



CHAIRE DE RECHERCHE DU CANADA

APPROCHES COMMUNAUTAIRES
ET INÉGALITÉS DE SANTÉ

— Tool for Assessing the Effects of Local Intersectoral Action

› Module 2

Mapping the Key Events of a Project and Translating
Them into a Chain of Transitional Outcomes

› Facilitator Guide



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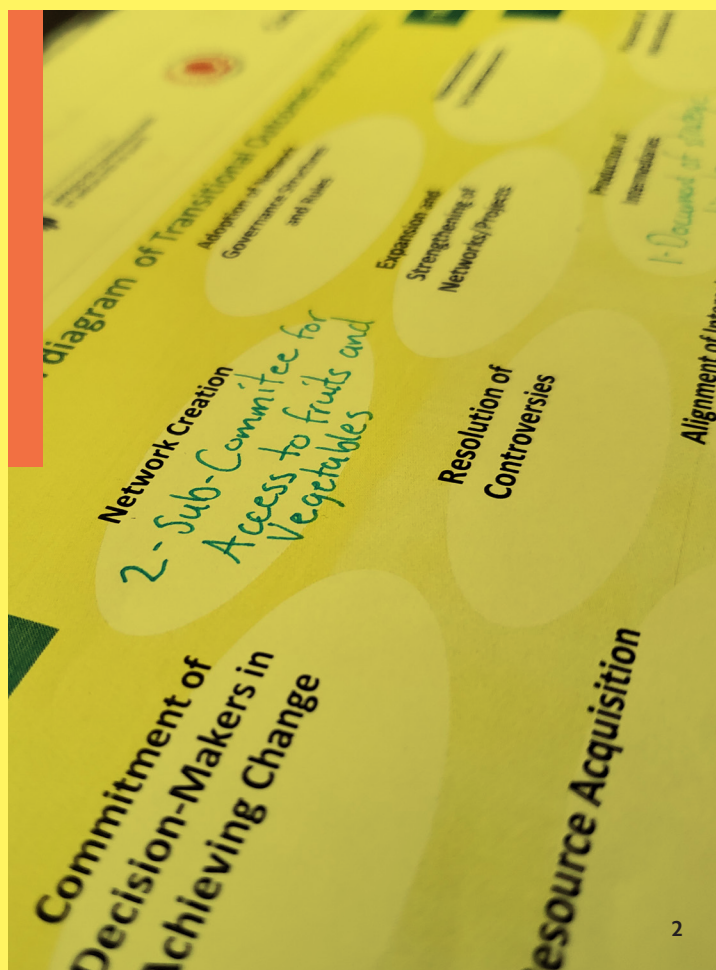


— Background

Researchers with the **Canada Research Chair in Community Approaches and Health Inequalities (CACIS)**, in partnership with the Montreal Initiative for Local Social Development, conducted research on how local intersectoral action produces effects. This research used actor-network theory to analyse case studies drawn from the experience of Community Intersectoral Committees in Montreal.

The research highlighted chains of transitional outcomes through which networks of local actors collectively produce material and social transformations in living environments. The researchers identified **12 generic transitional outcomes** that link together to produce the effects of local intersectoral action.

This **Facilitator Guide** is designed to help facilitators engage network representatives in assessing the effects of their local intersectoral action in a workshop format.



— General Information

— Workshop

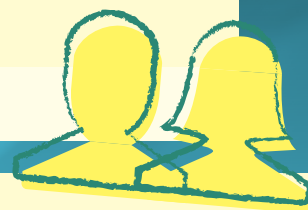


The assessment workshop takes about **three hours**.

Analysis of any long-term project, with different phases or concurrent themes, can be more complex and may require several meetings (with each focussing on a specific period or theme).

— Number of participants

The workshop can be conducted with **5 to 15 participants**.



— Target audience of the workshop

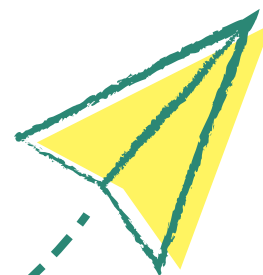
The workshop is appropriate for any **intersectoral network or working group** that is involved in a project aiming for material and/or social transformations in a living environment once the network/group has already produced some achievements. One person must act as the workshop's leader (versus participant).

— General Objectives

The workshop enables actors involved in local intersectoral action to assess the effects of their collective action in living environments (for example, a neighbourhood).

The workshop will:

- › **Identify**, based on the project's history, the key events in the course of action to observable effects in living environments.
- › **Link** these events to a general theory that identifies **12 generic transitional outcomes**, which combine in different ways to produce observable effects in terms of material and social transformations in living environments.



— Preamble

Before the workshop, **familiarize yourself with the Tool via modules 1, 2, and 3**. This may take about **two hours**. You might need to refer to the Tool a few times, in order to master its content.

