



**CREATING
IMPACT
FOR
NEWCOMERS**

**SOCIAL
RETURN ON
INVESTMENT**

(SROI)

REPORT

2020



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Executive Summary

I am pleased to present Mennonite New Life Centre's (MNLCT) first Social Return on Investment (SROI) Report on its bridging programs, namely Bridge to Employment in Media and Communications (BEMC) and Bridge to Registration and Employment in Mental Health (BREM).

As a charitable organization, MNLCT has been making an impact in the lives of newcomers for nearly four decades by providing a wide range of support through its programs and services. We are committed to create a long-term sustainable value for our stakeholders and take accountability for the impact of the programs and services that we offer. This report showcases an intrinsic value experienced by our key stakeholders of the bridging programs, i.e., the program participants or newcomers.

Newcomers often face many challenges in finding employment in Canada due to factors such as lack of professional network, Canadian work experience, and Canadian educational credentials. Newcomers who are highly educated and experienced in their field of expertise do not always get a job that is commensurate with their education and work experience, and often must start with entry-level employment. Newcomers face a multitude of employment barriers such as inadequate work experience in Canada, unrecognized foreign credentials, perceived employer bias, lack of social and professional networks, overqualification, incompetent language skills, cultural adaptation challenges, and inadequate knowledge of the job market.

In response to a dynamic immigration sector and to demonstrate a commitment to our Mission, Vision, and Values, we identified three primary Strategic Priorities such as 'Resilient Organization', 'Responsive Programs', and 'Engage Communities'. The strategic objectives enable us to streamline our efforts in helping newcomers meet their career objectives, build healthier communities, collaborate with external organizations, and encourage community engagement.

During the reporting period, we invested \$159,963* towards the instruction hours, curriculum development, employment counseling and outreach activities of the BEMC and BREM bridging programs and served newcomers from approximately 20 different countries. As a result of the bridging programs, we generated an intrinsic value of more than \$1.15 million for those newcomers. For every \$1 funded by the Government, we generated a social return of \$7 for newcomers.

Through our carefully designed programs and services, our clients have improved their wellbeing from finding suitable homes, getting employment, improve mental health, and settling down in a new country that they call home.

All stakeholders need to see our programs and services are having a lasting impact on the lives of newcomers. In programs such as BREM and BEMC, we discovered that newcomers ease their stress of transition to a new country, to a new life, and find meaningful employment commensurate with their expertise and experience.

We are deeply thankful to all stakeholders such as our funders, program participants, staff, and many more, in creating the value for newcomers.

Shelly D'Mello
Executive Director, Mennonite New Life Centre

* Based on the number of survey respondents



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MNLCT's journey and portfolio of programs and services

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As a community-based settlement agency, MNLCT provides settlement services to newcomers through a wide range of programs and services. The program and services are intended to help newcomers to settle, integrate, and contribute to society. We use a holistic approach by bringing together practical assistance, emotional support, and community engagement to help newcomers to realize their full potential. For over 30 years, we have played a critical role in the community to support the wellbeing of the newcomers and assist them in starting a new life in Canada. Our commitment to create value for newcomers and society at large aligns with the following Sustainable Development Goals (SDGs).



Mission 1

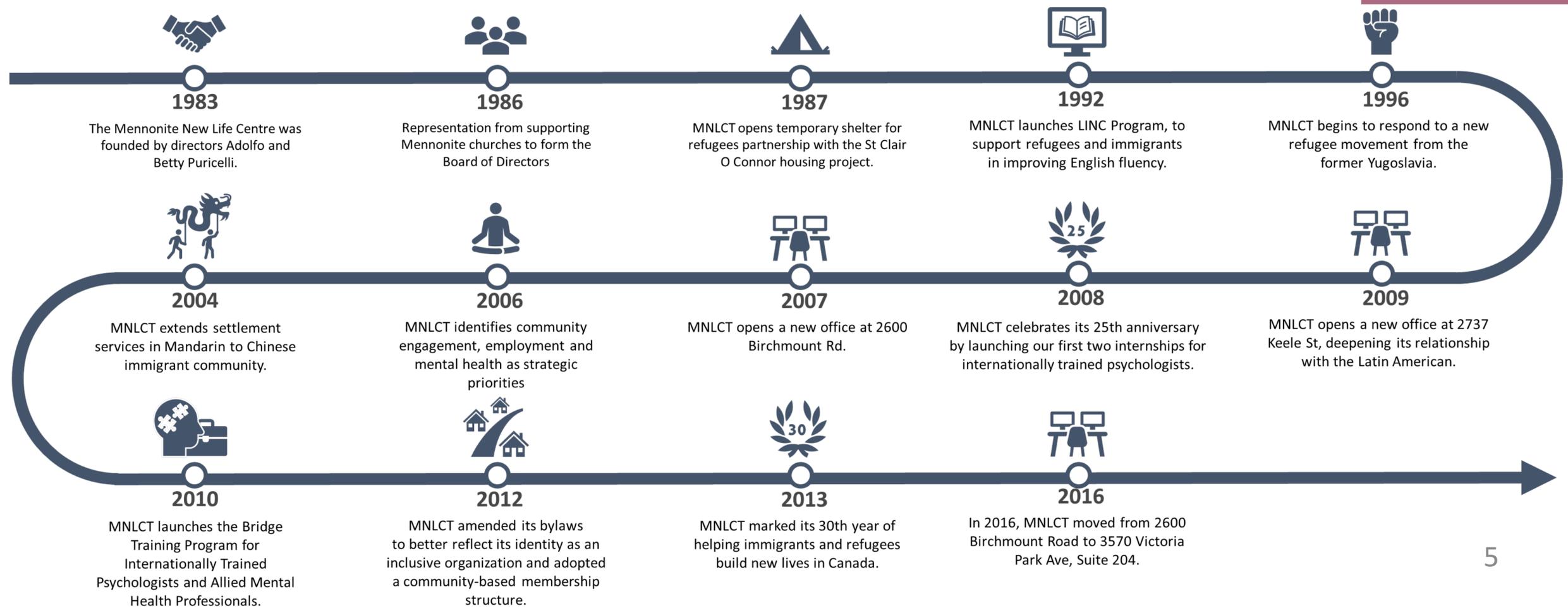
The Mennonite New Life Centre's mission is to facilitate newcomer settlement and integration through holistic services and community engagement, carried out within a gender justice and anti-oppression framework.

Vision 2

The Mennonite New Life Centre envisions a society in which all people from diverse cultural and religious backgrounds participate fully in all aspects of Canadian life. We will model an approach that brings together community engagement and community services, working together with newcomers to reduce insecurity and reach integration, strengthen voices and increase social equality.

Values 3

- Respect
- Community Building
- Participation and Voice
- Equity and Integration
- Peace with Social Justice





The Bridge to Registration and Employment in Mental Health (BREM) is funded by the Government of Ontario and delivered by the Mennonite New Life Centre of Toronto, in partnership with community-based mental health and settlement organizations. BREM offers internationally trained mental health professionals two program streams:

Preparation for Employment	Preparation for Registration and Employment
10-12 months of full-time program	12-14 months of full-time program
4-6 months of supervised placement	6 months of supervised placement
Mentoring and job search support	Mentoring and job search support
Prepare students to find meaningful employment in the field of mental health	Help participants meet the requirements for registration with the College of Registered Psychotherapists of Ontario (CRPO) and to prepare them for employment in the field



BEMC is a full-time program designed to prepare internationally trained media and communications professionals to secure a meaningful career in Ontario in the fields of journalism and professional writing, broadcast media, videography, or communications and PR. The program spans over a minimum of 6 months, depending on the duration of the placement

Preparation for Employment
6 months of full-time program
4-6 months of supervised placement
Coaching and guidance from employment advisors
Prepare students to find meaningful employment in the field of mental health

BREM
(1st April 2018 to 31st March 2020)

Country	Program Participants
Russia	2
Bangladesh	1
Brazil	3
China	1
Dominican Republic	1
Grenada	1
India	16
Iran	12
Israel	1
Jamaica	2
Kyrgyzstan	1
Nepal	1
Nigeria	2
Pakistan	3
Philippines	2
Portugal	1
Trinidad and Tobago	1
Turkey	1
Zimbabwe	1
Total	53

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COUNTRIES

BEMC
(1st April 2018 to 31st March 2020)

Country	Program Participants
Afghanistan	1
Bangladesh	1
Brazil	1
China	1
Colombia	1
Egypt	1
France	1
India	14
Iran	1
Iraq	2
Italy	1
Lebanon	1
Nigeria	8
Pakistan	3
Romania	1
Russia	1
Spain	1
Syria	2
Uganda	2
United Arab Emirates	1
Total	45

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Report coverage, explanation of key concepts of the SROI framework, and recognition of inherent risks and limitations in the analysis.

5 Stakeholder Identification and Engagement

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Identification of key-stakeholders and their relation to the bridging programs.

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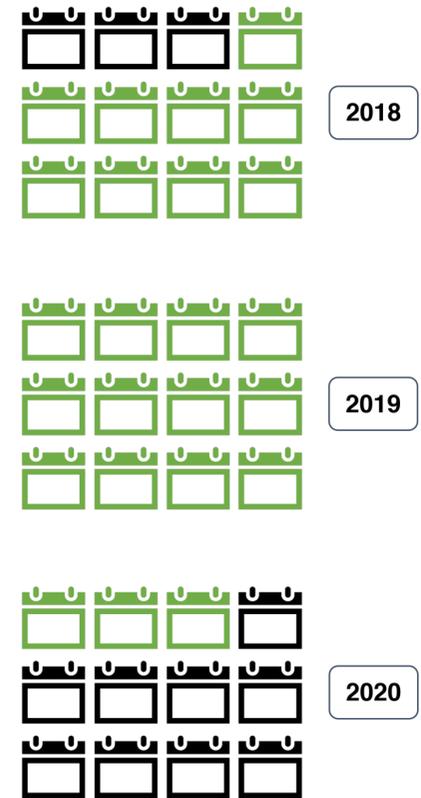
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About the Report

Scope:

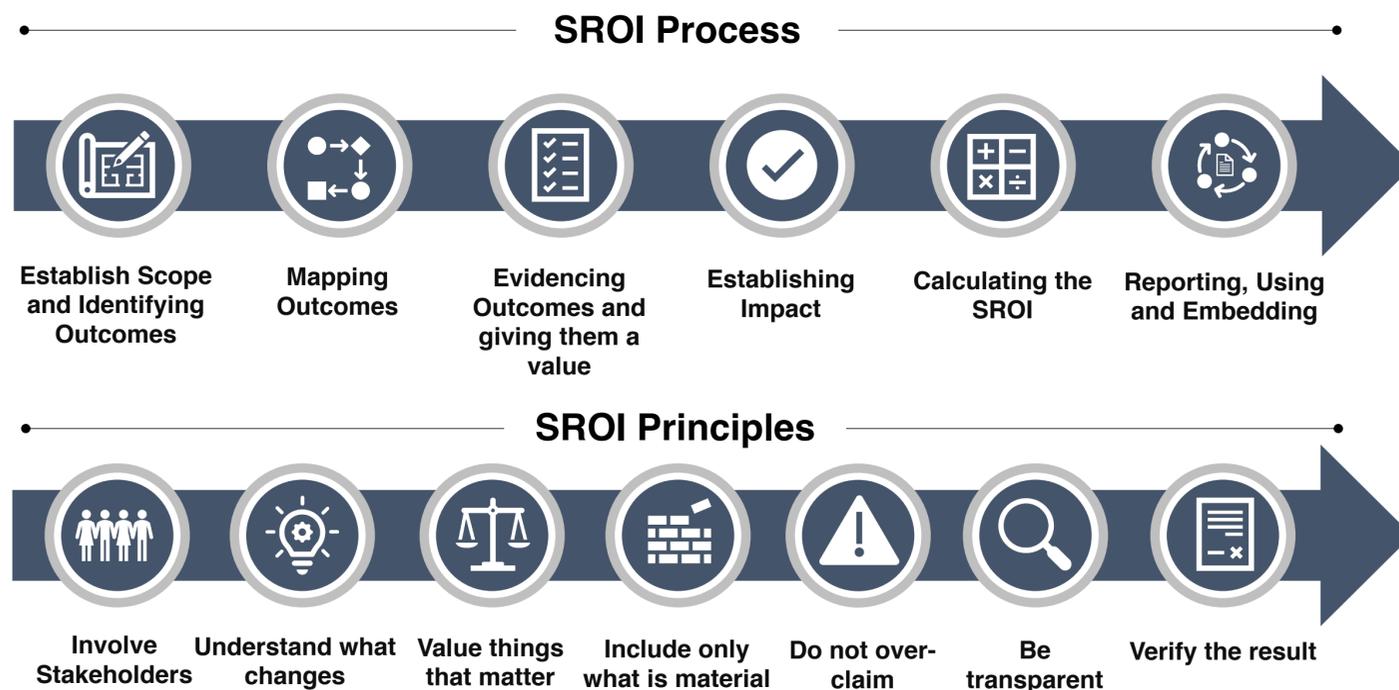
This report is an evaluative Social Return on Investment (SROI) analysis of Mennonite New Life Centre's (MNLCT) bridging programs, namely Bridge to Employment in Media and Communications (BEMC) and Bridge to Registration and Employment in Mental Health (BREM). The period of assessment is from 1st April 2018 to 31st March 2020.

The purpose of the evaluation is to gather evidence on the social value created for the program participants of the bridging programs and to systematically collect, analyze data and to report the results to relevant stakeholders. MNLCT has measured impact by following the SROI methodology to identify outcomes experienced by program participants and where is it making the maximum positive impact. This will enable us to account for social value at a greater depth, fulfill stakeholder needs, and address stakeholder feedback. The intended audience of this report is the internal management, board, funders, and other stakeholders such as program participants and alumni of the bridging programs.



Methodology:

The Social Return on Investment (SROI) is a leading methodology for measuring impact. It accounts for the outcomes experienced by beneficiaries as a result of attending an intervention and assigns monetary values to identify the relative importance of the outcomes. MNLCT applied the SROI methodology on BEMC and BREM and identified a diverse range of outcomes experienced by the past program participants of the bridging programs. Outcomes have been accounted for causality – what would have happened anyway? Were there other contributing factors? and How long did the outcome last?



Social Return on Investment

MNLCT's programs and services create an intrinsic value for its stakeholders and make a positive impact on society. The value created from MNLCT's programs and services goes far beyond what can be captured in financial terms. MNLCT referred to the SROI framework to measure its impact by aligning with the social value principles. It follows a robust methodology and establishes a credible account of the intrinsic value generated from the bridging programs by identifying relevant outcomes experienced by key stakeholders and applied market-based financial proxies to monetize those outcomes. Financial proxies were identified from evidence-based outcomes and are listed in the Appendix.

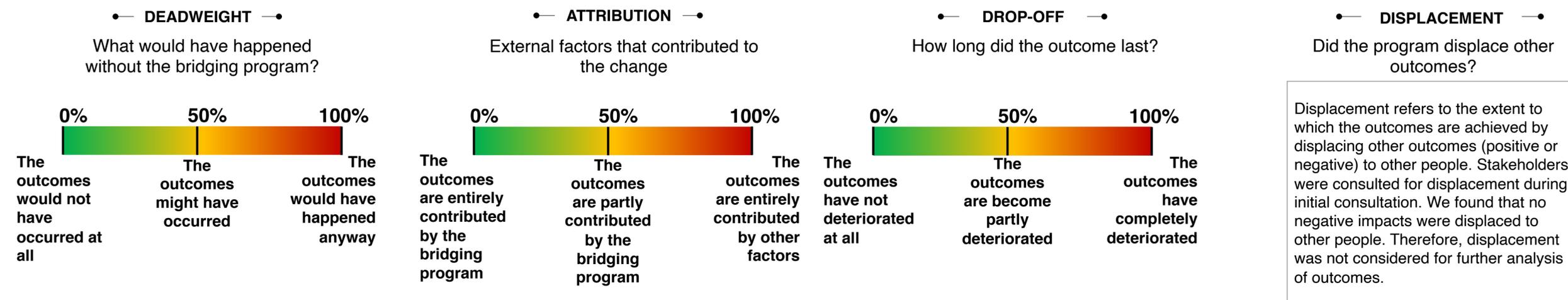
Explanation of key concepts for measuring outcomes

Input	The contributions made by each stakeholder that are necessary for the activity to happen.
Outputs	A way of describing the activity in relation to each stakeholder's inputs in quantitative terms.
Outcomes	The changes resulting from an activity. The main types of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative change.
Impact	The difference between the outcome for participants, taking into account what would have happened anyway, the contribution of others and the length of time the outcomes last.
Deadweight	A measure of the amount of outcome that would have happened even if the activity had not taken place.
Attribution	An assessment of how much of the outcome was caused by the contribution of other organisations or people.
Drop-off	The deterioration of an outcome over time.
Duration	How long (usually in years) an outcome lasts after the intervention, such as length of time a participant remains in a new job.
Monetise	To assign a monetary value to something.
Proxy	An approximation of value where an exact measure is impossible to obtain.
Social Return Ratio	Total present value of the impact divided by total investment
Stakeholders	People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.

