

GVLIP Evaluation Framework 2025-2028



CONTENTS

PART I. EVALUATION FOUNDATION

Purpose of The Document	3
Why Evaluate?	3
Evaluation Principles and Approaches	4
The GVLIP Logic Model	6
Alignment with IRCC Logic Model	8

PART II. HOW EVALUATION IS IMPLEMENTED

Roles and Responsibilities	10
How Information Is Gathered	11
Use of Findings and Learning.....	12
Scope and Limitations	12
Evaluation Data Sources and Collection Methods	12

PART III. EVALUATION TOOLS (LIVING APPENDICIES)

Tool 1: CEAL Reflection	14
Tool 2: Partner Activity Log	14
Tool 3: Annual Community Survey	15
Tool 4: Event Feedback Form	15
Tool 5: Activity Tracking Template	15
Tool 6: Impact Story Tracking	16
Resources and References	17
Closing Note	18



1. PURPOSE OF THE DOCUMENT

The GVLIP Evaluation Framework outlines how we plan, track, and reflect on our coordination and partnership work.

It links GVLIP priorities, values, and activities to a shared Logic Model and explains how information is gathered, used, and reported.

The framework supports a participatory approach, involving partners, staff, and newcomer representatives in defining success, reflecting on progress, and interpreting findings.

It is designed to be practical, accessible, and aligned with IRCC expectations, and will evolve over time alongside GVLIP and its partnerships.

2. WHY EVALUATE?

Evaluation focuses on how GVLIP's coordination supports collaboration, alignment, and system-level change for newcomer inclusion.

As an indirect service initiative, GVLIP focuses on outcomes within its influence, such as collaboration, alignment, and shared understanding.

Evaluation is used to support learning, inform decisions, and improve how partners work together. It also helps demonstrate the value of a coordinated, partnership-based approach.



3. EVALUATION PRINCIPLES AND APPROACHES

GVLIP's evaluation approach is designed to reflect the reality of partnership-based, systems-level work. No single evaluation method can fully capture how coordination, relationships, and shared leadership lead to change.

GVLIP uses a combined evaluation approach suited to complex, partnership-based work. It integrates outcome-based evaluation, collective impact, and principles-focused evaluation to support practical, meaningful learning.

OUTCOME-BASED EVALUATION

Outcome-based evaluation focuses on changes that result from GVLIP's work, not only on activities. These include improvements in collaboration, alignment, and inclusive practices among partners.

As GVLIP provides indirect services, we do not attribute long-term newcomer outcomes to GVLIP alone. Instead, outcome-based evaluation helps us understand how GVLIP contributes to the conditions that support systems change over time.

COLLECTIVE IMPACT: HOW GVLIP WORKS TOGETHER

GVLIP uses a collective impact approach, a model widely used in community change initiatives across Canada, to support coordinated action across organizations and sectors.

In practice, this means that partners come together to build a shared understanding of issues affecting newcomers, agree on common priorities, and coordinate their efforts over time. Organizations continue their own work but do so in ways that are better aligned and informed by shared learning.

The GVLIP Coordinator supports this by facilitating communication, connection, and ongoing alignment.



PRINCIPLES-BASED EVALUATION

GVLIP applies a principles-based evaluation approach, widely used in social innovation and systems-change work.

Local Immigration Partnerships operate in complex, dynamic environments where outcomes are influenced by many factors and actors. What works well in one initiative may not work the same way in another. In these conditions, shared principles guide behaviour and decision-making more effectively than rigid rules or fixed measures.

Principles-focused evaluation emphasizes *how* people think, act, and make decisions in pursuit of desired results. In GVLIP, this approach ensures that evaluation reflects the same values and commitments that guide our partnership work, rather than relying only on prescriptive indicators or standardized tools.

GUIDING PRINCIPLES: CEAL VALUES IN EVALUATION

GVLIP's evaluation is grounded in four core values: Connection, Equity, Accountability, and Learning (CEAL). These values function as guiding principles for evaluation and shape what we choose to examine, how we understand results, and how findings are used.

CEAL provides a shared and accessible lens for partners, supporting consistent reflection and decision-making across initiatives while remaining flexible to different contexts and capacities.

