistance that they receive from FYI/AMP staff, they also indicated that they still require training in specific software programs that would enhance their project budgeting skills. The following comments by the mentees highlight both their successes and challenges/training needs. Agency 1 reported as follows:

Feedback from Maria Bernard and Christa Romaldi regarding Agency 1's finance was very helpful in allowing

Agency 1 staff and board to understand the high expenses and low to no profits. Our pattern of spending over the year reflected that we often had high hopes for our events, and our failure to recognize the profits. This has lead the Director of Finance to put into place strict financial policies; 1) have all events approved by director of finance and all board of directors, 2) budget to be created for all events, 3) board debrief after event with actual (Agency 1 July Report Aug 7, 2012).

As Operations Manager, I would like to receive basic training on how to use Simply Accounting and how to insert approved budgets into the system. This will help Agency 1 keep record of expenses as per project. This will help me to be updated on the funding revenue, expenses, and balance (Agency 1 October Monthly Report)

Also, Agency 3 noted the following:

[The training] helps us understand the standard financial protocol we need to follow and the importance of keeping detailed financial records. Based on that we maintained our relationship with the bookkeeper.

Challenges - Lack of detailed and easy excel format to keep financial records. We would like Excel training for staff (Agency 3 Quarterly Report - Dec to February 2012).

CONCLUSIONS: IMPLICATIONS OF THE AGENCY MENTORSHIP PROGRAM

THIRD, strategies to handle practical challenges associated with time management such as scheduling conflicts, time crunches and competing priorities were identified by the mentee agencies as an area that could be further developed by AMP. Their workload, staffing levels and program expectations were listed as some of their daily challenges. Below are some comments that they noted:

Time management, competing issues, and lack of adequate supports (Agency 2 Quarterly Report- Dec-Feb 2012)

Monthly mentorship sessions are great, but the all-group meetings would be more helpful on a quarterly basis as they take quite a bit of time. They are a bit excessive. Doesn't always give us enough time to go back and implement the work learned (Agency 2 Annual Organization Progress Report and Program Evaluation -2013)

Often do not have sufficient time to write the funds (Agency 1 Quarterly Report December 2011)

Accordingly, AMP staff also reported the following in their Legacy Quarterly reports:

Currently not holding regular monthly meetings due to difficulty scheduling. Planning to decrease meetings to bimonthly or quarterly now that program is running. The realities of the work that the participating organizations do, has made it challenging to remain on our original schedule. Organizations are contending with a number of factors simultaneously; difficult to complete tasks by deadline, especially due to lack of staff. Takes longer to get things done so we have to be sensitive to organizations' capacity while still encouraging the organizations to complete capacity building tasks in a timely manner to support their growth" (Legacy Quarterly August 15)

Timelines consistently prove challenging. It is difficult for the organizations to keep up with the workload in addition to their regular programming, special events and unexpected situations" (Legacy Quarterly November 15).

THE FOURTH AREA the mentee's highlighted that could be further developed was AMP balancing autonomy with input. Even though overall, the three mentee organizations agreed that AMP staff were able to balance providing their input and respecting the autonomy of their governance body and staff, the mentees have mentioned that there are tensions that exist with balancing autonomy with input in capacity-building:

The AMP program is designed to develop the youth-led AMP groups by supporting their pursuit of capacity-related objectives and accordingly we don't think that it would be possible to improve the AMP program without trespassing on the autonomy of the AMP groups (Agency 3 Annual Organization Progress Report and Program Evaluation, 2011-2012)

In particular, the AMP staff noted that there have been times where mentee organizations did not see eye-to-eye with them in terms of how certain matters should be dealt with. Fully aware of how tensions embedded in balancing autonomy with input in capacity-building could negatively impact their work with mentee organizations, FYI/AMP staff noted that they strive to work in collaboration and cooperation with mentee organizations:

Groups sometimes do not agree with or want to heed advice provided by FYI/AMP staff. We want to respect the group's autonomy but sometimes believe their decisions to be ineffective, generally due to past experiences. We try to build a strong argument and revisit the point as often as possible, but ultimately the groups make their own decisions. This can lead to challenges surrounding those decisions which we then have to work through (Legacy Quarterly- May 15 to Aug 15, 2012)

Lastly, **THE FIFTH AREA** that deserves attention is the issue of cultural sensitivity, and the view that AMP may have a lack of understanding with the unique ways in which certain organizations function:

Lack of understanding of challenges of ethno-specific youth organizations – i.e. political issues, organizational culture and lack of supporting events/ programs by mentee groups.