Source: Guide to Social Return on Investment, UK Cabinet Office, 2009

Impact Dimensions

To estimate impact accurately and to reduce the risk of over-claiming, we accounted for the three impact dimensions namely – deadweight, attribution, and drop-off as illustrated below. We derived the value of outcomes by deducting deadweight, attribution, and drop-off values from the gross value of impact.



Risks and Limitations

Within the SROI framework, we value subjective and unquantified indicators. Through hypothesized adjustment factors (such as deadweight, attribution and drop-off), the valuations lie within the lived experiences of the stakeholders. This does not produce a traditional predictive financial analysis. Therefore, the Social Return on Investment figures calculated in this report are not suited for comparison with SROI figures derived for projects with other characteristics. Due to such reasons, other than the SROI results, with an SROI report that we must be responsible for, we must explain the results and calculation process in an open manner. We must also state the hypotheses and sensitivity analyses undertaken along the way. We hope that the users of this report will be able to understand this activity and its social value through full and complete data, to serve as a basis for making decisions regarding activity management and maximized social value. Although we followed the seven SROI principles in performing this research, certain study limitations were unavoidable. Below, we explain what the research limitations were.

SROI Principle	Limitation	Risk Description	Possible Impacts to the SROI	Response Method
Involve Stakeholders	<ul style="list-style-type: none"> We were only able to engage a single stakeholder group, i.e. direct beneficiaries and not the indirect beneficiaries 	<ul style="list-style-type: none"> Inadequate stakeholder representation Subjective bias 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> We used diverse methods to engage with the stakeholders such as 1 to 1 interviews, existing participant feedback, and surveys to engage with the program participants. In order to minimise the risk inadequate representation, we sent the surveys to 100% of the program participants of the bridging programs to ensure maximum feedback Other external literature and SROI reports were referred to support the rationale behind including the outcomes, and the same was triangulated with program participants and program managers.
	<ul style="list-style-type: none"> Lack of segmentation 	<ul style="list-style-type: none"> All program participants experiencing the outcome to a similar degree 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> All program participants will experience a similar degree of outcomes as all program participants were newcomers to Canada and had similar work experiences in the past. Program participants shared similar characteristics with respect to employability such as subject matter expertise.

Risks and Limitations

SROI Principle	Limitation	Risk Description	Possible Impacts to the SROI	Response Method
Understand what changes	<ul style="list-style-type: none"> It takes some time for changes to manifest after the activity has concluded, making it difficult to verify all outcomes at once. 	<ul style="list-style-type: none"> Verification of well-defined outcomes by the stakeholder. 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> We did a sensitivity analysis of the duration of outcomes and tested its effect on the social return.
Value the things that matter	<ul style="list-style-type: none"> Only a small sample of the stakeholder valued the outcomes 	<ul style="list-style-type: none"> The valuation for the rest of the outcomes were assumed for the remaining pool of the sample size based on the acknowledgment from a smaller sample size. 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> In order to prevent survey fatigue for the stakeholder, all stakeholders were not asked how they would value the changes. It was assumed based on the responses of a small sample size of the stakeholder.
Only include what is material	<ul style="list-style-type: none"> Other stakeholders excluded from the analysis due to low quantity of outcomes 	<ul style="list-style-type: none"> Inadequate stakeholder representation 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> We will engage with all stakeholders for future analysis and check outcomes for relevance and significance.
	<ul style="list-style-type: none"> All outcomes are assumed to be material 	<ul style="list-style-type: none"> Outcomes that are not material are included in the analysis 	<ul style="list-style-type: none"> Over estimation of the social return 	<ul style="list-style-type: none"> The social return is tested for the materiality of the outcomes in sensitivity analysis.
Do not overclaim	<ul style="list-style-type: none"> Duration is assumed for the majority of the stakeholder sample size. 	<ul style="list-style-type: none"> Duration was estimated during initial consultation with a smaller sample size of the stakeholder group, where stakeholders revealed longer and shorter duration for relevant outcomes. 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> We did a sensitivity analysis of the duration of outcomes and tested its effect on the social return.
Be transparent	<ul style="list-style-type: none"> Assessment of outcomes 	<ul style="list-style-type: none"> Stakeholders experiencing outcomes throughout the lifecycle of the changes i.e. during the classes, during placement support, during employment, during self-employment and during the pursuit of employment 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> The bridging programs consists of other specific services such as placement support in addition to the regular curriculum. For a greater degree of precision, we evaluated each service within the program.
Verify the result	<ul style="list-style-type: none"> Inadequate stakeholder representation Verification of outcomes from program managers and head 	<ul style="list-style-type: none"> In order to avoid survey fatigue, stakeholder were not engaged again to verify the outcomes. 	<ul style="list-style-type: none"> Over or Under-estimation of the social return 	<ul style="list-style-type: none"> The stakeholders evidenced their outcomes during the survey engagement; hence stakeholders were not engaged again to verify the outcomes that were already evidenced by them. Outcomes were verified by program managers and head as they have extensive knowledge of the program participants due to continuous engagement and existing stakeholder feedback.



Stakeholder Identification and Engagement

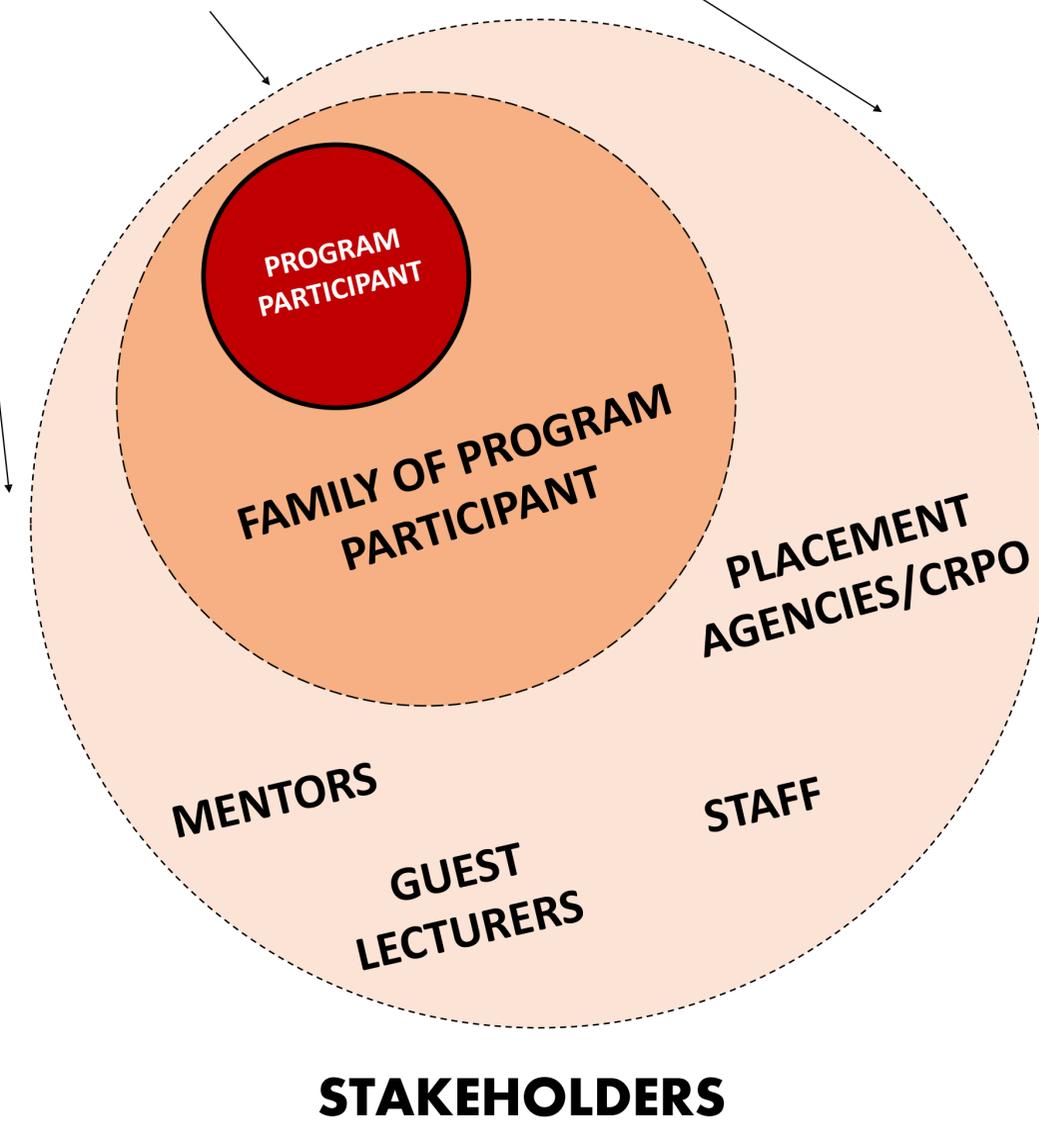
An important step in SROI methodology is to identify all stakeholders who are directly or indirectly impacted by a program or a service of an organization. We identified a range of stakeholders who are impacted by the bridging programs and undertook a stakeholder engagement to identify the outcomes experienced by relevant stakeholder groups. We applied the principle of materiality to identify the key stakeholder group to include in the analysis. By applying the principle of Materiality, 'program participants were found to affect the activity (as they create a business case for funding) and get affected by the activity (outcomes experienced as a result of attending the program).



- Tier 1 Stakeholders
- Tier 2 Stakeholders
- Tier 3 Stakeholders

Based on the principle of 'Do not over-claim, certain stakeholders were excluded whose experienced outcomes were relatively small and insignificant.

Stakeholder Group	Stakeholder Type	Included/ Excluded	Reason	Number of stakeholders consulted			
				Semi-structured interviews	Surveys		Response Rate (%)
					Total Engaged		
Tier 1	Program participants	Included	Program participants are the direct and intended beneficiaries of the program.	BREM	5	53	47%
				BEMC	5	32*	41%
Tier 2	Family of program participants	Excluded	Families of program participants are Indirect beneficiaries of the program.	Not applicable			
Tier 3	Mentors	Excluded	Indirect beneficiaries of the program.				
	Guest Lecturers						
	Staff						
	Placement Agencies/CRPO						

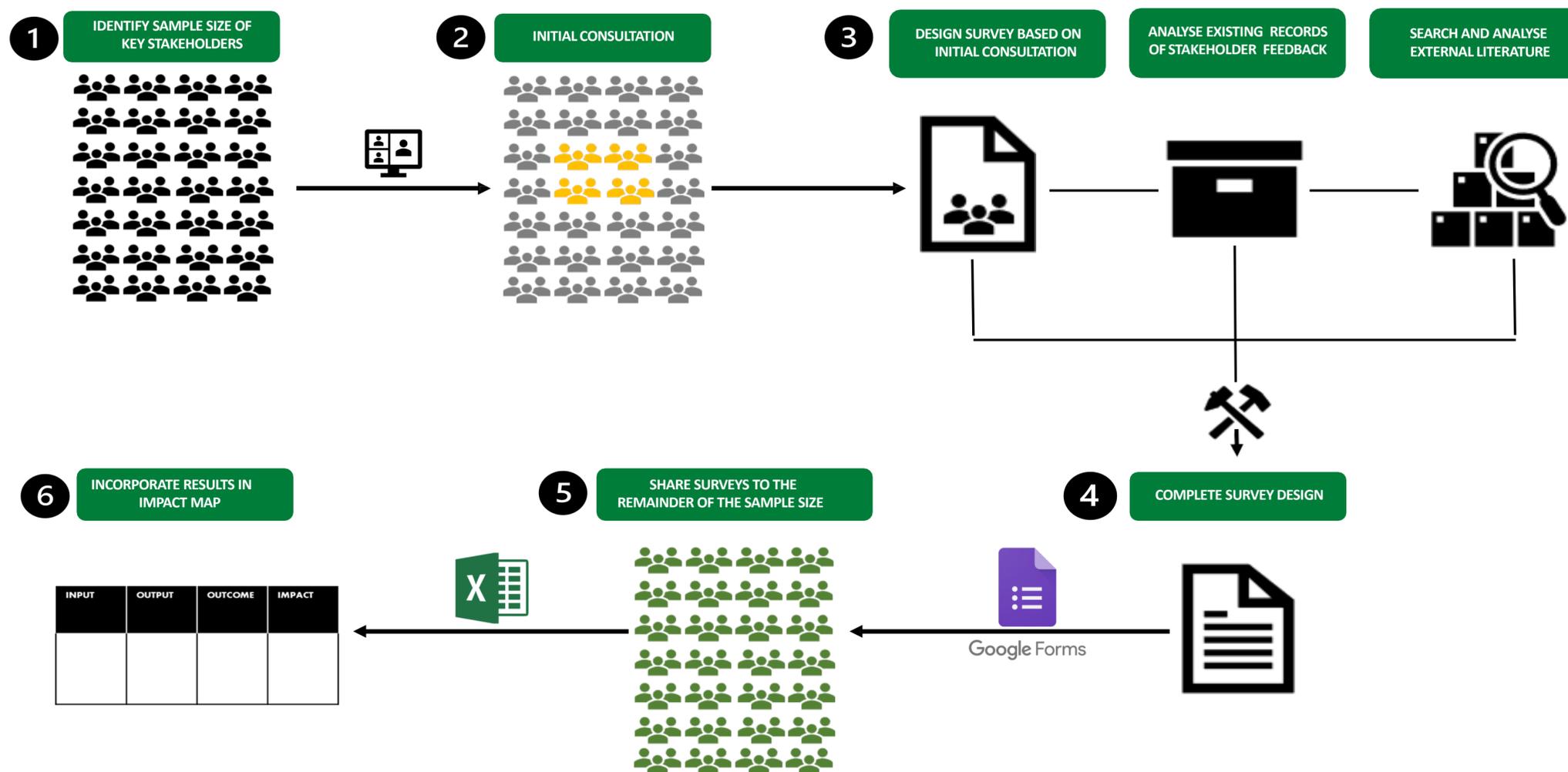


*There were 45 program participants during the reporting period, however only 32 were engaged for the analysis since many placements from cohort 3 were put on hold and delayed due to the Covid-19 pandemic.



Stakeholder Engagement Process

The program participants were found to be the key stakeholder group, and were consulted to measure the impact created by the bridging programs. The consultation process comprised of multiple stages as illustrated below:



1 A total of 85 program participants were identified for stakeholder engagement. These are the number of program participants who attended the bridging programs during the evaluation period.

2 An initial 30-40 telephonic consultation was held with a smaller sample size of the program participants. The stakeholders were randomly selected to ensure that there was no bias and covered different age groups

3 A survey was designed using data sources such as initial consultation, existing participant feedback and external literature such as similar SROI reports. The survey included an exhaustive list of outcomes from the data sources.

4 Survey design was completed.
Link to surveys:
BEMC:
<https://drive.google.com/file/d/1028S1xwQMIa00eft2d86INHqj5g66DM4/view?usp=sharing>
BREM:
<https://drive.google.com/file/d/1028S1xwQMIa00eft2d86INHqj5g66DM4/view?usp=sharing>

5 Surveys were sent to the identified sample size with varied stakeholder characteristics as outlined from Pages 41 to 43. Stakeholders selected relevant outcomes they experienced from the exhaustive list of outcomes.

6 Responses from the program participants were exported to MS Excel for aggregation and analysis and incorporated in the impact map.