USE OF INDICATORS

Traditional evaluation frameworks often use fixed indicators to measure progress. For GVLIP's coordination and systems-level work, indicators are used carefully and only where they make sense.

Outcomes like collaboration, alignment, and system change develop over time and depend on many organizations. These changes are not always easy to measure with standard indicators alone. Using too many fixed measures can oversimplify the work or create extra reporting without adding real value.

Instead, GVLIP uses a mix of information to understand progress, including partner feedback, examples of collaboration, participation patterns, and key themes over time. Simple numbers are used as supporting information, not as the only measure of success.

This approach keeps evaluation practical, meaningful, and aligned with the realities of partnership-based, indirect service work.

This evaluation approach is reflected in the GVLIP Logic Model. The Logic Model shows how GVLIP's values, coordination role, and collective activities connect to short- and medium-term outcomes within our sphere of influence. It provides a shared framework for planning, evaluation, and learning across the partnership.

4. THE GVLIP LOGIC MODEL

The GVLIP Logic Model shows how coordination and partnership work contribute to change over time.

It outlines how resources and activities lead to outputs and outcomes, and how they support longer-term system change for newcomers in Greater Victoria.

The model follows a simple structure: **inputs → activities → outputs → outcomes → long-term impact.**

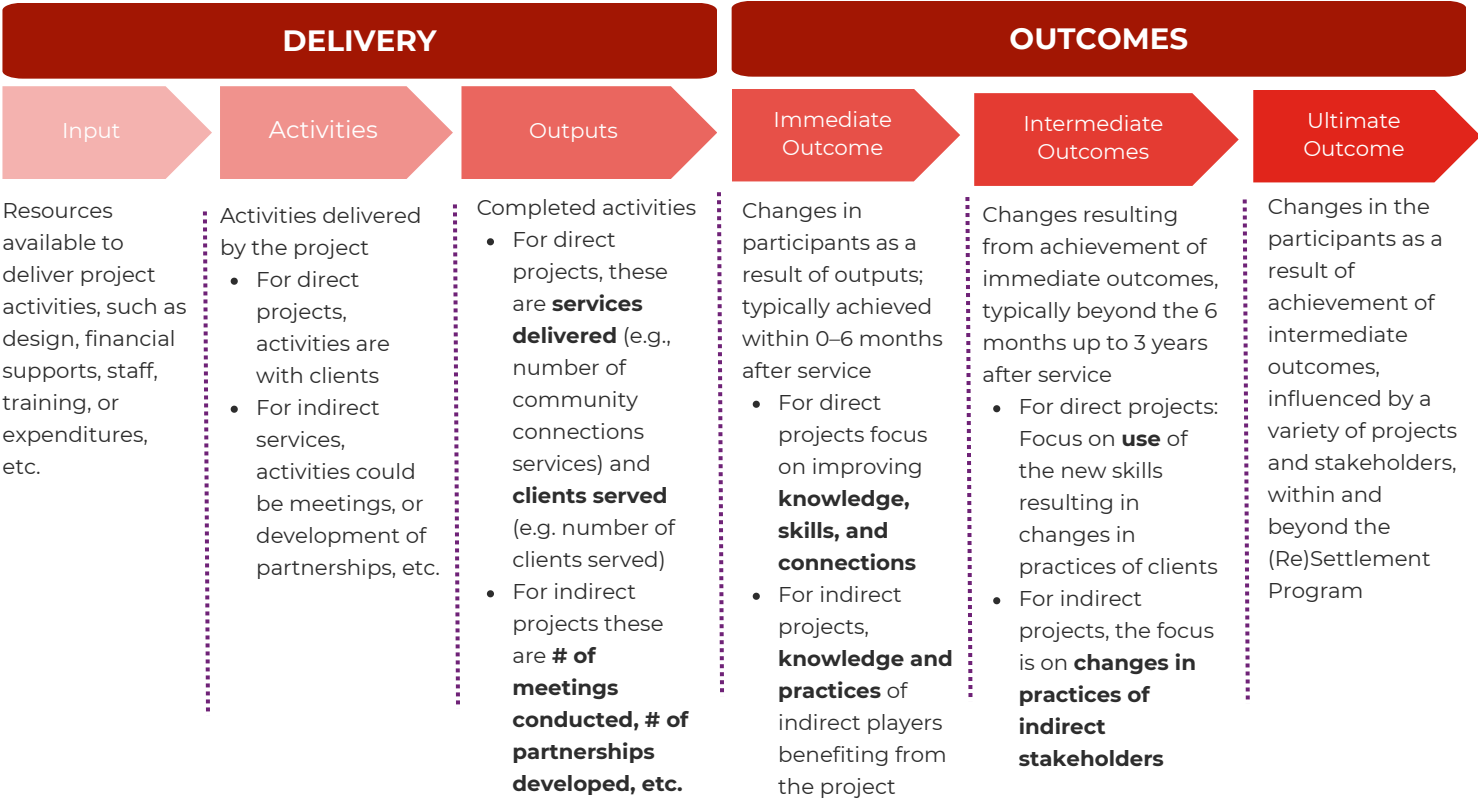
This helps partners understand how different roles and contributions fit within a shared approach.