Invite a few workshop participants to also familiarize themselves with the Tool's theoretical content. This can make the workshop flow more smoothly.

In order to conduct the workshop, you will need to identify your project story, including its key events.

»»» **Go to the Example** of a Chain of Significant Events and Transitional Outcomes

If you have quite a few key events, you might need to hold two meetings to complete the assessment workshop.

Your workshop room should be able to accommodate a paper large enough to display your project story.

This [sample letter](#) for inviting participants and checklist of [equipment and supplies](#) can help you prepare.

— Key Event

An event or action that punctuated the evolution of the project.

— Transitional Outcome

A transitional outcome is something that can be observed in practice (an activity, document, key event, etc.). The outcome is transitional because it is not the end of a process. Rather, it marks the evolution of action towards goals. Each transitional outcome is a milestone in this progression amidst the daily operations associated with collective action.

— Project story

Your project story can be drafted by a working committee or coordinator, using existing documentation. It can also be a collective effort. You may find the **Clothesline** tool or the Timeline tool useful.

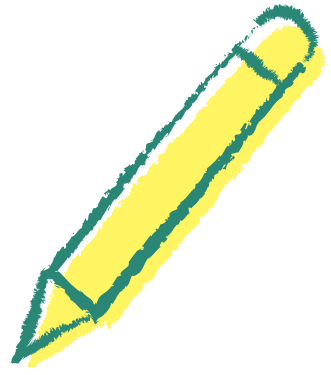
Social Analysis Systems, founded by Chevalier and Buckles, also has tools for drafting a project story.

»»» **Consult the tool**



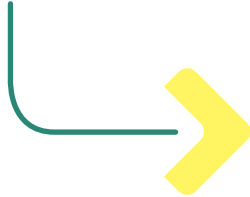
— Conduct

— Agenda



Step 1:

Welcome participants
and present the workshop objectives



Step 2:

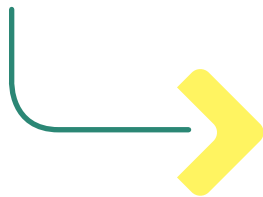
Orient participants to the
foundations of the Tool



Step 3:

Validate the project story

— Break



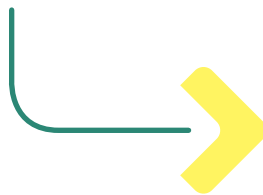
Step 4:

Link key events with
transitional outcomes



Step 5:

Debrief



Step 6:

Close the workshop

— Workshop steps

➤ Step 1:

Welcome participants and present the workshop objectives

(10 min)

Start by having participants introduce themselves and invite them to answer the question: As a participant in this workshop process, what are the top 2 things I can offer and top 2 things I need?

Explain the workshop objectives and agenda, which could be posted on large sheets.



➤ Step 2:

Orient participants to the foundations of the Tool

(30 min)

Use the TRANSITIONAL OUTCOMES **Poster** to present the foundations of the Tool. If you can, print a large version and post it on the wall. If not, make copies for each participant.

Explore the **Example** as a group.

Important note!

It is not always easy to associate a transitional outcome to an event.

Tip: You may want to explore the example by asking participants to consider: How did the event benefit or impact implementation of the project?

Keep in mind: The choice of a transitional outcome lies with the meaning that the actors give to the impacts of their action.

➤ Step 3:

Validate the project story

(30 min)

Display your project timeline on a paper banner. If the project extends over several years and involves many events, it should be broken down into different periods or themes. You can make validation easier by avoiding too many events and details. Special attention should be given to key events which appeared to have the most positive impacts.

Make note of the social actors and the resources that were necessary for the achievement of each key event.

Ask participants to place a coloured dot next to the events their organization/group was involved in.

Ask participants if other actors were involved, or if particular resources permitted the accomplishment of a key event. Add these to the timeline.

Once everyone has agreed on the timeline, go on to the next workshop step.

➤ Step 4:

Link key events with transitional outcomes

(70 min)

Ask the question: How did the event impact, positively or negatively, the progression of the project towards its goals? Refer to the **poster** to identify a transitional outcome for each event. Make sure all participants can easily read the poster.

Use the **Transitional Outcomes Cards**. As a group, select the transitional outcome that best corresponds to the meaning given to each event's major benefits. Post the relevant card next to each event's major impact. Note additional information on the Transitional Outcomes Card, as needed, to clarify the event's impact.

If necessary, remind participants that the objective of the exercise is to choose the most appropriate transitional outcome from their point of view. Since the choice of a transitional outcome rests upon the meaning that actors give to the impacts of each action. There are no right or wrong associations between a transitional outcome and an event.

➤ Step 5:

Debrief

(15 min)

Lead a reflective discussion on the project story timeline and the identified chain of transitional outcomes.