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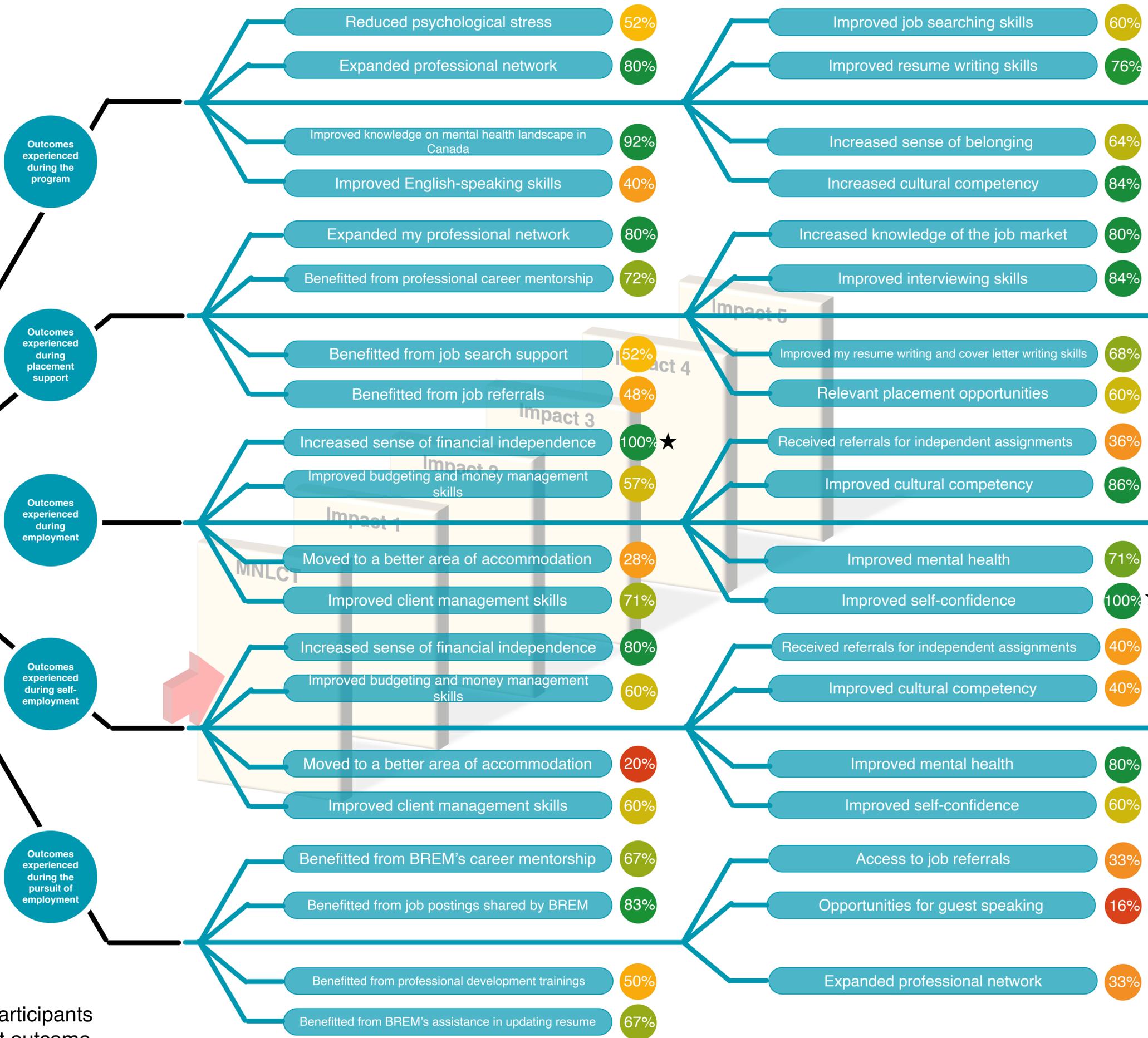
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Mapping of relevant outcomes experienced by the BREM program participants and accounted for causality.



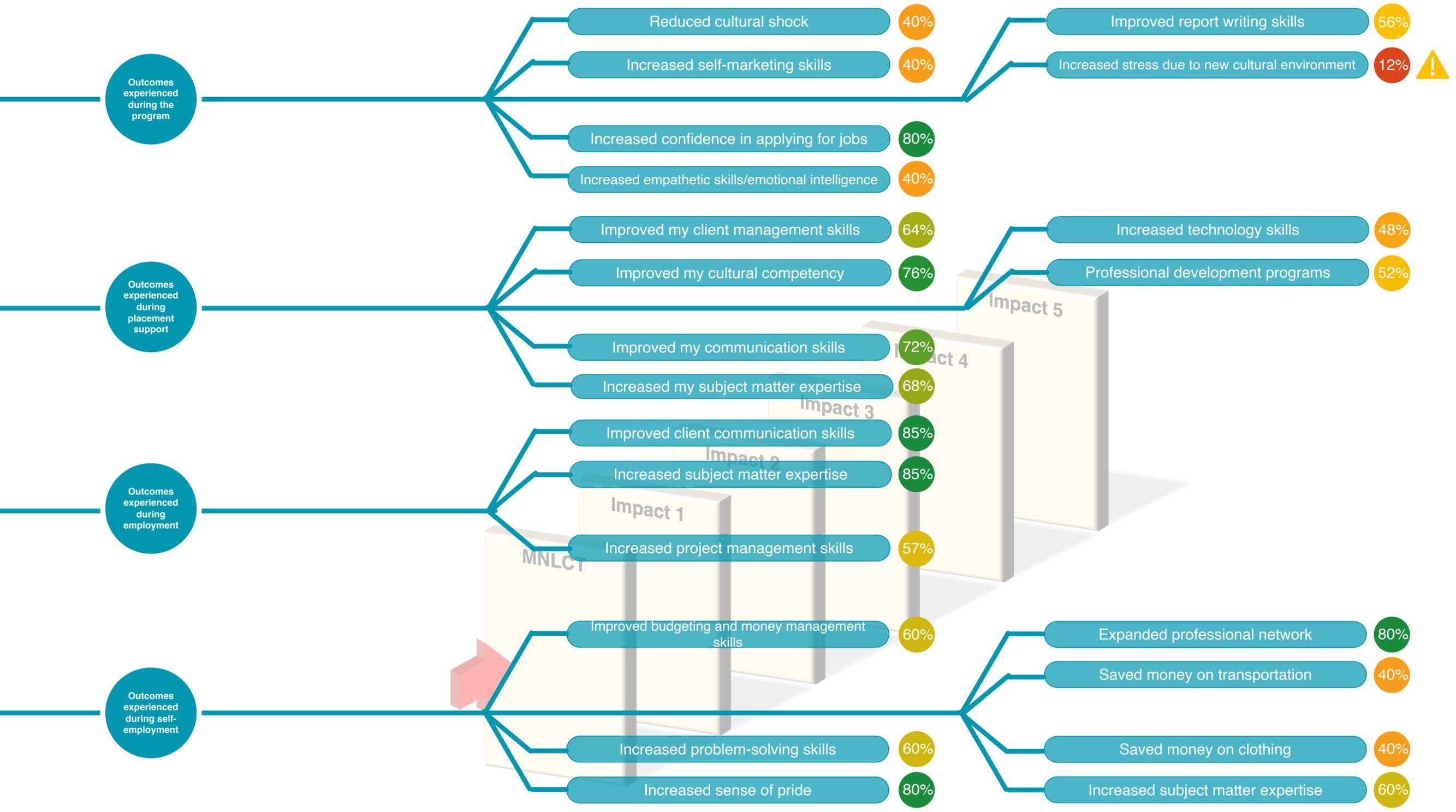
BREM Impact Pathways



Percentage of program participants who experienced relevant outcome



BREM Impact Pathways





BREM Impact Dimensions

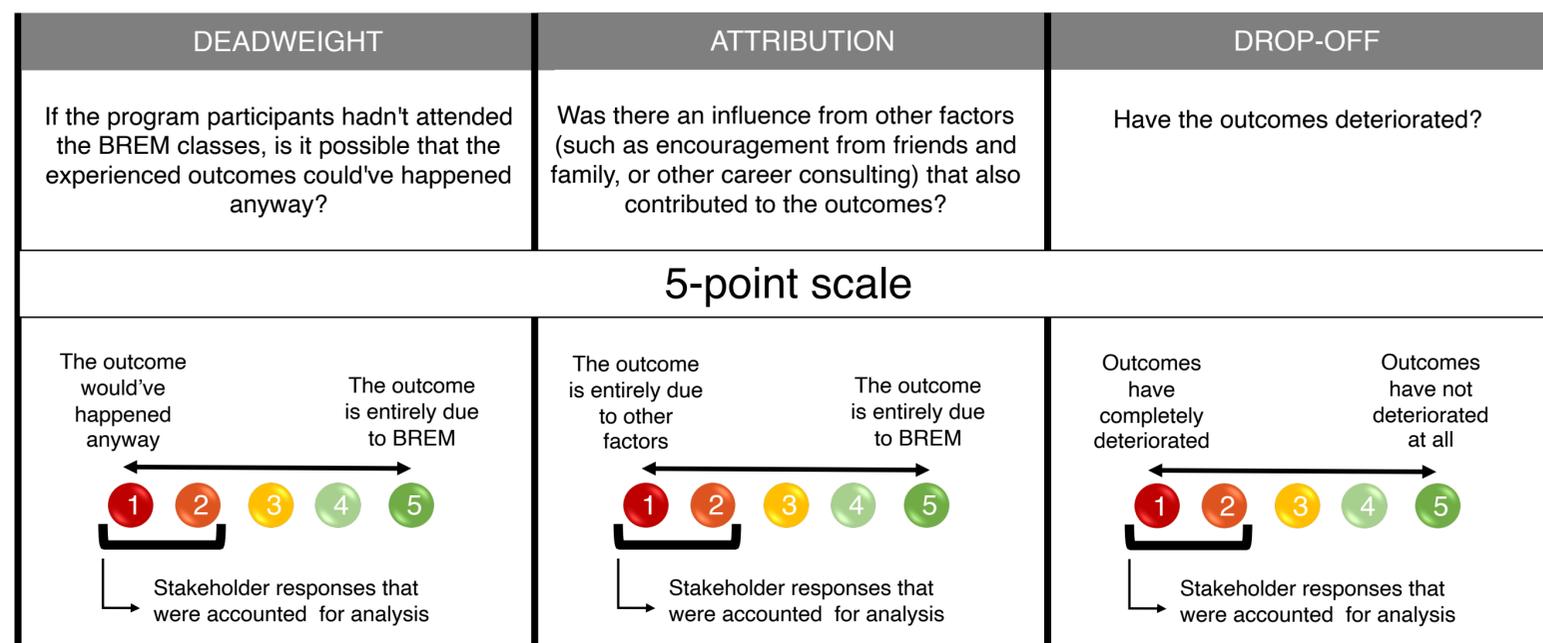
All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were evaluated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Program participants were asked to rate their outcomes from three perspectives:

- Deadweight – what would have happened anyway?
- Attribution - did other factors contributed to the change?
- Drop-off – have the changes deteriorated over time?

On a scale of 1 to 5, program participants rated their experiences of the impact dimensions for all outcomes experienced in multiple phases:

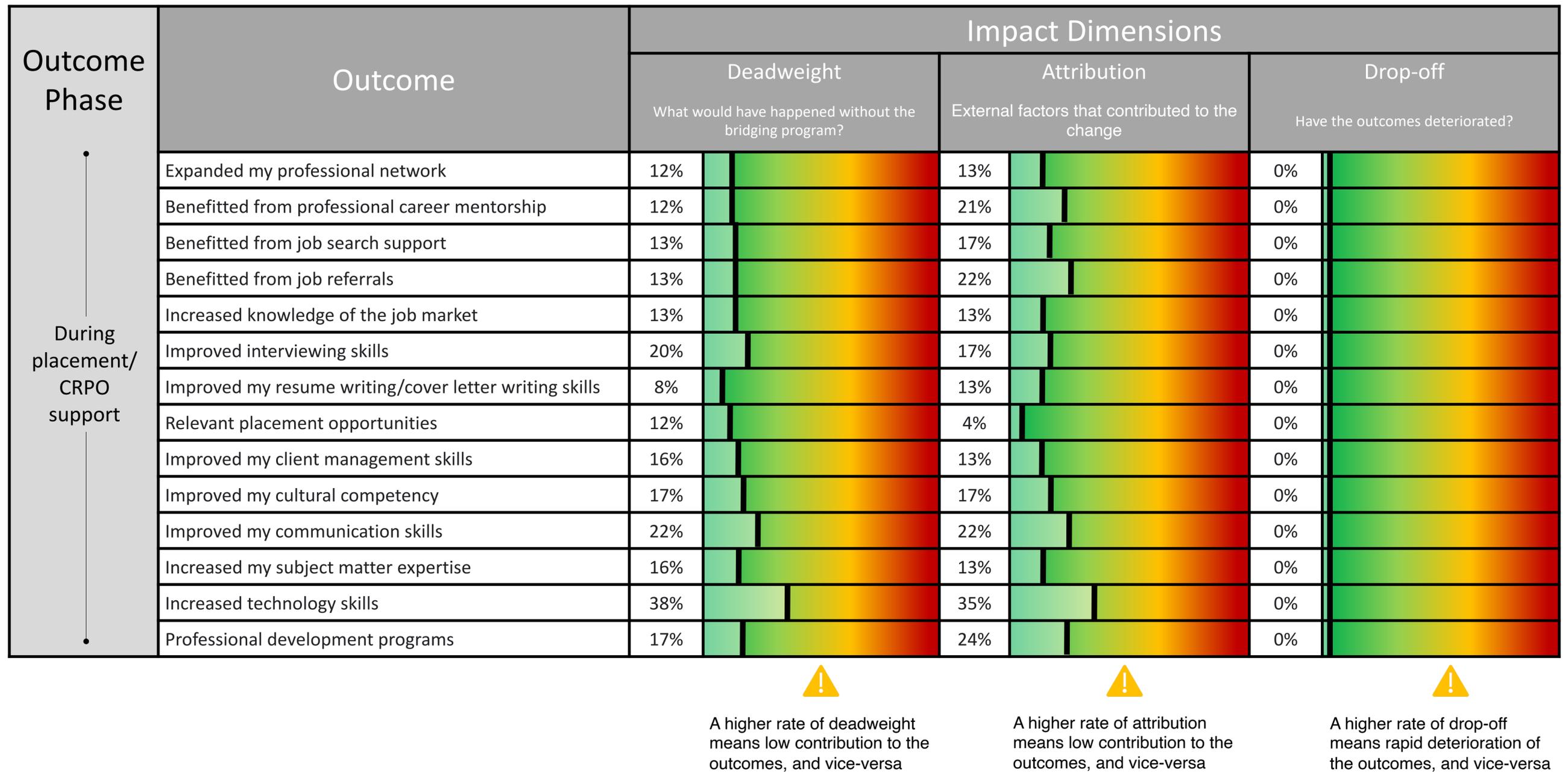
- During BREM classes
- During placement/CRPO support
- During employment
- During self-employment
- During the pursuit of employment



Outcome Phase	Outcome	Impact Dimensions		
		Deadweight	Attribution	Drop-off
During BREM classes	Reduced psychological stress	30%	29%	17%
	Expanded professional network	12%	16%	8%
	Improved knowledge on mental health industry	12%	4%	0%
	Improved English-speaking skills	43%	26%	0%
	Improved resume writing skills	24%	12%	0%
	Increased sense of belonging	29%	28%	13%
	Increased cultural competency	16%	24%	4%
	Reduced cultural shock	42%	32%	4%
	Increased self-marketing skills	22%	17%	0%
	Increased confidence in applying for jobs	25%	17%	4%
	Increased emotional intelligence	48%	39%	4%
	Improved report writing skills	29%	25%	0%



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All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were calculated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Outcome Phase	Outcome	Impact Dimensions		
		Deadweight <small>What would have happened without the bridging program?</small>	Attribution <small>External factors that contributed to the change</small>	Drop-off <small>Have the outcomes deteriorated?</small>
During employment	Increased sense of financial independence	7%	7%	0%
	Improved budgeting and money management skills	29%	14%	0%
	Moved to a better area of accommodation	15%	8%	0%
	Improved client management skills	7%	0%	0%
	Received referrals for independent assignments	8%	8%	0%
	Improved cultural competency	7%	0%	0%
	Improved mental health	14%	14%	0%
	Improved self-confidence	7%	0%	0%
	Improved client communication skills	7%	7%	0%
	Increased subject matter expertise	7%	7%	0%
	Project management skills	15%	15%	0%