Because GVLIP focuses on coordination rather than direct service delivery, the Logic Model emphasizes outcomes within GVLIP's influence. These include stronger collaboration, meaningful participation of newcomers and Indigenous communities, shared learning, and better alignment across sectors.

Longer-term outcomes, such as improved access, inclusion, and belonging, are shaped by many organizations. GVLIP contributes by strengthening the conditions that support coordinated, equity-focused action.

The Logic Model is used as a practical tool for planning, evaluation, and reflection. It supports shared understanding, guides priorities, and aligns with IRCC expectations for indirect services.

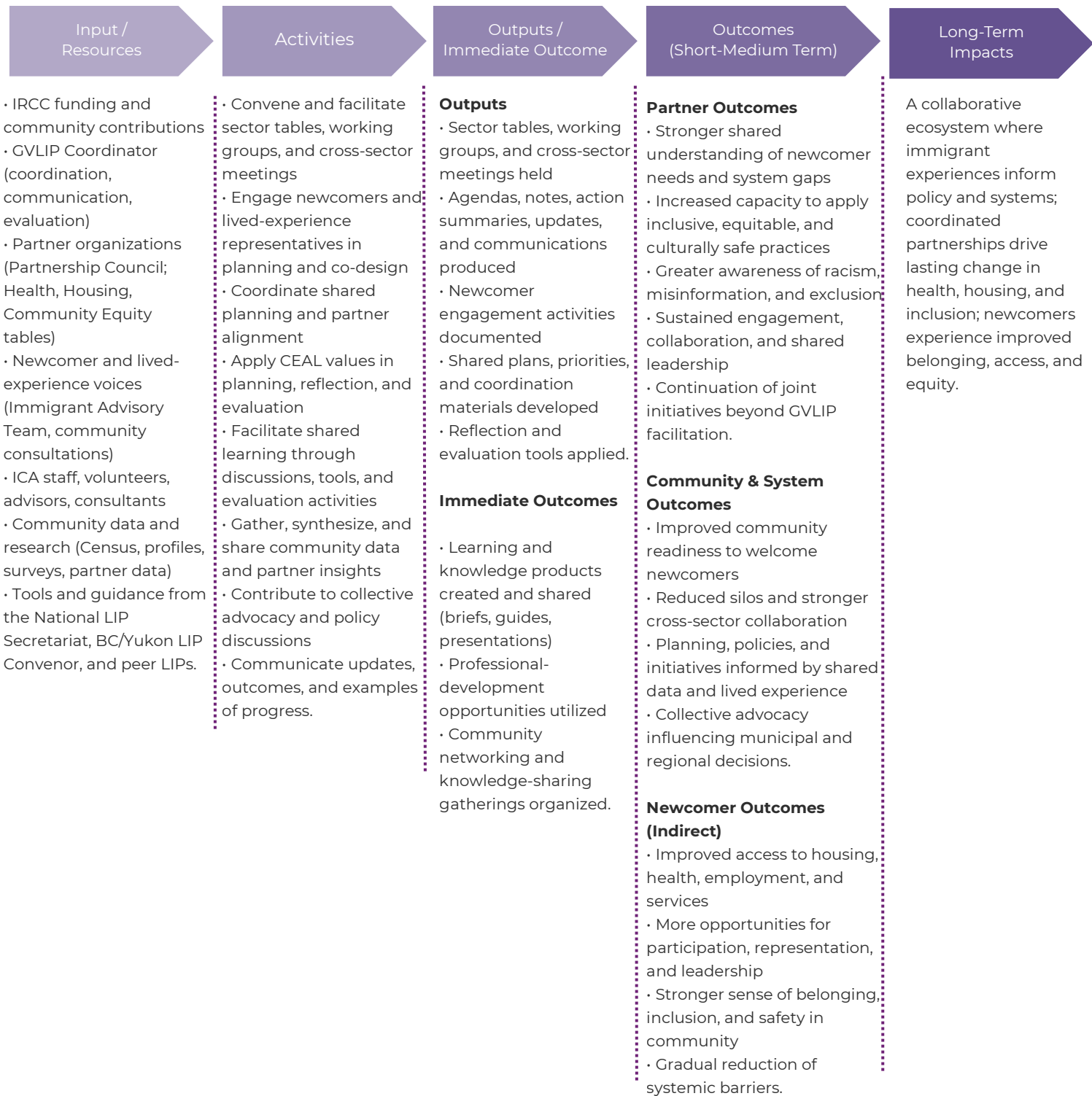
FIGURE 1. IRCC GUIDANCE: FROM INPUTS TO ULTIMATE OUTCOMES



Source: Guidance: Outcomes and measurement Canada.ca

The figure above illustrates the progression from inputs and activities to outputs and short-, medium-, and long-term outcomes in indirect service work advised by IRCC. Table 1 below builds on this structure and shows how these elements are applied within the GVLIP context.