Their suggestion for AMP to address this weakness was for staff to:

Meet with more ethno-specific youth organizations to get a better understanding of how they function, look into organizational culture in those groups, and use this to provide more in-depth training (Agency 1 Annual Organization Progress Report and Program Evaluation, 2011-2012).

This shows that the difference in working approach between FYI/AMP and their mentee organizations may in part stem from fundamental differences in the cultural or political lenses that each has adopted. In the future, more efforts may have to be placed to ensure that AMP is operating out of a framework that is inclusive of diverse approaches. This is also part of the balancing act that has to be performed by AMP to ensure that a true partnership is formed with the mentee organizations, which includes having mutual respect for the expertise coming out from the backgrounds and lived experiences of each organization.

To conclude, the work of the Agency Mentorship Program has been indispensable to the three mentee organizations, and has promising implications for the youth sector as a whole. It is hoped that with further research into the specific challenges and experiences of grassroots youth initiatives, improvements can be made to widen the impact of AMP.

“In the future, more efforts may have to be placed to ensure that AMP is operating out of a framework that is inclusive of diverse approaches.”

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APPENDICES

APPENDIX A

EVALUATION OF YOUTH SECTOR CAPACITY WORKSHOPS

Workshop participants were asked to complete a survey evaluation of the workshops. Twenty-one workshops were evaluated.

Qualitative statements from the evaluations of the workshops are summarized in the following table:

TABLE 9 **Qualitative Feedback from Capacity-Building Workshops**

WORKSHOP EVALUATED	POSITIVE REMARKS	SUGGESTIONS FOR IMPROVEMENT
Staff Management Workshops	<ul style="list-style-type: none"> • Learning about the different leadership styles and how they can benefit an organization and otherwise. • I learned a lot about my own leadership style. • Engaging and comfortable. • Provided new and insightful information for management styles 	<ul style="list-style-type: none"> • More information about how to get those and tools to use/activities. • Handouts would be helpful • More participants to get more variety in discussion. • More visuals - video.
Organizational Culture Workshops	<ul style="list-style-type: none"> • I learned how to facilitate discussion effectively. How to balance negative plus positive language, self-focus and group focus. • We got some idea on how we can improve as an organization by making some goals. • How to be clear when communicating with different beneficiaries. • Different communication styles. The challenges - external and external plus what we as an organization can do. 	<ul style="list-style-type: none"> • How to bring discussion to board members without overstepping boundaries • A little more information on actual tasks to implement into our organizations. To reach the best possible outcome. • Strategies for better organization culture - communication, etc. • How to communicate needs to the board? Address issues to the board
Google Tools Workshops	<ul style="list-style-type: none"> • I found that we can organize many accounts, surveys, and documents a lot easier than we have been. • The presentation was accompanied with live demos and videos which made it easier to engage and made the presentation more interesting • Found new tools that I've never heard of, and how to use them • All the tools were useful and will make me more efficient at work 	<ul style="list-style-type: none"> • More physical resources • I would add more examples and cover more of Adword S. • Make it longer!