A higher rate of deadweight means low contribution to the outcomes, and vice-versa



A higher rate of attribution means low contribution to the outcomes, and vice-versa



A higher rate of drop-off means rapid deterioration of the outcomes, and vice-versa



All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were calculated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Outcome Phase	Outcome	Impact Dimensions					
		Deadweight <small>What would have happened without the bridging program?</small>		Attribution <small>External factors that contributed to the change</small>		Drop-off <small>Have the outcomes deteriorated?</small>	
During self-employment	Increased sense of financial independence	20%		20%		0%	
	Improved client management skills	20%		20%		0%	
	Improved mental health as a result of flexible routine	20%		20%		0%	
	Increased area of expertise	20%		20%		0%	
	Receiving client referrals	20%		0%		0%	
	Improved self-confidence	0%		20%		0%	
	Improved cultural competency	20%		40%		0%	
	Improved client communications skills	40%		20%		0%	
	Improved budgeting and money management skills	40%		40%		0%	
	Moved to a better area of accommodation	60%		20%		0%	
	Increased problem-solving skills	20%		20%		0%	
	Improved wellbeing and quality of life	20%		20%		0%	
	Increased sense of pride	0%		20%		0%	
	Expanded professional network	20%		20%		0%	
	Saved money on transportation	40%		40%		0%	
	Saved money on clothing	20%		40%		0%	
Increased subject matter expertise	20%		20%		0%		



A higher rate of deadweight means low contribution to the outcomes, and vice-versa



A higher rate of attribution means low contribution to the outcomes, and vice-versa



A higher rate of drop-off means rapid deterioration of the outcomes, and vice-versa



All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were calculated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Outcome Phase	Outcome	Impact Dimensions					
		Deadweight <small>What would have happened without the bridging program?</small>		Attribution <small>External factors that contributed to the change</small>		Drop-off <small>Have the outcomes deteriorated?</small>	
During the pursuit of employment	Career mentorship	33%		40%		40%	
	Identified job postings	33%		50%		0%	
	Professional development training opportunities	67%		17%		20%	
	Updating resumes	33%		17%		17%	
	Job referrals	40%		17%		0%	
	Guest speaking opportunities	0%		40%		40%	
	Expanded professional network	0%		17%		0%	



A higher rate of deadweight means low contribution to the outcomes, and vice-versa



A higher rate of attribution means low contribution to the outcomes, and vice-versa



A higher rate of drop-off means rapid deterioration of the outcomes, and vice-versa

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Mapping of socio-economic outcomes experienced by the BREM program participants, and accounted for causality.



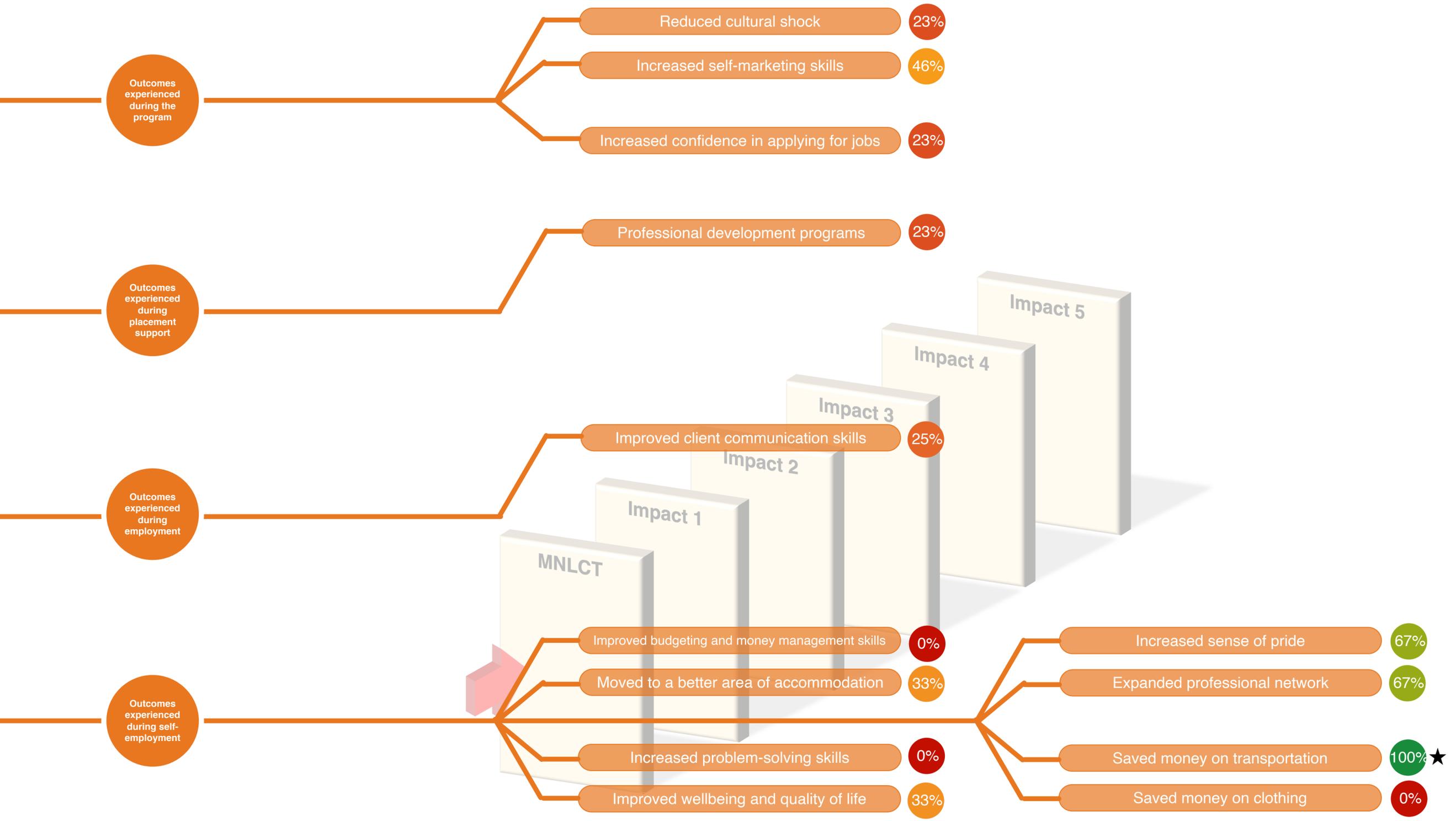
BEMC Impact Pathways



Percentage of program participants who experienced relevant outcome



BEMC Impact Pathways





BEMC Impact Dimensions

All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were evaluated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Program participants were asked to rate their outcomes from three perspectives:

- Deadweight – what would have happened anyway?
- Attribution - did other factors contributed to the change?
- Drop-off – have the changes deteriorated over time?

On a scale of 1 to 5, program participants rated their experiences of the impact dimensions for all outcomes experienced in multiple phases:

- During BEMC classes
- During placement support
- During employment
- During self-employment
- During the pursuit of employment

DEADWEIGHT	ATTRIBUTION	DROP-OFF
If the program participants hadn't attended the BEMC classes, is it possible that the experienced outcomes could've happened anyway?	Was there an influence from other factors (such as encouragement from friends and family, or other career consulting) that also contributed to the outcomes?	Have the outcomes deteriorated?
5-point scale		
<p>The outcome would've happened anyway</p> <p>The outcome is entirely due to BEMC</p> <p>Stakeholder responses that were accounted for analysis</p>	<p>The outcome is entirely due to other factors</p> <p>The outcome is entirely due to BEMC</p> <p>Stakeholder responses that were accounted for analysis</p>	<p>Outcomes have completely deteriorated</p> <p>Outcomes have not deteriorated at all</p> <p>Stakeholder responses that were accounted for analysis</p>

Outcome Phase	Outcome	Impact Dimensions		
		Deadweight What would have happened without the bridging program?	Attribution External factors that contributed to the change	Drop-off How does the outcome last?
During BEMC classes	Reduced psychological stress	50%	75%	8%
	Expanded professional network	31%	46%	15%
	Improved knowledge on media and communication industry	15%	23%	0%
	Improved English-speaking skills	45%	45%	0%
	Improved resume writing skills	33%	42%	0%
	Increased sense of belonging	45%	36%	0%
	Increased cultural competency	20%	40%	0%
	Reduced cultural shock	70%	60%	0%
	Increased self-marketing skills	27%	36%	0%
	Increased confidence in applying for jobs	33%	42%	8%



All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were calculated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Outcome Phase	Outcome	Impact Dimensions					
		Deadweight <small>What would have happened without the bridging program?</small>		Attribution <small>External factors that contributed to the change</small>		Drop-off <small>How does the outcome last?</small>	
During placement support	Expanded my professional network	23%		31%		23%	
	Benefitted from professional career mentorship	44%		30%		11%	
	Benefitted from job search support	27%		33%		27%	
	Benefitted from job referrals	30%		27%		30%	
	Increased knowledge of the job market	18%		33%		9%	
	Improved interviewing skills	30%		30%		20%	
	Improved my resume writing and cover letter writing skills	20%		36%		20%	
	Increased technology skills	40%		22%		10%	
	Professional development programs	40%		40%		10%	



A higher rate of deadweight means low contribution to the outcomes, and vice-versa



A higher rate of attribution means low contribution to the outcomes, and vice-versa



A higher rate of drop-off means rapid deterioration of the outcomes, and vice-versa



All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were calculated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Outcome Phase	Outcome	Impact Dimensions					
		Deadweight <small>What would have happened without the bridging program?</small>		Attribution <small>External factors that contributed to the change</small>		Drop-off <small>How does the outcome last?</small>	
During employment	Increased sense of financial independence	0%		0%		0%	
	Improved budgeting and money management skills	50%		50%		50%	
	Moved to a better area of accommodation	33%		33%		33%	
	Improved client management skills	0%		0%		0%	
	Received referrals for independent assignments	50%		50%		50%	
	Improved cultural competency	0%		0%		0%	
	Improved mental health	0%		0%		0%	
	Improved self-confidence	0%		0%		0%	
	Improved client communication skills	0%		0%		0%	



A higher rate of deadweight means low contribution to the outcomes, and vice-versa



A higher rate of attribution means low contribution to the outcomes, and vice-versa



A higher rate of drop-off means rapid deterioration of the outcomes, and vice-versa



All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were calculated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Outcome Phase	Outcome	Impact Dimensions					
		Deadweight <small>What would have happened without the bridging program?</small>		Attribution <small>External factors that contributed to the change</small>		Drop-off <small>How does the outcome last?</small>	
During self-employment	Increased sense of financial independence	33%		33%		0%	
	Improved client management skills	33%		33%		0%	
	Improved mental health as a result of flexible routine	33%		33%		0%	
	Increased area of expertise	33%		33%		0%	
	Receiving client referrals	33%		33%		0%	
	Improved self-confidence	33%		33%		0%	
	Improved cultural competency	33%		33%		0%	
	Improved client communications skills	33%		33%		0%	
	Improved budgeting and money management skills	33%		33%		0%	
	Moved to a better area of accommodation	67%		33%		0%	
	Increased problem-solving skills	50%		33%		0%	
	Improved wellbeing and quality of life	50%		33%		0%	
	Increased sense of pride	50%		33%		0%	
	Expanded professional network	33%		33%		0%	
	Saved money on transportation	33%		33%		0%	
	Saved money on clothing	33%		33%		0%	



A higher rate of deadweight means low contribution to the outcomes, and vice-versa



A higher rate of attribution means low contribution to the outcomes, and vice-versa



A higher rate of drop-off means rapid deterioration of the outcomes, and vice-versa



All outcomes were accounted for deadweight, attribution, and drop-off to deduct the value of the impact that was not created by the bridging programs. Deadweight, attribution, and drop-off were calculated by engaging with the program participants through a structured survey. Program participants evaluated each experienced outcome, and responses were aggregated during the analysis stage to derive the percentage of deadweight, attribution, and drop-off.

Outcome Phase	Outcome	Impact Dimensions											
		Deadweight			Attribution			Drop-off					
		What would have happened without the bridging program?			External factors that contributed to the change			How does the outcome last?					
During the pursuit of employment	Career mentorship	20%				40%				40%			
	Identified job postings	17%				33%				40%			
	Professional development training opportunities	20%				20%				60%			
	Updating resumes	17%				17%				40%			
	Job referrals	17%				33%				60%			
	Guest speaking opportunities	25%				25%				0%			
	Expanded professional network	17%				0%				40%			



A higher rate of deadweight means low contribution to the outcomes, and vice-versa



A higher rate of attribution means low contribution to the outcomes, and vice-versa



A higher rate of drop-off means rapid deterioration of the outcomes, and vice-versa

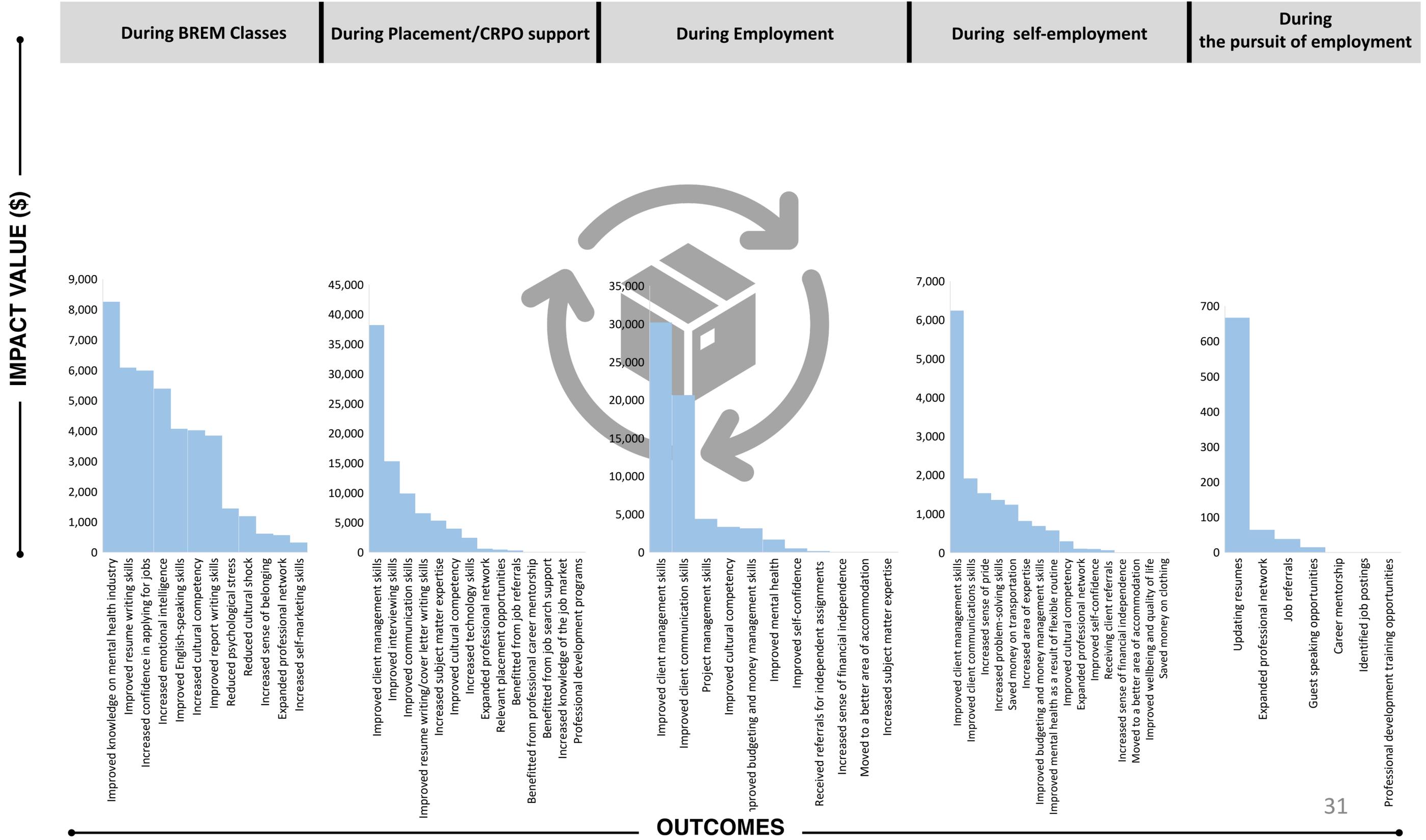
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A measurement of social return generated for each funded dollar.