TABLE 1. THE GVLIP LOGIC MODEL OVERVIEW



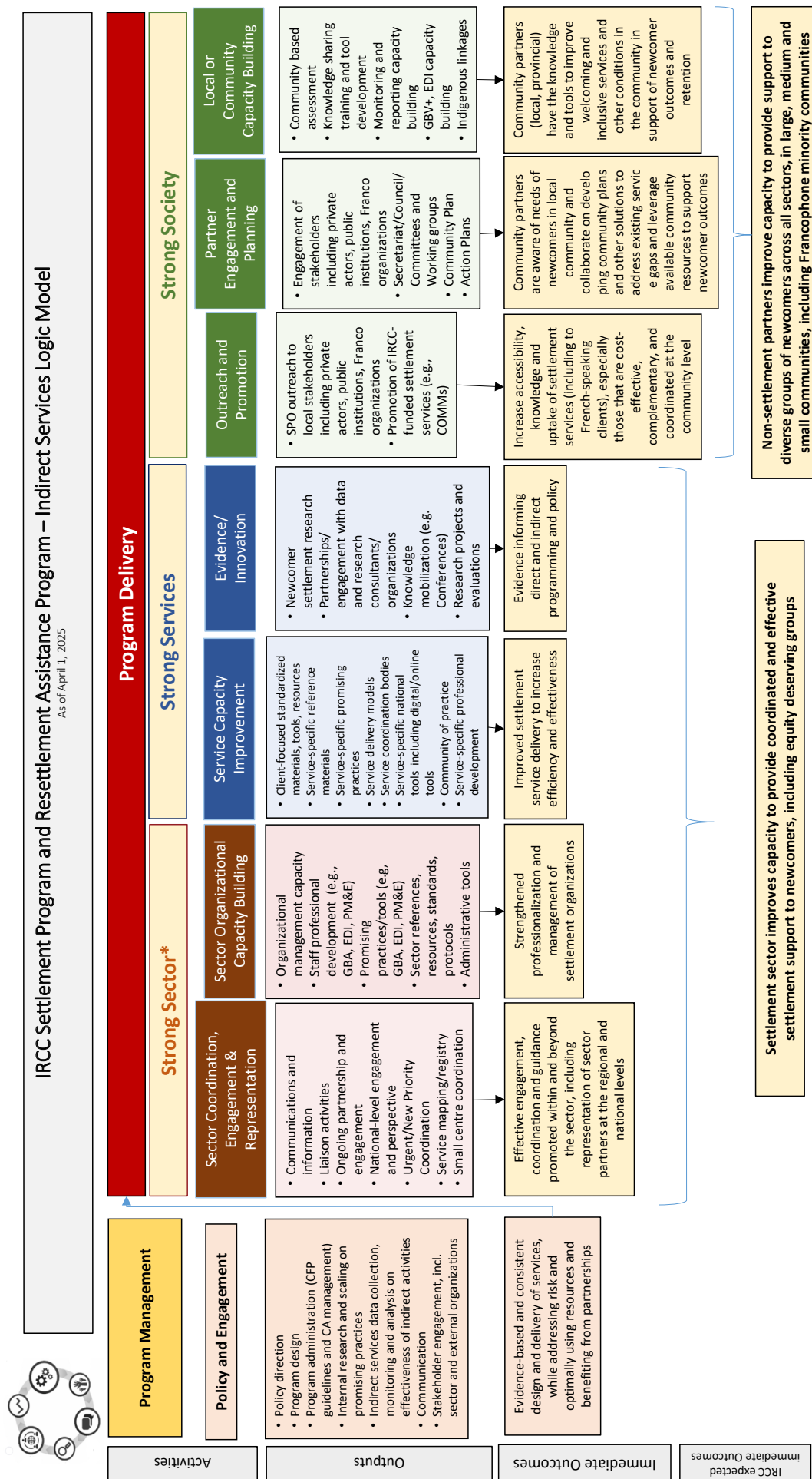
5. ALIGNMENT WITH IRCC LOGIC MODEL

The GVLIP Logic Model aligns with IRCC's Indirect Services Logic Model by showing how coordinated, cross-sector work contributes to stronger systems for newcomers. While the IRCC model provides a national framework, the GVLIP Logic Model translates it into a local pathway for Greater Victoria.

This alignment ensures that GVLIP's inputs, activities, outputs, and outcomes reflect IRCC's expectations for indirect services while responding to regional priorities in Health, Housing, and community inclusion.



TABLE 2. IRCC INDIRECT SERVICES LOGIC MODEL



*Sector refers to settlement organizations funded by IRCC. However, some national coordination bodies may target actors outside of this scope (e.g. employment sector) for the overarching purpose of benefiting the broader IRCC-funded settlement sector
 **A separate LM has been developed for FIN Logic Model EN 2022.pdf (ci.gc.ca) | Modele logique RIF VF 2022.pdf (ci.gc.ca)

PART II. HOW EVALUATION IS IMPLEMENTED

Evaluation is part of GVLIP's regular coordination work and is shared across the partnership. The Coordinator leads the process, with contributions from partners and guidance from the Partnership Council.

6. ROLES AND RESPONSIBILITIES

GVLIP COORDINATOR

The GVLIP Coordinator leads and manages evaluation as part of their coordination role. This includes:

- planning and coordinating evaluation activities and timelines
- gathering and organizing information from meetings, events, and working groups