APPENDIX A EVALUATION OF YOUTH SECTOR CAPACITY WORKSHOPS

WORKSHOP EVALUATED	POSITIVE REMARKS	SUGGESTIONS FOR IMPROVEMENT
Team Building Workshops	<ul style="list-style-type: none"> • I learned a lot on leadership skill, also gained a good experience • I enjoyed the roleplaying • Building best practices collectively. Recording these practices + processes • Helped me understand how I should talk to a staff. How to welcome new employees 	<ul style="list-style-type: none"> • Maybe more hands on activities • Resources on more management techniques plus addressing challenges with staff
Branding Workshops	<ul style="list-style-type: none"> • Super helpful session, best yet Christa! • We loved the interactive activities - grouping and sharing our experiences. • Encouraging to see similarities in groups 	<ul style="list-style-type: none"> • I would like more information on how to delegate tasks accordingly to staff members part time/full-time hours
Monitoring and Evaluation Workshops	<ul style="list-style-type: none"> • Getting external person to conduct interviews for program evaluation; differentiating processes vs. outcomes/outputs • Theory of change allocation method; the logic model of allocation method (the different components in the logic model) • Types of evaluation; shared evaluation methods • Different processes of evaluation 	<ul style="list-style-type: none"> • Evaluating drop in programs (year-round); forecasts - how to create • Evaluating regular programs (tutoring program) • What is best for our organization?
Governance Training 1 Workshops	<ul style="list-style-type: none"> • Material was presented in an engaging manner • The information provided was very clear and concise • The handouts were extremely helpful • Very informative 	<ul style="list-style-type: none"> • More dialogue as well as more time • A little too long • Make it 2 parts, there is a lot to cover
Governance Training 2 Workshops	<ul style="list-style-type: none"> • I was able to ask questions I was having about governance and got a clear answer. • Easier than part 1 because there was less material to get through • Lots of opportunity for discussion; examples were clear and relative to non-for-profit conduct • It was informed and I really liked our discussion 	<ul style="list-style-type: none"> • More attendees would have made meeting more engaging; overall great job!!
Governance Training 2+ Workshops	<ul style="list-style-type: none"> • The handouts were useful in this training as they provided hardcopy examples of items necessary for our board. • A lot of great facts 	<ul style="list-style-type: none"> • Earlier in the day if possible

APPENDIX A EVALUATION OF YOUTH SECTOR CAPACITY WORKSHOPS

WORKSHOP EVALUATED	POSITIVE REMARKS	SUGGESTIONS FOR IMPROVEMENT
Program Evaluation Workshops	<ul style="list-style-type: none"> • I like how you used the community activity, it helped me visualize the outcome/indicator properly • The activities were fun and helpful • Group discussions provided different perspectives • Made complex systems/tools more accessible and understandable. Interactive activities, good facilitation 	<ul style="list-style-type: none"> • Better arrangements of information; more examples on evaluation (from other organizations) • Provide an example of program evaluation, possibly one conducted by FYI or a smaller group in the past. • More connection between each of the activities - linking the concepts along the way. • More time for our individual project development.
Time Management Workshops	<ul style="list-style-type: none"> • Effective communication between different roles in staff. Prioritizing were in different categories such as “urgent” “Important” • Super helpful session. ... We loved the interactive activities - grouping and sharing our experiences. Encouraging to see similarities in groups • Time management skills, tasks, and delegating tasks to appropriate members of the organization 	<ul style="list-style-type: none"> • I would like more information on how to delegate tasks accordingly to staff members part time/full-time hours
Volunteer Engagement Workshops	<ul style="list-style-type: none"> • Having an opportunity to hear about different workers! Work with youth population and brainstorming • It allowed a lot of space for the various experiences of the organization within the space • We were engaged and involved in the training. • Clear and good information. 	<ul style="list-style-type: none"> • It was very informal and comfortable but it could have a better structure • Being aware of how tricky a term like ‘increase diversity’ is, considering how the not-for-profit industrial complex operates • Participant discussion regarding our organizational backgrounds & experience
Excel Training Workshops	<ul style="list-style-type: none"> • Templates, ability to be flexible, reflective questions in training. • Templates that were sent, all questions and concerns were addressed. • Very Practical, I can directly use it as our budgeting. • Helpful tips to make the calculations 	<ul style="list-style-type: none"> • Excel for project management, filtering data. Can we learn more of other applicable programming like Microsoft project? • Outline of elements/curricula we “should” know at end. • Project Management in excel
Finance 1 Training Workshops	<ul style="list-style-type: none"> • Workshop was well organized, provided me with information I can use. • Gained experience with budget templates, facilitators were enthusiastic which made workshop engaging, fun, and easy to understand. • The templates, working through/using the template 	<ul style="list-style-type: none"> • Learn more about how to use excel.