Social Return on Investment – BREM

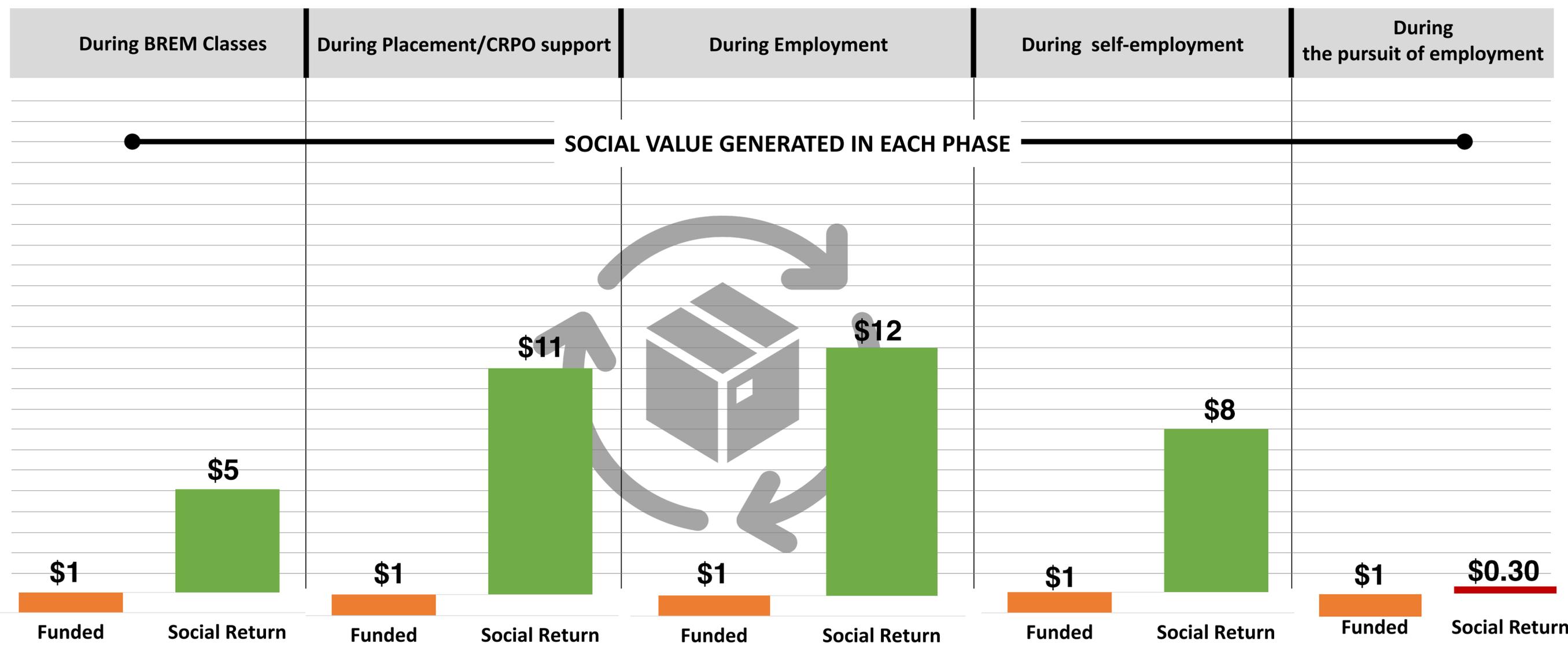
Through the process of monetization, all relevant outcomes experienced by the number of program participants were assigned a monetary value by using a market based financial proxy. A list of financial proxies with sources can be found in the Appendix on page 45. After deducting the value of deadweight, attribution, and drop-off, the financial value of the outcomes was derived – as illustrated below. The graphs showcase the relative importance of outcomes experienced by program participants in multiple phases, such as during BREM classes, during placement/CRPO support, during employment, during self-employment, and during the pursuit of employment.





Social Return on Investment – BREM

To calculate the social return of BREM, the future values of the outcomes were discounted to the present value by using a standard discount rate of 3.5%¹. The present value of each outcome phase was added and divided by the total financial input. This reveals a social return on investment of 1: 8, i.e., from 1st April 2018 to 31st March 2020, for every dollar funded by the Government towards the delivery/instruction and curriculum development of the BREM program, there was a social return of 8 dollars generated for the program participants. The below graphs illustrate the social return generated for program participants in each outcome phase.



Social Return on Investment of all phases				
Phase	Present Value (\$)	Financial Input	Cost per program participant	Number of respondents
During BREM classes	\$217,422	\$42,312	\$1,692	25
During placement/CRPO support	\$458,001	\$42,312	\$1,692	25
During employment	\$288,430	\$23,695	\$1,692	14
During self-employment	\$67,087	\$8,462	\$1,692	5
During the pursuit of employment	\$2,956	\$10,155	\$1,692	6
TOTAL	\$1,033,896	\$126,937		

Social Return on Investment of BREM

Government Funded

Social Return

\$1

\$8

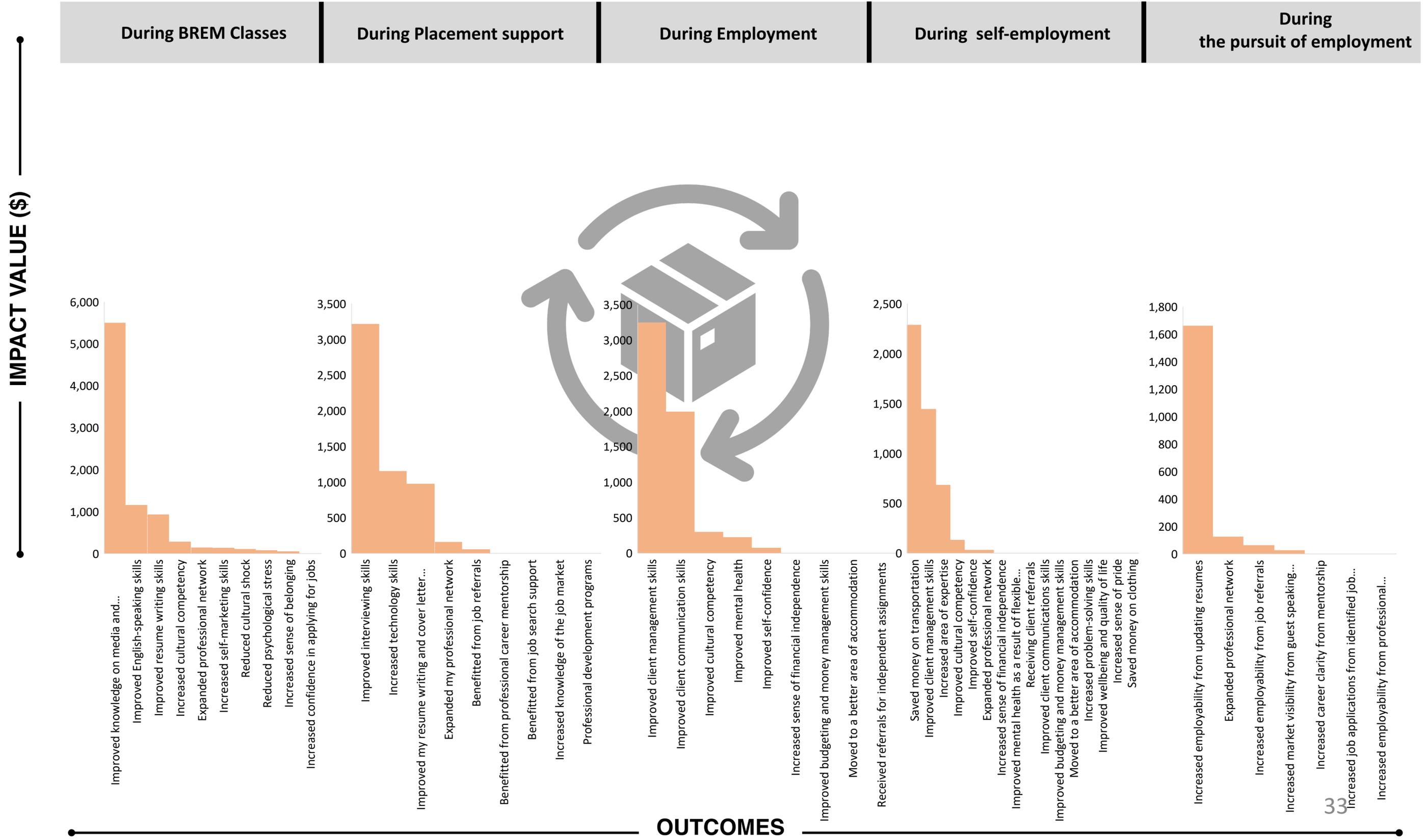
A social return in excess of \$8 was generated for the program participants as a result of graduating from BREM, during 1st April 2018 to 31st March 2020.

1. The standard public sector rate advised on p. 67 of the SROI Network's 2012, A Guide to SROI.



Social Return on Investment – BEMC

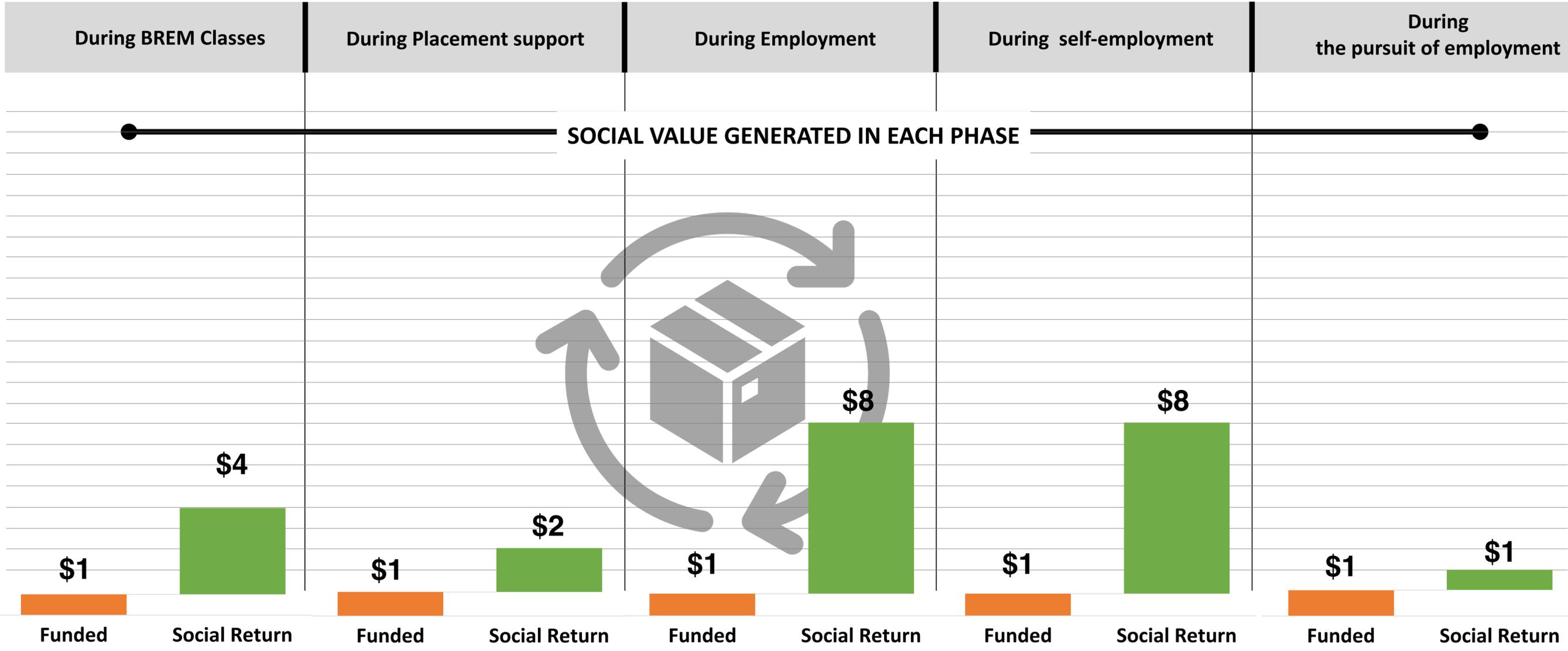
Through the process of monetization, all relevant outcomes experienced by the number of program participants were assigned a monetary value by using a market based financial proxy. A list of financial proxies with sources can be found in the Appendix on page 47. After deducting the value of deadweight, attribution, and drop-off, the financial value of the outcomes was derived – as illustrated below. The graphs showcase the relative importance of outcomes experienced by program participants in multiple phases, such as during BREM classes, during placement/CRPO support, during employment, during self-employment, and during the pursuit of employment.





Social Return on Investment – BEMC

In order to calculate the social return of BEMC, the future values of the outcomes were discounted to the present value by using a standard discount rate of 3.5%¹. The present value of each outcome phase was added and divided by the total financial input. This reveals a social return on investment of 1:4 i.e., from 1st April 2018 to 31st March 2020, for every dollar funded by the Government towards the delivery/instruction and curriculum development of the BEMC program, there was a social return of 3 dollars generated for the program participants. The below graphs illustrate the social return generated for program participants in each outcome phase.



Social Return on Investment of all phases				
Phase	Present Value (\$)	Financial Input	Cost per program participant	Number of respondents
During BREM classes	\$45,891	\$11,009	\$847	13
During placement/CRPO support	\$20,186	\$11,009	\$847	13
During employment	\$26,396	\$3,387	\$847	4
During self-employment	\$20,847	\$2,540	\$847	3
During the pursuit of employment	\$3,959	\$5,081	\$847	6
TOTAL	\$117,278	\$33,026		

Social Return on Investment of BEMC

Government Funded

\$1

Social Return

\$4

A social return in excess of \$4 was generated for the program participants as a result of graduating BEMC, during 1st April 2018 to 31st March 2020.

1. The standard public sector rate advised on p. 67 of the SROI Network's 2012, A Guide to SROI.

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Fluctuations in the social return from testing key variables in the social value model.



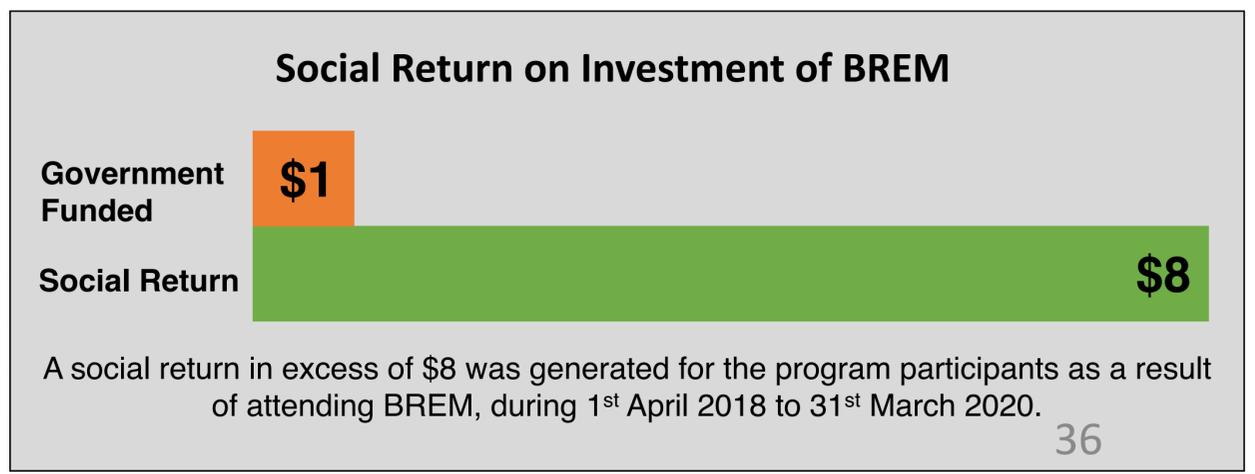
Sensitivity Tests

Sensitivity analysis is a process that reveals the sensitivity of the SROI model to changes in different variables. The process behind identifying a social return consists of a wide degree of estimates and assumptions and therefore carries an inherent risk of accuracy. To improve the degree of accuracy, a sensitivity analysis was conducted, and many variables were tested to determine the degree of fluctuations in the social return.