- maintaining core documentation (e.g., notes, action items, shared priorities)
- facilitating partner reflection, including the annual self-reflection process
- identifying key themes, trends, and areas for improvement
- using findings to inform planning, coordination, and reporting
- ensuring evaluation remains integrated into day-to-day work.

GVLIP PARTNERS

Partners contribute to evaluation through their ongoing participation in GVLIP activities.

This includes:

- participating in meetings, events, and collaborative initiatives
- sharing feedback, observations, and emerging needs
- contributing insights on system gaps, promising practices, and alignment opportunities
- taking part in the annual partner self-reflection process.

Contributions are flexible and reflect each partner's role and capacity.



GVLIP PARTNERSHIP COUNCIL

The Partnership Council provides strategic guidance for GVLIP, including evaluation.

This includes:

- advising on evaluation priorities and focus areas
- reflecting on key findings
- supporting alignment with broader community and system priorities.

The Council does not manage evaluation activities or data collection.

7. HOW INFORMATION IS GATHERED

Information collection is embedded in GVLIP's regular work and supports both ongoing reflection and informed decision-making.

COORDINATION, EVENTS, AND DOCUMENTATION

Information is collected through meetings, working groups, sector tables, events, and community conversations.

This includes notes, action items, shared documents, and records of discussion.