APPENDIX A EVALUATION OF YOUTH SECTOR CAPACITY WORKSHOPS

WORKSHOP EVALUATED	POSITIVE REMARKS	SUGGESTIONS FOR IMPROVEMENT
Finance Training 2 Workshops	<ul style="list-style-type: none"> Engaging, interactive, especially because we were following along. Examples made it easy to understand. Step by step guide through excel, facilitators friendly/engaging, good advice on budgets/grant applications. Working on excel, applying formulas and making budgets work. 	<ul style="list-style-type: none"> Have different tiered excel training, basic 101, definitions of terms, governance. The same excel sheets should be projected for everyone to see/walkthrough together Would have liked tips on policy building. ... what to include, what's mandatory for audit ... purposes! I would have liked to see more personal applications of budgeting.
Grant Writing Workshops	<ul style="list-style-type: none"> The many handouts and examples, the discussion between attendees. Great facilitators, great insider tips, extremely helpful insider tips Tips and tricks shared on how to make the grant writing process easier, such as working on it backwards and tackle it through groups. Also liked rough notes handed out showing how the thinking process worked Gained a lot of new knowledge; visuals; the clarity; explanation of the process 	<ul style="list-style-type: none"> Make the training into two sessions. List of grants that are applicable to us; examples of logic model/theory of change Project specific support (Grants)
Human Resources Training 1 Workshops	<ul style="list-style-type: none"> The resources were really helpful Examples that were relatable to our sector and the work that we are doing Experience shared from facilitators and participants Training was very hands on, engaging 	<ul style="list-style-type: none"> Too much material; should have been more interactive and less PowerPoint plus text More time to discuss or use personal examples to better understand the policies
Human Resources Training 2 Workshops	<ul style="list-style-type: none"> Gave us a chance to review policies and procedures Covered all of the basics and the layout for an HR policy. It explained some of the thoughts behind the process The facilitator brought back all policy examples to their organization; we were able to share and learn from the participants dealing with policies; lots of activities helped to illustrate 	<ul style="list-style-type: none"> More time to review materials. Make it into a 2 part series Somehow include all of the HR manuals of each organization in the training A separate check list for the essential learned elements as a tool for our development

APPENDIX A EVALUATION OF YOUTH SECTOR CAPACITY WORKSHOPS

WORKSHOP EVALUATED	POSITIVE REMARKS	SUGGESTIONS FOR IMPROVEMENT
Logic Model Training Workshops	<ul style="list-style-type: none"> • Able to work on model/work plan during the workshop. Facilitator walked around/interacted/ guided groups during the group work • Provides examples to better understand how to go about the logic model • Opportunity to work on the activity and on organization's issues • The opportunity to work through an experience and have our trainer was able to spend time with us and guide our work. Very helpful 	<ul style="list-style-type: none"> • More interactive activities • Maybe more time to walk through additional examples to do our models properly • I would like the training material before hand
Partnerships Training Workshop	<ul style="list-style-type: none"> • Group discussion • The collaborative way we developed resources, good to hear what other organizations use for developing programs • We were able to meet and hear other organizations within the city, hearing their resources and problems. 	<ul style="list-style-type: none"> • Maybe more pre-existing and possible partner organizations listed , a partnership that's already developed by FYI • More people • The length of time was a little too long
Theory of Change Workshops	<ul style="list-style-type: none"> • The practical examples that allowed us to play with the theory • The application of the concepts • It was well illustrated and explained properly with assumptions to help focus goals and priorities. An excellent tool to help us move forward 	<ul style="list-style-type: none"> • A lot to take in at once before applying it • Using different terms in slides and activities. ie. Final destination <-> outcome? Although the facilitator was clear in explaining terms, the activity was challenging • Length, content (too much for one session), time of session (end of work day doesn't allow creative mind to flow)

APPENDIX B

CAPACITY-BUILDING WORKSHOP SURVEY

Survey Instructions

Please complete all questions in relation to your work in the youth-led/youth serving sector.

If you are not currently working in the youth-led/youth-serving sector, please refer to the last organization in the youth-led/youth-serving sector that you worked for.

Please set aside 30 minutes.

Thank you for taking the time to complete this survey.