Bridge to Registration and Employment in Mental Health (BREM)										
Scenario	Financial Input (\$)		Discount Rate (%)		Causality ↴		Duration ⌚		Materiality ⚖️	
Scenario 1	Government administrative expenses added to the cost of curriculum development and instruction.	\$234,429	Adjusted discount rate from 3.5% to 4.65%. Source: Ontario Teachers' Pension Plan, 2020 Valuation	4.65%	Increased deadweight, attribution and drop-off by 50%	+50%	Adjusted duration of relevant outcomes from 6 years to 3 years	3 years	Including material outcomes that were rated more than 4, on the scale of 1 (low) to 10 (high).	4
SROI	Decrease in the social return by \$4.	\$4 ▼	Social return remains virtually unchanged	\$8	Decrease in social return by \$2	\$6 ▼	Decrease in social return by \$4.	\$4 ▼	Social return remains virtually unchanged	\$8
Scenario 2	Cost incurred by MNLCT towards curriculum development and instruction hours	\$126,612			Decreased deadweight, attribution and drop-off by 50%	-50%			Including material outcomes that were rated more than 5, on the scale of 1 (low) to 10 (high).	5
SROI	Social return remains virtually unchanged	\$8			Increase in social return by \$2	\$10 ▲			Decrease in social return by \$1	\$7 ▼
Scenario 3	Cost incurred by program participants towards instruction and other expenses	\$110,000							Including material outcomes that were rated more than 6, on the scale of 1 (low) to 10 (high).	6
SROI	Increase in social return by \$1	\$9 ▲							Decrease in the social return by \$2	\$6 ▼
Scenario 4	Government funded salary staff	\$413,956								
SROI	Decrease in social return by \$6	\$2 ▼								

Across all the tested scenarios, the sensitivity analysis reveals a social return in the range of \$2 to \$10.

Social Return on Investment of all phases				
Phase	Present Value (\$)	Financial Input	Cost per program participant	Number of respondents
During BREM classes	\$217,422	\$42,312	\$1,692	25
During placement/CRPO support	\$458,001	\$42,312	\$1,692	25
During employment	\$288,430	\$23,695	\$1,692	14
During self-employment	\$67,087	\$8,462	\$1,692	5
During the pursuit of employment	\$2,956	\$10,155	\$1,692	6
TOTAL	\$1,033,896	\$126,937		





Sensitivity Tests

Sensitivity analysis is a process that reveals the sensitivity of the SROI model to changes in different variables. The process behind identifying a social return consists of a wide degree of estimates and assumptions and therefore carries an inherent risk of accuracy. To improve the degree of accuracy, a sensitivity analysis was conducted, and many variables were tested to determine the degree of fluctuations in the social return.

Bridge to Employment in Media and Communications (BEMC)										
Scenario	Financial Input (\$)		Discount Rate (%)		Causality ↴		Duration ⌚		Materiality 📊	
Scenario 1	Government administrative expenses added to the cost of curriculum development and instruction.	\$61,710	Adjusted discount rate from 3.5% to 4.65%. Source: Ontario Teachers' Pension Plan, 2020 Valuation	4.65%	Increased deadweight, attribution and drop-off by 50%	+50%	Adjusted duration of relevant outcomes from 6 years to 3 years	3 years	Including material outcomes that were rated more than 4, on the scale of 1 (low) to 10 (high).	4
SROI	Decrease in the social return by \$2.	\$2 ▼	Decrease in social return by \$1.	\$3 ▼	Decrease in social return by \$1	\$3 ▼	Decrease in social return by \$1.	\$3 ▼	Decrease in social return by \$1	\$3 ▼

Scenario 2	Overhead costs incurred by MNLCT towards to support of the delivery of the program	\$24,436
SROI	Increase in the social return by \$1	\$5 ▲

Decreased deadweight, attribution and drop-off by 50%	-50%
Increase in social return by \$1	\$5 ▲

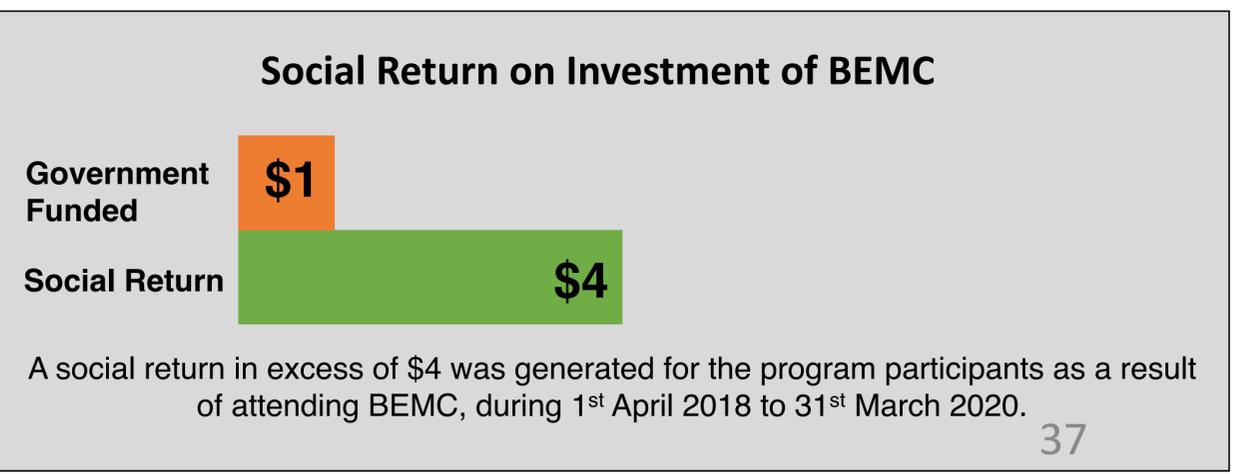
Including material outcomes that were rated more than 5, on the scale of 1 (low) to 10 (high).	5
Decrease in social return by \$2	\$2 ▼

Scenario 3	Government funded salary staff	\$104,251
SROI	Decrease in social return by \$6	\$1 ▼

Including material outcomes that were rated more than 6, on the scale of 1 (low) to 10 (high).	6
Decrease in social return by \$2	\$2 ▼

Across all the tested scenarios, the sensitivity analysis reveals a social return in the range of \$1 to \$5.

Social Return on Investment of all phases				
Phase	Present Value (\$)	Financial Input	Cost per program participant	Number of respondents
During BREM classes	\$45,891	\$11,009	\$847	13
During placement/CRPO support	\$20,186	\$11,009	\$847	13
During employment	\$26,396	\$3,387	\$847	4
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Key strengths, opportunities and recommendations for the bridging programs

Key Takeaways

Bridging programs create an intrinsic value for newcomers that goes beyond what can be measured in financial terms. It creates a non-tangible value for newcomers that lasts for many years. This study has revealed a wide range of outcomes experienced by the program participants of the bridging program throughout the multiple phases of their experiences that resulted from the bridging program. Program participants experienced value creation for themselves when they were attending classes, receiving placement support, during employment, and self-employment. The bridging programs equipped program participants with the key skills and knowledge and enabled them to pursue Canadian job opportunities and independent ventures.

This study confirms the non-tangible value creation experienced by program participants, and by following the SROI framework – it can be stated with confidence that for every \$1 of Government funding towards the instruction and curriculum development of the bridging programs, there is a social return on investment of \$7.

Key Strengths

Outcomes that were highly rated from the program participants

- Increased confidence in applying for jobs
- Improved resume writing skills
- Expanded my professional network
- Increased cultural competency
- Increased knowledge of the job market
- Improved interviewing skills
- Increased sense of financial independence
- Increased subject matter expertise
- Increased sense of pride
- Improved cultural competency
- Increased sense of financial independence
- Improved self-confidence
- Improved my communication skills
- Improved mental health

Key Opportunities

Outcomes that were rated low from BREM program participants:

- Improved English-speaking skills
- Received referrals for independent assignments
- Improved cultural competency
- Increased stress due to new cultural environment

Outcomes that were rated low from BEMC program participants:

- Increased sense of belonging
- Increased cultural competency
- Reduced psychological stress
- Reduced cultural shock
- Increased confidence in applying for jobs
- Received referrals for independent assignments
- Improved budgeting and money management skills
- Improved client communications skills

Key Recommendations

The SROI framework helps to identify where the bridging program is creating the most value in the lives of the program participants, and where it can create even more value. The following recommendations are intended to improve the value creation process of the bridging programs:

- Include additional workshops and invite industry experts for guest speaking on topics such as dealing with culture shock, communication skills, managing stress, managing money, etc.
- Improve engagement with Alumni through outreach activities and monitor their progress of settlement.
- Gather data from program participants on what are their expectations from the bridging program, and lastly,
- Develop a roadmap in assessing the impact created from other programs and services of MNLCT.

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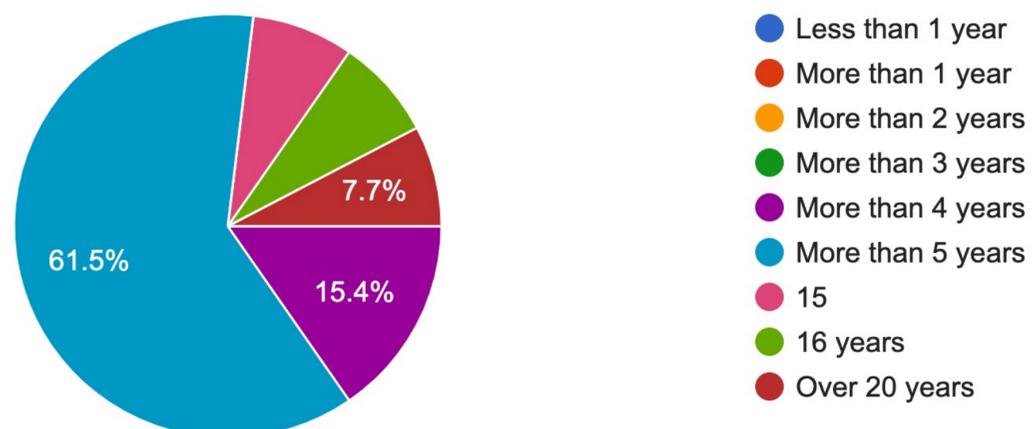
Stakeholder segmentation, impact map of BREM and BEMC, financial proxies and sources, engagement questions.

Stakeholder Segmentation

Bridge to Employment in Media and Communications

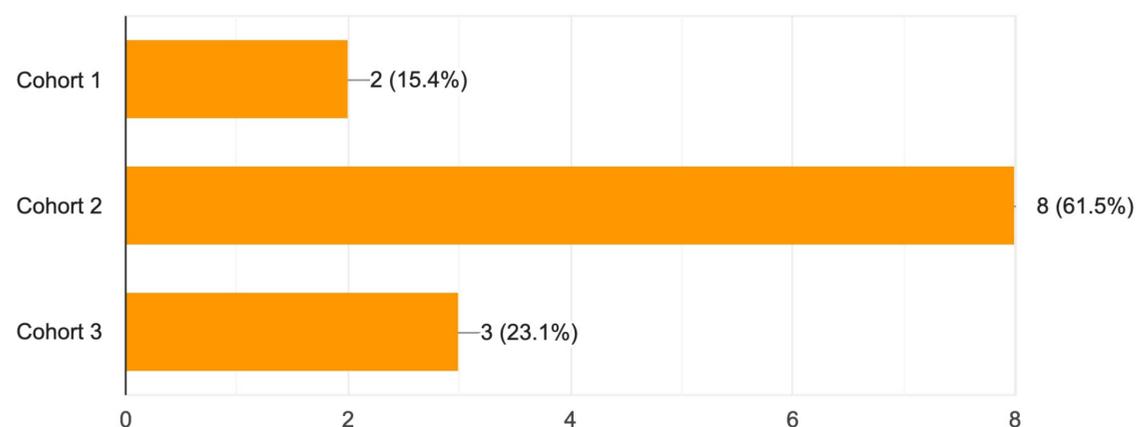
How many years of relevant work experience do you have?

13 responses



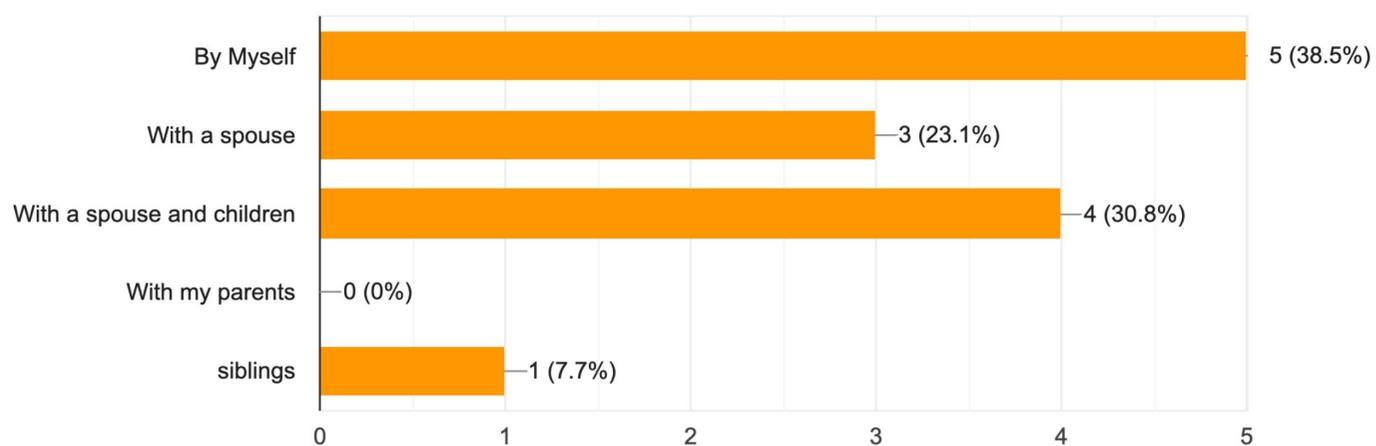
Which cohort were you in?

13 responses



With whom did you arrive in Canada?

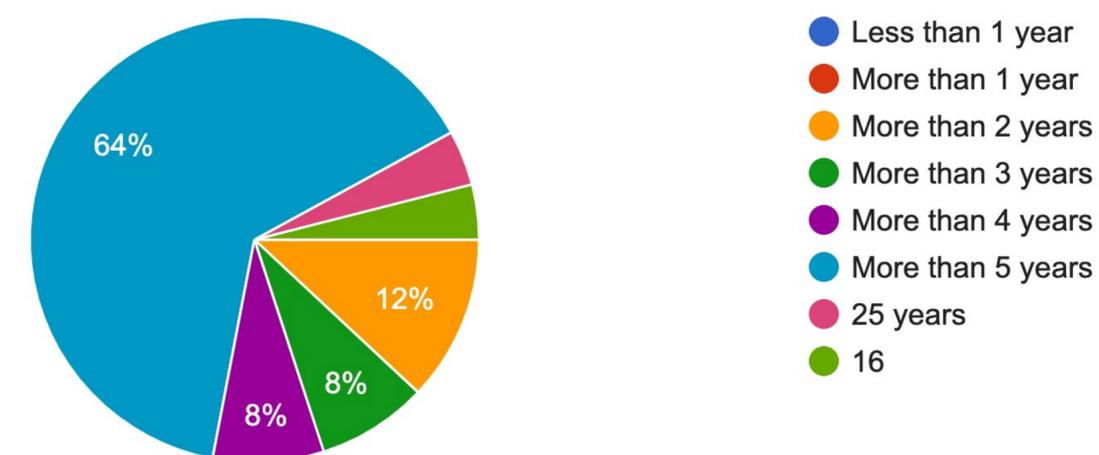
13 responses



Bridge to Registration and Employment in Mental Health

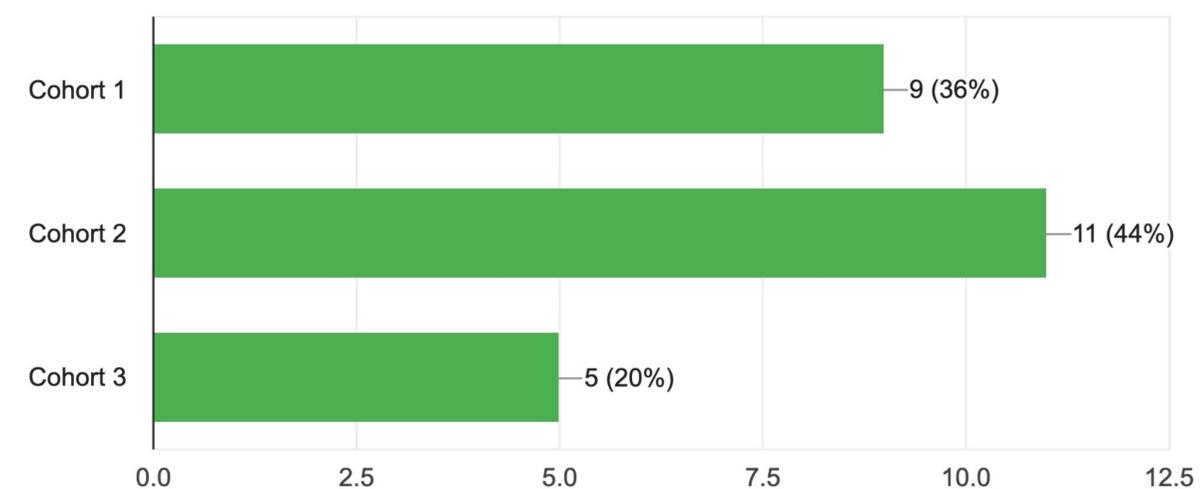
How many years of relevant work experience do you have?