Sample questions:

- What did the chain of transitional outcomes reveal about this project?
- Did the exercise generate new perspectives on the impact of each action?
- Was there a particular period, year, or phase that stands out in terms of its influence? If so, explore together why.

➤ Step 6:

Close the workshop

(15 min)

Together with participants, review the workshop objectives and reflect on the workshop's results. How successful was the workshop in supporting participants to achieve the main workshop objective?

- Enable the actors of local intersectoral action to assess the effects of their action in living environments.

Confirm interest in further reflections and the following "next steps":

- The workshop facilitator, or another person designated as secretary for the meeting, needs to clean up the content of the discussion notes and enter them into an Excel file.
- Another meeting should be held to confirm and review the workshop notes and to draw out what has been learned and integrate learnings into action (see the Question Grid for Drawing Lessons and Integrating Learnings into Action in Module 3).

— Important notes regarding transitional outcomes

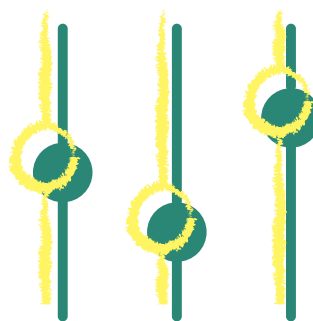
The chain of transitory outcomes is an interpretation of a project's story by its actors.

There is no right or wrong interpretation.

A project's chain of transitional outcomes is foremost a consensus among its actors:

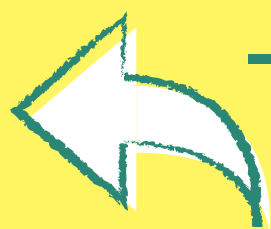
- 1) about the most impactful events in the project and
- 2) about the interpretation of these events in relation to transitional outcomes.

The interpretation of a key event can relate to more than one transitional outcome, depending on what actors want to highlight. In addition, certain events deemed important at one stage of a project's story can later become less significant than other events.



— For example

Engaging an actor can be understood as strategic and interpreted as a network extension and strengthening at one time, and then later be put into perspective related to other events.



— Lastly, provide feedback

Use the **Feedback Grid** for this.
The feedback can be written or verbal.

— Prepare for the meeting



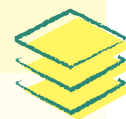
- › Consult and understand the content of modules 1, 2 and 3.
- › Ensure that at least a few participants have looked at module 1.
- › Produce the project story and write it across large sheets or a banner.
- › Use the [Sample Letter](#) to invite participants to the workshop and send out reminders.

— Gather equipment and supplies



- › Copies of the [Example](#)
- › Banner for the project story
- › [Transitional Outcomes Cards](#) in three colours (one for each area of action)
- › Large-size [poster](#) Transitional Outcomes... on a nutshell and/or smaller ones printed out for each participant.
- › Meeting objectives on flipchart paper
- › “Principles of working together” (Workshop guidelines) on flipchart paper
- › Concept definitions for “Transitional Outcome” and “Key Events” written on flipchart paper
- › Adhesive putty and tape
- › Pens and markers
- › Flipchart paper for taking notes on the wall, if necessary
- › Copies of the [Feedback Form](#)

— Group setup



- › The people involved in the project.
- › A diversity of actors reflecting the intersectoral composition of the project. A climate of respect for all points of view and of trust between participants must be achieved.
- › Strive for consensus but if that is not possible, accept that there can be different perspectives on the same event and take note of the different transitional outcomes.



About



The Tool for assessing the effects of local intersectoral action is the result of a collaboration between three partners:

- Canada Research Chair in Community Approaches and Health Inequalities (CACIS)
- Neighbourhood Round Tables Coalition in Montréal (CMTQ)
- Communagir

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- Marie-Pier St-Louis, Consultant

Graphic Art

- JAVA Communications

Acknowledgements

From December 2016 to March 2017, four workshops were held to discuss development of the Tool with (1) the steering committee of the Montreal Initiative for Local Social Development social local; (2) members of the Neighbourhood Round Tables that took part in the research underlying the Tool; (3) members of Neighbourhood Round Tables that didn't take part; and (4) Centraide of Greater Montréal. The purpose of these meetings was to determine the needs of future users and to identify the characteristics that the Tool should have.

From June to September 2018, three Intersectoral Tables also took part in developing the Tool prototype, specifically: (1) Vivre Saint-Michel en Santé Neighbourhood Round Table; (2) Young-families resource committee (CRJF) in MRC Les Moulins; and (3) Action-Gardien, the community joint action table in Pointe-Saint-Charles.

The Tool received financial support from the Fonds des services aux collectivités, Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche du Québec (project 2015-010).

Translation of the Tool received financial support from the SSHRC Connection Grant (611-2019-1023)



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ISBN: 978-2-9811747-4-1