ORGANIZATION AND ROLE

1. My current organization is

- 0 – 1 yr old
- 1 – 3 yrs old
- 3 – 5 yrs old
- 5 – 10 yrs old
- 10+ yrs old

2. My current role in the organization I work with is

- Direct service (primarily front-line work)
- Management (primarily administration)
- Other (please specify)

3. Have you worked in other youth-led/youth-serving organizations?

- Yes
- No (if you checked no, please skip to question 5)

4. How many other youth-led/youth serving organizations have you worked for?

CAPACITY-BUILDING WORKSHOPS

5. Have you attended an FYI capacity-building workshop(s)?

- Yes
- No (if you checked no, please skip to question 7)

6. Please select the FYI capacity-building workshop(s) that you attended (please select all that apply)

- Excel
- Finance
- Grant-writing
- HR training
- Logic model & theory of change training
- Partnerships training
- Monitoring & evaluating programs
- Managing and delegating priorities
- Governance training
- Program evaluation
- Time management
- Volunteer engagement
- Staff and volunteer management
- Google tools
- Organizational culture

7. Please tell us why you chose to attend FYI's capacity-building workshop(s).

8. Which of these skills did you gain from attending an FYI capacity-building workshop? Please select all that apply.

- Data management
- Financial management
- Grant-writing
- Human resources management
- Evaluation & monitoring
- Partnership development
- Policy development
- Governance
- Volunteer engagement
- Time management
- Organizational culture
- Team-building
- Software
- No skills
- Other (please specify)

SKILL-BUILDING APPLICATION AND TRANSFER

9. Have you used any of the skills that you learned to improve your current organization?

- Yes
- No (if you checked no, please go to question 11)

10. Please tell us how the skills from the workshop(s) have helped to improve your current organization.

11. Have you used any of the skills that you learned to work better in the youth sector?

- Yes
- No (if you checked no, please go to question 13)

12. Please tell us how the skills from the workshop(s) have helped you to work better in the youth sector.

IMPROVING FYI'S CAPACITY-BUILDING WORKSHOPS

13. Please tell us what you think are the biggest challenges facing the youth sector.

14. Do the capacity-building workshops address any gaps in the youth sector?

- Yes
- No (if you checked no, please go to question 16)

15. How do the capacity-building workshops address these gaps?

16. Please suggest ways that FYI can improve the capacity building workshops.

CONCLUSION

You have completed the survey. Thank you for your feedback!

I will like to invite you to participate in a small group lunch or dinner discussion with 8 - 12 other people to discuss how FYI can improve the capacity building workshops. The discussion will be for two hours in the week of October 21st.

Participants will receive a \$40 honorarium in appreciation of their time.

If you are interested in participating in this discussion, please email me at anucha@yorku.ca.

Thank you again for your time.
Appendix B

APPENDIX C

INTERVIEW GUIDE FOR FOCUS GROUP AND ONE-ON-ONE INTERVIEW

ORGANIZATION AND ROLE

1. How long has your current organization been in business?
2. What is your current role in the organization you work with?
3. Have you worked in other youth-led/youth-serving organizations?
4. How many other youth-led/youth serving organizations have you worked for?

CAPACITY BUILDING WORKSHOPS

5. Have you attended an FYI capacity-building workshop(s)?
6. Which of the following FYI capacity-building workshop(s) did you attend? (Excel; Finance; Grant-writing; HR training; Logic model & theory of change training; Partnerships training; Monitoring & evaluating programs; Managing and delegating priorities; Governance training; Program evaluation; Time management; Volunteer engagement; Staff and volunteer management; Google tools; Organizational culture)
7. Please tell us why you chose to attend FYI's capacity-building workshop(s).
8. Which of these skills did you gain from attending an FYI capacity-building workshop? (Data management; Financial management; Grant-writing; Human resources management; Evaluation & monitoring; Partnership development; Policy development; Governance; Volunteer engagement; Time management; Organizational culture; Team-building; Software; No skills; Other (please specify))

SKILL BUILDING APPLICATION AND TRANSFER

9. Have you used any of the skills that you learned to improve your current organization?
10. Please tell us how the skills from the workshop(s) have helped to improve your current organization.
11. Have you used any of the skills that you learned to work better in the youth sector?
12. Please tell us how the skills from the workshop(s) have helped you to work better in the youth sector.
13. Please tell us what you think are the biggest challenges facing the youth sector.
14. Do the capacity-building workshops address any gaps in the youth sector?
15. How do the capacity-building workshops address these gaps?
16. Please suggest ways that FYI can improve the capacity building workshops.
17. Is there anything else you would like to share? Are there any questions we forgot to ask?