25 responses



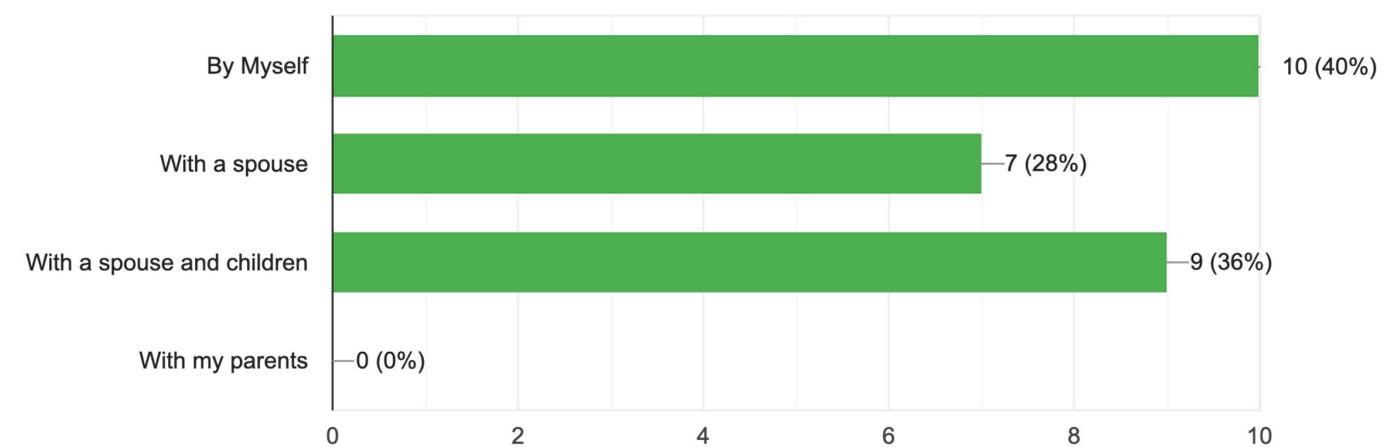
Which cohort were you in?

25 responses



With whom did you arrive in Canada?

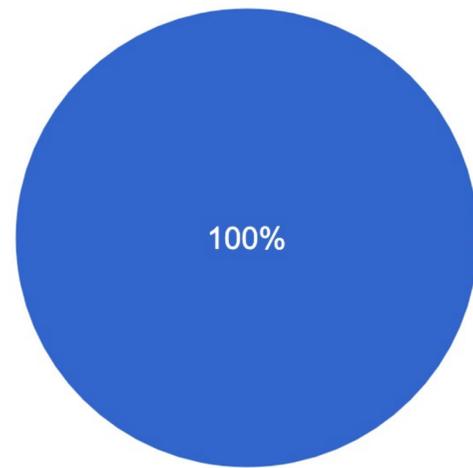
25 responses



Stakeholder Segmentation

In which province do you reside?

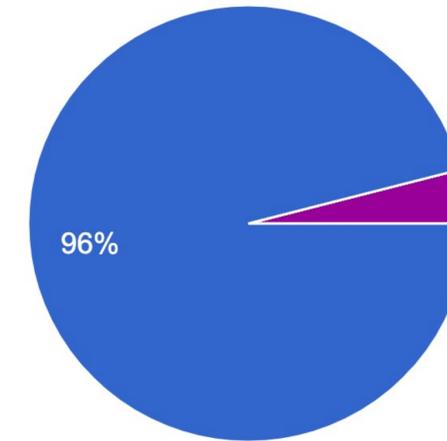
13 responses



- Ontario
- British Columbia
- Manitoba
- New Brunswick

In which province do you reside?

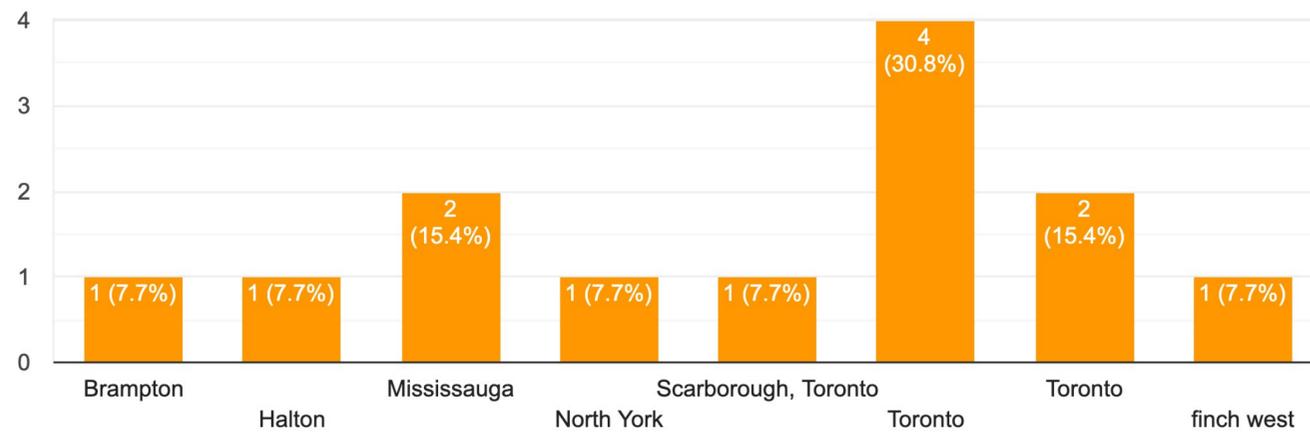
25 responses



- Ontario
- British Columbia
- Manitoba
- New Brunswick
- Saskatchewan

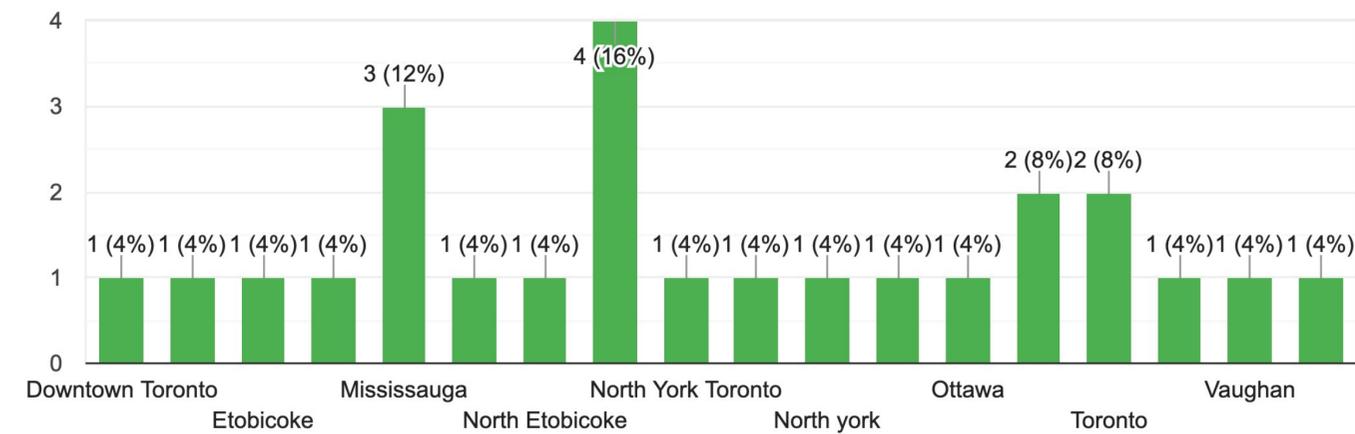
In which part of the province do you reside? (For example; Downtown, Toronto)

13 responses



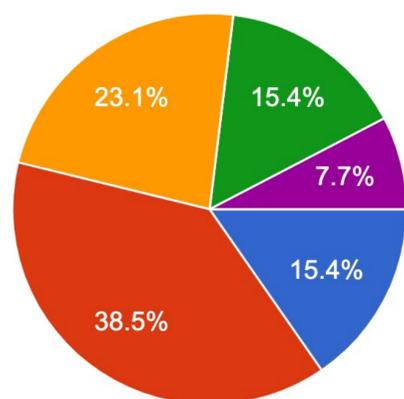
In which part of the province do you reside? (For example; Downtown, Toronto)

25 responses



Approximately how much distance did you travel one way to attend the classes at BEMC?

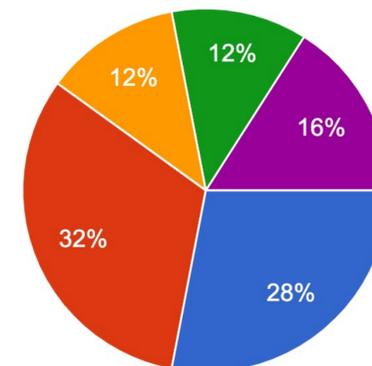
13 responses



- Less than 10 kilometres
- 10-20 kilometers
- 20-30 kilometers
- 30-40 kilometers
- More than 50 kilometers

Approximately how much distance you had to travel one way to attend the classes at BREM?

25 responses

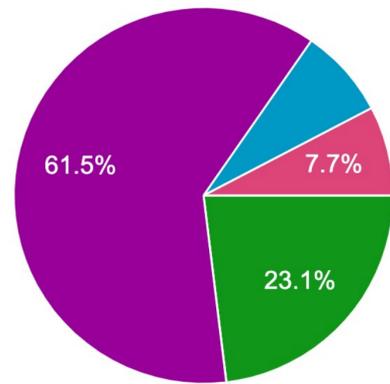


- Less than 10 kilometres
- 10-20 kilometers
- 20-30 kilometers
- 30-40 kilometers
- More than 50 kilometers

Stakeholder Segmentation

What was your primary mode of transportation?

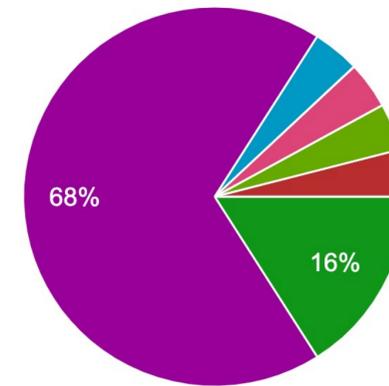
13 responses



- I used to walk
- I rode a bicycle
- I carpoled
- I drove my own vehicle
- I took public transportation
- I took the course online
- Mix, own vehicle and transit.

What was your primary mode of transportation?

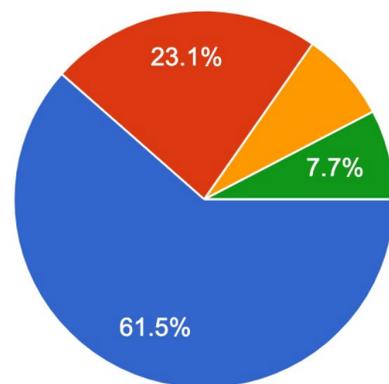
25 responses



- I used to walk
- I rode a bicycle
- I carpoled
- I drove my own vehicle
- I took public transportation
- Online participant
- I participated online. so the previous question does not apply to me.
- Some time my own vehicle
- Attended online

What is your current situation regarding accommodation?

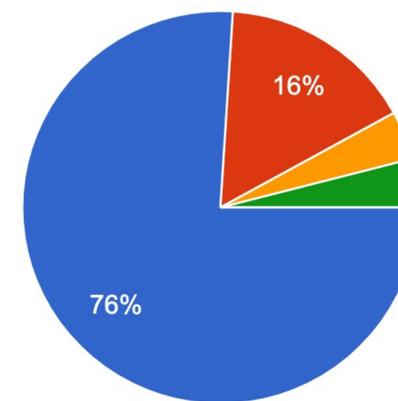
13 responses



- I am in a rental lease agreement
- I have a mortgage
- Home owner
- Currently in another country

What is your current situation regarding accommodation?

25 responses



- I am in a rental lease agreement
- I have a mortgage
- I have just bought a condo
- Rental

BREM Impact Map

The Impact map of BREM reveals a theory of change for the program participants. Since there was no volunteer time, the financial input is valued as zero. Program participants were engaged through a telephonic consultation to identify experienced changes and adjusted for causality factors and duration. By referring to existing participant feedback, similar SROI reports, and other news articles, an exhaustive list of outcomes were identified and included in the quantitative survey, which were populated and verified by the program participants.

The result of the surveys revealed the number of program participant experiencing a particular outcome, and the percentage of program participants revealed the deadweight, attribution and drop-off of their experiences. The financial proxies were identified through revealed preference techniques to infer valuations from the prices of related market-traded services.

The data was then plotted in the value map such as number of beneficiaries experiencing an outcome, estimated duration of the outcome, financial proxy and its source, and deadweight, attribution and drop-off values.

List of references:

1. Similar SROI Reports:
104 Resume Clinic Social Return on Investment (SROI) Evaluation Report

2. Related news articles:
The Advantages of Self Employment, The Chron

Organization		Mennonite New Life Centre		
Objective		to support immigrant mental health professionals in accessing employment and professional registration.		
Scope	Activity	Bridge to Registration and Employment in Mental Health		
	Reporting Period	1st April 2018 to 31st March 2020		
	Funding	Government of Ontario		
Stage 1		Stage 2		
Stakeholders	Inputs	Outputs	Outcomes	
	Description What do they invest?	Value (\$)	Description	Description
Who do we have an effect on?			Number of survey respondents who attended BEMC	How would you describe the change?
Program participants	Time	0	25	During BREM classes Reduced psychological stress Expanded professional network Improved knowledge on mental health industry Improved English-speaking skills Improved resume writing skills Increased sense of belonging Increased cultural competency Reduced cultural shock Increased self-marketing skills Increased confidence in applying for jobs Increased emotional intelligence Improved report writing skills
Program participants	Time	0	25	During placement/CRPO support Expanded my professional network Benefitted from professional career mentorship Benefitted from job search support Benefitted from job referrals Increased knowledge of the job market Improved interviewing skills Improved my resume writing/cover letter writing skills Relevant placement opportunities Improved my client management skills Improved my cultural competency Improved my communication skills Increased my subject matter expertise Increased technology skills Increased employability through professional development programs
Program participants	Time		14	During employment Increased sense of financial independence Improved budgeting and money management skills Moved to a better area of accommodation Improved client management skills Received referrals for independent assignments Improved cultural competency Improved mental health Improved self-confidence Improved client communication skills Increased subject matter expertise Project management skills
Program participants	Time	0	5	During self-employment Increased sense of financial independence Improved client management skills Improved mental health as a result of flexible routine Increased area of expertise Receiving client referrals Improved self-confidence Improved cultural competency Improved client communications skills Improved budgeting and money management skills Moved to a better area of accommodation Increased problem-solving skills Improved wellbeing and quality of life Increased sense of pride Expanded professional network Saved money on transportation Saved money on clothing
Program participants	Time	0	6	During the pursuit of employment Increased career clarity from mentorship Increased job applications from identified job postings Increased employability from professional development training opportunities Increased employability from updating resumes Increased employability from job referrals Increased market visibility from guest speaking opportunities Expanded professional network