Together, these materials help track outputs, identify emerging issues, and highlight areas of alignment across partners.

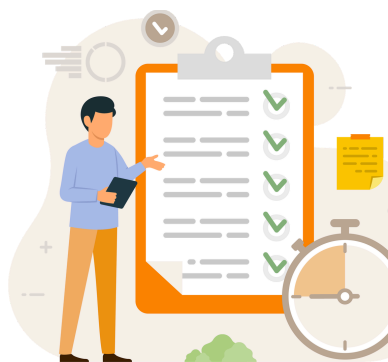
PARTNER FEEDBACK AND SELF-EVALUATION

Partner input is gathered on an ongoing basis throughout the year as part of regular collaboration. Feedback may be collected after key activities such as events, consultations, or planning processes. Additionally, an annual partner evaluation survey provides a structured opportunity to reflect on collaboration, learning, and progress.

This tool could be refined over time based on use and feedback.

EXAMPLES OF SUPPORTING QUANTITATIVE MEASURES

Alongside qualitative insights, GVLIP tracks a number of simple quantitative measures to understand activity and reach:



- Number of partners engaged in GVLIP
- Number of participants in events and activities
- Number of resources and knowledge products created and shared
- Participant feedback on relevance, usefulness, and accessibility (survey-based)
- Number of joint or aligned initiatives between partners

TRACKING SYSTEM AND PRACTICE CHANGES

GVLIP tracks observable changes in collaboration and coordination across the community. This may include new partnerships, aligned initiatives, or changes in how organizations work together.

These observations help demonstrate the contribution to broader system change.

EXISTING DATA, RESEARCH, AND SYSTEM GUIDANCE

GVLIP uses existing data to inform reflection and planning. This includes Census data, community reports, partner data, and lived-experience insights.

Guidance from IRCC, the National LIP Secretariat, and the BC–Yukon LIP Convenor is also used to support alignment with broader practices.

Using existing data helps reduce duplication and supports consistency.

8. USE OF FINDINGS AND LEARNING

Evaluation findings are used to inform coordination, strengthen alignment, and support collective action. They help identify what is working well, where adjustments are needed, and where further coordination or discussion may be required.

Findings are used to:

- adjust how partners work together across tables, working groups, and initiatives
- refine shared priorities and areas of focus
- improve the design of events, community conversations, and resources
- support coordinated action in areas such as housing, health, and community inclusion
- inform collective advocacy and communication with funders and community partners.

Findings are reviewed regularly and used to support both ongoing adjustments and annual planning.

Feedback collected through surveys, reflections, and ongoing discussions is reviewed and combined with other sources such as coordination notes and tracking tools. The Coordinator identifies key themes and shares them with partners through meetings and summaries.

For example, if partners identify a gap or priority (e.g., housing challenges or misinformation), this may lead to focused discussions, new collaborative activities, or adjustments to existing initiatives. In this way, partner input directly informs planning, coordination, and collective action.

9. SCOPE AND LIMITATIONS

GVLIP's evaluation focuses on its role in coordination, collaboration, and system-level change. It does not assess or evaluate individuals, individual organizations, programs, services, or performance.

Changes for newcomers are influenced by many organizations and systems. Evaluation findings reflect GVLIP's contribution to collective efforts rather than direct attribution of outcomes.

The scope of evaluation is intentionally proportionate to GVLIP's mandate, capacity, and role as a coordinating body.

10. EVALUATION DATA SOURCES AND COLLECTION METHODS

Table 3. GVLIP Evaluation Information Collection Summary below summarizes how evaluation information is collected across GVLIP activities, including ongoing coordination, periodic reflection, and annual review.

TABLE 3. GVLIP EVALUATION INFORMATION COLLECTION SUMMARY

Information Source	What Is Collected	Collection Method	Tool	Timing	Lead
Coordination activities (meetings, working groups, sector tables)	Discussion summaries, action items, key themes, partner alignment	Real-time documentation and post-meeting synthesis	Meeting minutes, coordination notes	Ongoing	Coordinator
Events, community conversations, consultations	Community insights, priorities, participation patterns	Facilitated note-taking and post-event synthesis	Event notes	Per activity	Coordinator + partners
Post-activity feedback	Participant feedback on relevance, accessibility, and collaboration	Short structured surveys (during or after activity)	Exit surveys / follow-up surveys	After key activities	Coordinator
Supporting quantitative measures	Participation, engagement, and output measures	Ongoing tracking and aggregation across activities and records	Engagement tracker, meeting minutes, surveys, attendance, Partner Self-Tracking Log, Annual Partner Survey, Impact Tracking Log	Ongoing	Coordinator
Ongoing partner reflection (informal)	Insights on collaboration, emerging issues	Conversations, check-ins, and meeting discussions	Notes, informal feedback	Ongoing	Coordinator + partners
Partner Activity & Reflection Log (self-tracking)	Partner activities, contributions, and reflections over time	Ongoing partner self-reporting and periodic review	Partner Self-Tracking Log	Ongoing + annual summary	Partners
Annual Partner Survey	Partnership outcomes, collaboration quality, learning, system- and organization-level change	Structured online annual survey	Annual Partner Evaluation Survey Tool	Annually (end of the fiscal year)	Coordinator
Contribution & Impact Tracking	Examples of collaboration, outreach, coordination efforts, and results	Ongoing documentation and synthesis of partner inputs and coordinator observations	Impact Tracking Log + Engagement Tracker	Ongoing	Coordinator + partners
Performance & Impact Reporting	Performance measurement, challenges, successes, impact, trends, key findings	Analysis and synthesis of all collected data sources	Monthly Board Report (for ICA), Annual Performance Report for Community Partnerships (APRCP - for IRCC)	Monthly / Annually	Coordinator

PART III. EVALUATION TOOLS (LIVING APPENDICIES)

Purpose of Part III

This section outlines the tools used to support coordination, reflection, and evaluation across GVLIP. The tools help apply the evaluation approach in practice and support consistent, values-based reflection.

These tools are refined over time based on experience, feedback, evolving community context, and program requirements. Finalized tools are maintained separately from this framework.

How Evaluation Tools Work Together

GVLIP evaluation follows a simple flow:



Data Collection: meetings, events, surveys, tracking tools

Reflection: partner discussions, CEAL reflection practice

Synthesis: identifying themes and patterns across inputs

Action: adjusting coordination, priorities, and activities

Reporting: sharing results through Board reports and IRCC reporting

While this flow is shown as a sequence, in practice evaluation is ongoing and not strictly linear. Information is gathered, reflected on, and used continuously throughout the year as part of regular coordination and partner engagement.

TOOL 1. CEAL 4-VALUE REFLECTION PRACTICE (ONGOING)

Purpose

Supports planning and reflection using the CEAL values: Connection, Equity, Accountability, and Learning.

How it is used

- Applied during planning to check alignment with GVLIP values
- Used activities to reflect on how work was carried out
- Integrated in periodic and annual discussions

What it captures

- Strength and quality of relationships and collaboration
- Inclusion of diverse newcomer and Indigenous perspectives
- Follow-through on shared commitments
- Learning that informs future coordination and action

TOOL 2. PARTNER SELF-TRACKING LOG (ONGOING)

Purpose

Supports ongoing tracking of partner activities, contributions, and reflections throughout the year.

How it is used

- Partners record key activities, collaborations, and observations
- Can be completed periodically (e.g., monthly or quarterly)
- Used to support annual reflection

What it captures

- Partner contributions to GVLIP priorities
- Examples of collaboration and alignment
- Reflections on progress and challenges

TOOL 3. ANNUAL EVALUATION PARTNER SURVEY

Purpose

Captures structured, annual feedback from partners on collaboration and outcomes.

How it is used

- Completed once per year by partners
- Focus on overall experience and results

What it captures

- Changes in collaboration and coordination
- Influence of shared learning on practice
- Perceived contribution of GVLIP to system change
- Value-aligned work (equity, anti-racism, inclusion)



TOOL 4. EVENT, TRAINING, AND COMMUNITY CONVERSATION FEEDBACK

Purpose

Captures immediate feedback and learning from GVLIP-supported events, trainings, consultations, and community conversations, etc.