BREM Impact Map

Stage 3							Stage 4											
Outcomes (what changes)							Impact											
Indicator	Source	Quantity	Duration	Financial Proxy	Value (\$)	Source	How much caused by the activity?			Impact calculation				Calculating Social Return			Discount rate	3.5%
How would you measure it?	Where did you get the information from?	How much change was there?	How long does it last?	What proxy would you use to value the change?	What is the value of the change?	Where did you get the information from?	Deadweight %	Attribution %	Drop off %	Number of people (quantity) times value, less deadweight, displacement and attribution	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5		
							What will happen/what would have happened without the activity?	Who else contributed to the change?	Does the outcome drop off in future years?									
Number of program participants who experienced the describe outcome	Initial consultation	13	6 years	Cost per mental health session	225.00	Ontario Psychological Association	30%	29%	17%	1441	1441	1191	984	813	671	554		
		20	6 years	Cost for a networking session in Ontario	38.15	Eventbrite	12%	16%	8%	564	564	517	474	434	398	365		
		23	6 years	Admission fee on fundamentals of mental health	425.00	CAMH	12%	4%	0%	8258	8258	8258	8258	8258	8258	8258		
		10	6 years	Admission fee for an English language course	975.00	University of Toronto School of Continuing Studies	43%	26%	0%	4073	4073	4073	4073	4073	4073	4073		
		19	6 years	Admission fee for a business writing workshop	479.00	Job Design Concepts	24%	12%	0%	6087	6087	6087	6087	6087	6087	6087		
		16	6 years	Admission fee for a identify and belonging workshop for newcomers	75.00	Adopt Ontario	29%	28%	13%	612	612	532	463	402	350	304		
		21	6 years	Cost for attending a business writing workshop	300.00	EDC & FITT	16%	24%	4%	4022	4022	3854	3694	3540	3392	3251		
		10	6 years	Cost for attending an intercultural competence workshop	300.00	EDC & FITT	42%	32%	4%	1190	1190	1138	1089	1041	996	953		
		21	6 years	Cost for attending a workshop on improving personal brand and business success on LinkedIn	48.76	Eventbrite	22%	17%	0%	315	315	315	315	315	315	315		
		20	NA	Financial Proxy not available	479.00	Job Design Concepts	25%	17%	4%	5988	5988	5727	5478	5240	5012	4794		
		10	6 years	Admission fee for an emotional intelligence certification	1,697.00	The Emotional Intelligence Training Company Inc.	48%	39%	4%	5389	5389	5155	4931	4717	4511	4315		
		14	6 years	Admission fee for a report writing workshop	517.46	Eventbrite	29%	25%	0%	3849	3849	3849	3849	3849	3849	3849	3849	
		Total										41788	41788	40696	39694	38769	37913	37119
		Present value of each year										41788	39320	37054	34967	33039	31253	
Total Present Value (PV)																217422		
Net Present Value (PV minus the investment)																175218		
Social Return (Value per amount invested)																5		
Number of program participants who experienced the describe outcome	Initial consultation	20	6 years	Cost for a networking session in Ontario	38.15	Eventbrite	12%	13%	0%	588	588	588	588	588	588	588		
		18	NA	Most career mentorship workshops can be accessed for free	0.00	Not applicable	12%	21%	0%	0	0	0	0	0	0	0		
		13	NA	Most job search workshops are free	0.00	Not applicable	13%	17%	0%	0	0	0	0	0	0	0		
		12	6 years	Cost of attending a job fair	38.15	Eventbrite	13%	22%	0%	313	313	313	313	313	313	313		
		20	NA	Financial Proxy not available	0.00	Not applicable	13%	13%	0%	0	0	0	0	0	0	0		
		21	6 years	Cost of attending an interviewing skills workshop	1,095.00	Canadian Management Centre	20%	17%	0%	15330	15330	15330	15330	15330	15330	15330		
		17	6 years	Admission fee for a business writing workshop	479.00	Job Design Concepts	8%	13%	0%	6555	6555	6555	6555	6555	6555	6555		
		15	6 years	Cost of attending an online job fair	38.15	Eventbrite	12%	4%	0%	483	483	483	483	483	483	483		
		16	6 years	Admission fee for attending a client development course	3,250.00	York University	16%	13%	0%	38220	38220	38220	38220	38220	38220	38220		
		19	6 years	Cost for attending an intercultural competence workshop	300.00	EDC & FITT	17%	17%	0%	3958	3958	3958	3958	3958	3958	3958		
		18	6 years	Admission fee for a communications skills course	895.00	York University	22%	22%	0%	9867	9867	9867	9867	9867	9867	9867		
		17	6 years	Admission fee on fundamentals of mental health	425.00	CAMH	16%	13%	0%	5310	5310	5310	5310	5310	5310	5310		
		12	6 years	Admission fee for a technology training course	495.00	University of Alberta	38%	35%	0%	2421	2421	2421	2421	2421	2421	2421		
		13	NA	Referred professional development programs (google analytics) can be accessed for free	0	Not applicable	17%	24%	0%	0	0	0	0	0	0	0		
Total										83046	83046	83046	83046	83046	83046	83046		
Present value of each year										83046	80237	77524	74902	72369	69922			
Total Present Value (PV)																458001		
Net Present Value (PV minus the investment)																415797		
Social Return (Value per amount invested)																11		
Number of program participants who experienced the describe outcome	Initial consultation	14	NA	Financial Proxy not available	0	Not applicable	7%	7%	0%	0	0	0	0	0	0	0		
		8	6 years	Admission fee for budgeting course	639.00	University of Toronto	29%	14%	0%	3130	0	3130	3130	3130	3130	3130		
		4	NA	Financial Proxy not available	0.00	Not applicable	15%	8%	0%	0	0	0	0	0	0			
		10	6 years	Admission fee for attending a client development course	3,250.00	York University	7%	0%	0%	30179	0	30179	30179	30179	30179	30179		
		5	1 year	Cost for a networking session in Ontario	38.15	Eventbrite	8%	8%	0%	163	0	163	0	0	0			
		12	6 years	Cost for attending an intercultural competence workshop	300.00	EDC & FITT	7%	0%	0%	3343	0	3343	3343	3343	3343			
		10	6 years	Cost per mental health session	38.15	Ontario Psychological Association	14%	14%	0%	1653	0	1653	1653	1653	1653			
		14	6 years	Cost of attending a confidence building workshop	38.15	Eventbrite	7%	0%	0%	496	0	496	496	496	496			
		12	6 years	Cost of attending a communication & interpersonal skills course	1,995.00	Canadian Management Centre	7%	7%	0%	20642	0	20642	20642	20642	20642			
		12	6 years	Admission fee on fundamentals of mental health	425.00	CAMH	7%	7%	0%	0	0	0	0	0	0			
		8	6 years	Admission fee for project management skills course	769.00	University of Toronto	15%	15%	0%	4405	0	4405	4405	4405	4405			
		Total										64010	0	64010	63847	63847	63847	63847
		Present value of each year										0	61845	59602	57586	55639	53758	
		Total Present Value (PV)																288430
Net Present Value (PV minus the investment)																264796		
Social Return (Value per amount invested)																12		
Number of program participants who experienced the describe outcome	Initial consultation	4	NA	Financial Proxy not available	0	Not applicable	20%	20%	0%	0	0	0	0	0	0	0		
		3	6 years	Admission fee for attending a client development course	3,250.00	York University	20%	20%	0%	6240	0	6240	6240	6240	6240	6240		
		4	6 years	Cost per mental health session	225.00	Ontario Psychological Association	20%	20%	0%	576	0	576	576	576	576	576		
		3	6 years	Admission fee on fundamentals of mental health	425.00	CAMH	20%	20%	0%	816	0	816	816	816	816	816		
		2	1 year	Cost for a networking session in Ontario	38.15	Eventbrite	20%	0%	0%	61	0	61	0	0	0			
		3	6 years	Cost of attending a confidence building workshop	38.15	Eventbrite	0%	20%	0%	92	0	92	92	92	92			
		2	6 years	Cost for attending an intercultural competence workshop	300.00	EDC & FITT	20%	40%	0%	288	0	288	288	288	288			
		2	6 years	Cost of attending a communication & interpersonal skills course	1,995.00	Canadian Management Centre	40%	20%	0%	1915	0	1915	1915	1915	1915			
		3	6 years	Admission fee for budgeting course	639.00	University of Toronto	40%	40%	0%	690	0	690	690	690	690			
		1	NA	Financial Proxy not available	0	Not applicable	60%	20%	0%	0	0	0	0	0	0			
		3	6 years	Admission fee for critical thinking and problem solving	2,850.00	York University	20%	20%	0%	1363	0	1363	1363	1363	1363			
		3	NA	Financial Proxy not available	0	Not applicable	20%	20%	0%	0	0	0	0	0	0			
		4	NA	Financial Proxy not available	0	Not applicable	0%	20%	0%	1533	0	1533	1533	1533	1533			
		4	6 years	Cost for a networking session in Ontario	38.15	Eventbrite	20%	20%	0%	98	0	98	98	98	98			
2	6 years	Annual savings from TTC	1,716.00	TTC	40%	40%	0%	1236	0	1236	1236	1236	1236					
2	NA	Financial Proxy not available	0	Not applicable	20%	40%	0%	0	0	0	0	0	0					
Total										14907	0	14907	14846	14846	14846	14846		
Present value of each year										0	14402	13858	13390	12937	12500			
Total Present Value (PV)																67087		
Net Present Value (PV minus the investment)																58646		
Social Return (Value per amount invested)																8		
Number of program participants who experienced the describe outcome	Initial consultation	4	NA	Most career mentorship workshops can be accessed for free	0	Not applicable	33%	40%	40%	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
		5	NA	Most job search workshops are free	0	Not applicable	33%	50%	0%	63.6	0.0	63.6	63.6	63.6	63.6	63.6		
		3	NA	Referred professional development programs (google analytics) can be accessed for free	0	Not applicable	67%	17%	20%	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
		4	6 years	Admission fee for a business writing workshop	479.00	Job Design Concepts	33%	17%	17%	666.6	0.0	666.6	555.5	462.9	385.7	321.4		
		2	2 years	Cost of attending a job fair	38.15	Eventbrite	40%	17%	0%	38.2	0.0	38.2	38.2	38.2	38.2	38.2		
		1	1 year	Guest speakers are compensated through a gift card	25	BREM	0%	40%	40%	15.0	0.0	15.0	9.0	0.0	0.0	0.0		
		2	6 years	Cost for a networking session in Ontario	38.15	Eventbrite	0%	17%	0%	63.6	0.0	63.6	63.6	63.6	63.6	63.6		
		Total										846.9	0.0	846.9	729.8	628.2	551.1	486.8
		Present value of each year										0.0	818.2	681.3	566.6	480.2	409.8	
		Total Present Value (PV)																2956.1
		Net Present Value (PV minus the investment)																-7172.9
		Social Return (Value per amount invested)																0.3

BEMC Impact Map

The Impact map of BEMC reveals a theory of change for the program participants. Since there was no volunteer time, the financial input is valued as zero. Program participants were engaged through a telephonic consultation to identify experienced changes and adjusted for causality factors and duration. By referring to existing participant feedback, similar SROI reports, and other news articles, an exhaustive list of outcomes were identified and included in the quantitative survey, which were populated and verified by the program participants.

The result of the surveys revealed the number of program participant experiencing a particular outcome, and the percentage of program participants revealed the deadweight, attribution and drop-off of their experiences. The financial proxies were identified through revealed preference techniques to infer valuations from the prices of related market-traded services.

The data was then plotted in the value map such as number of beneficiaries experiencing an outcome, estimated duration of the outcome, financial proxy and its source, and deadweight, attribution and drop-off values.

List of references:

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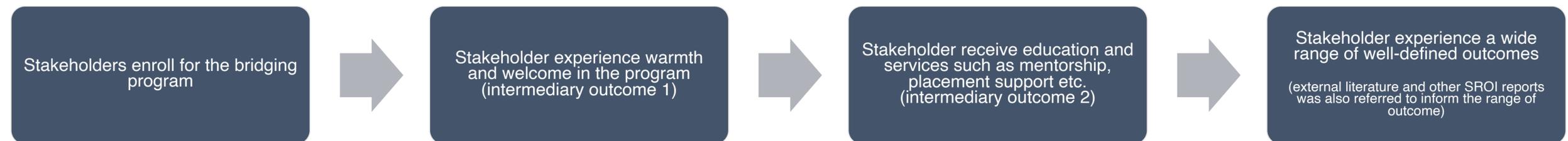
2. Related news articles:
The Advantages of Self Employment, The Chron

Organisation		Mennonite New Life Centre		
Objective		To prepare internationally trained media and communications professionals to secure meaningful employment or entrepreneurship in Ontario		
Scope		Activity	Bridge to Employment in Media and Communications	
	Reporting Period	1st April 2018 to 31st March 2020		
	Funding	Government of Ontario		
Stage 1		Stage 2		
Stakeholders	Inputs	Value (\$)	Outputs	Outcomes
	Description			Description
	What do they invest?		Number of survey respondents who attended BEMC	How would you describe the change?
Who do we have an effect on?				
Program participants	Time	0	13	During BEMC classes Reduced psychological stress Expanded professional network Improved knowledge on media and communication industry Improved English-speaking skills Improved resume writing skills Increased sense of belonging Increased cultural competency Reduced cultural shock Increased self-marketing skills Increased confidence in applying for jobs
Program participants	Time	0	13	During placement support Expanded my professional network Benefitted from professional career mentorship Benefitted from job search support Benefitted from job referrals Increased knowledge of the job market Improved interviewing skills Improved my resume writing and cover letter writing skills Increased technology skills Professional development programs
Program participants	Time	0	4	During employment Increased sense of financial independence Improved budgeting and money management skills Moved to a better area of accommodation Improved client management skills Received referrals for independent assignments Improved cultural competency Improved mental health Improved self-confidence Improved client communication skills
Program participants	Time	0	3	During self-employment Increased sense of financial independence Improved client management skills Improved mental health as a result of flexible routine Increased area of expertise Receiving client referrals Improved self-confidence Improved cultural competency Improved client communications skills Improved budgeting and money management skills Moved to a better area of accommodation Increased problem-solving skills Improved wellbeing and quality of life Increased sense of pride Expanded professional network Saved money on transportation Saved money on clothing
Program participants	Time	0	6	During the pursuit of employment Increased career clarity from mentorship Increased job applications from identified job postings Increased employability from professional development training opportunities Increased employability from updating resumes Increased employability from job referrals Increased market visibility from guest speaking opportunities Expanded professional network

Semi-structured interview questions

A smaller sample size of the stakeholders was consulted to establish a chain of outcomes and identify well-defined outcomes experienced by program participants in each phase. Stakeholders were asked to share both positive and negative experiences that were resulted from the attending and graduating from the bridging programs. During the initial consultation stage, stakeholders were asked how long the outcomes are being experienced by them. It is during this stage, stakeholders reported that they experience such outcomes on a longer time-scale for all relevant outcomes. Several outcomes were experienced on a shorter time-scale. The duration of the outcomes was validated by program managers of the bridging programs. The duration of all outcomes was tested for sensitivity analysis.

Chain of events



The following questions were asked to the program participants during the initial consultation:

- What positive changes have you experienced because of participating in the bridging program?
(Did you find a job? Did you make new friends? Do you feel financially independent?)
- Has anyone else been affected by the positive changes you have experienced?
(Your family? Your child(ren)? Your friends? Your community?)
- Have there been any unanticipated negative things associated with the positive changes you have experienced?
(Increased stress due to a new job? Have you discovered new health problems? Have you had to make tough decisions?)
- If you were to speculate, what do you think your situation might look like if you had not had the opportunity to participate in the bridging program?
- Thinking about where you are at now, do you feel the changes you have made will be more permanent than in the past? Why or why not?
- Is there anything that could be improved about the support you received in the bridging program?
- Anything else to share?

- 1 Executive Summary
- 2 About Mennonite New Life Centre
- 3 Bridging Programs
- 4 About the Report
 - a Scope
 - b Methodology
 - c Social Return on Investment
 - d Risks and Limitations
- 5 Stakeholder Identification and Engagement
 - a Stakeholder Engagement Process
- 6 BREM Impact Pathways
 - a Impact Dimensions
- 7 BEMC Impact Pathways
 - a Impact Dimensions
- 8 Social Return on Investment
 - a BREM
 - b BEMC
- 9 Sensitivity Tests
- 10 Key Takeaways
- 11 Appendix
 - a Stakeholder Segmentation
 - b Impact Map(s)
 - c Semi-structured Interview Questions



We generated an intrinsic
value of \$1.15 million

Every \$1 invested in the
bridging programs, \$7 of
social value was created

\$1 : \$7



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