How it is used

- Short post-event surveys collect participant feedback
- Notetakers document discussion, ideas, and emerging priorities at tables or sessions

What it captures

- Key themes, insights, and ideas for community or system change
- Accessibility and inclusion considerations
- Opportunities for collaboration

TOOL 5. ACTIVITY AND COORDINATION TRACKING TOOLS

Purpose

Documents ongoing coordination work and participation across GVLIP activities.

How it is used

- Maintained on an ongoing basis by the Coordinator

What it captures

- Meetings, working groups, sector tables, and events
- Outputs such as action items, shared resources, and follow-ups
- Basic quantitative measures (e.g., participation, engagement, outputs)

TOOL 6. CONTRIBUTION & IMPACT TRACKING SYSTEM

Purpose

Captures how GVLIP coordination contributes to collaboration, alignment, and system-level change.

Components

1. Impact Tracking Log (with Partners)

Tracks collaborative efforts and coordination activities, such as:

- Joint planning and outreach
- Partner engagement approaches
- Event co-creation and participation
- Follow-up actions and results

2. Engagement Tracker (by Coordinator)

Documents meaningful examples of impact, such as:

- Sharing learning and professional development opportunities for partners
- Knowledge-sharing across the LIP network and community
- Supporting community initiatives and events
- Connecting organizations and strengthening cross-sector relationships
- Promoting immigrants' rights and inclusion
- Advocacy for a collaborative, mutually supportive community

HOW THESE TOOLS WORK TOGETHER

Together, these tools support ongoing coordination, reflection, and learning. They help track activities, capture partner perspectives, and identify patterns over time.

They also support annual reporting, planning and help demonstrate GVLIP's contribution to collaboration and system-level change.



RESOURCES AND REFERENCES

The GVLIP Evaluation Framework draws on evaluation practice, system-change approaches, and guidance specific to Local Immigration Partnerships. Key resources include:

BC–Yukon Local Immigration Partnership (LIP) Convenor Network

Regional guidance and shared learning for LIPs across BC and Yukon.

<https://archway.ca/program/bc-and-yukon-local-immigration-partnership-lip-network-convener/>

Eupraxia Consulting & Training

Training in outcome-based evaluation, logic models, and evaluation planning for LIPs.

<https://www.eupraxiatraining.com/>

Immigration, Refugees and Citizenship Canada (IRCC)

Settlement Program – Indirect Services Logic Model and Outcome Guidance.

<https://www.canada.ca/en/immigration-refugees-citizenship/corporate/partners-service-providers/funding/resources/settlement-logic-model.html>

Guidance: Outcomes and measurement

<https://www.canada.ca/en/immigration-refugees-citizenship/corporate/transparency/program-terms-conditions/settlement/guidance-outcomes-measurement.html>

National Local Immigration Partnership (LIP) Secretariat

Guidance, tools, and peer learning resources supporting LIP coordination and evaluation across Canada.

<https://thelipsecretariat.ca/>

Patton, Michael Quinn - Principles-Focused Evaluation: The GUIDE

Foundational resource for principles-based evaluation in complex systems.

<https://www.tamarackcommunity.ca/latest/principles-focused-evaluation-review>

PROSPECTS (CAPACITÉ) Initiative – Social Research and Demonstration Corporation (SRDC)

Resources and webinars on performance measurement in the settlement sector.

<https://www.srdc.org/prospects/>

Tamarack Institute - Collective Impact Framework and Shared Measurement

Resources for community change initiatives.

<https://www.tamarackcommunity.ca/library/otf-collective-impact-shared-measurement>



CLOSING NOTE

This evaluation framework is designed to support GVLIP's role as a convener and coordinator of collaborative, system-level work for newcomer inclusion in Greater Victoria. It emphasizes shared learning, values-based reflection, and practical use of information to strengthen coordination and community response.

The framework provides a structure while allowing flexibility over time. As community needs, partnerships, and contexts evolve, GVLIP will continue to reflect, adapt, and refine its evaluation practices to ensure they remain relevant, meaningful, and aligned with its commitment to equity, accountability, and learning.

The framework prioritizes practical use, ensuring that evaluation remains relevant, manageable, and useful for partners.

We thank all GVLIP partners, the Local Immigration Partnership network, and community members whose collaboration, expertise, and commitment continue to advance meaningful impact in communities across Canada.



Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada