

Decent Work for Women Project: Summary of Evaluation Interviews and Focus Group

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Table of Contents

Introduction	3
Project Impact	3
Short-Term Outcomes	3
Increased awareness of project across ONN network, partners, supporters and project stakeholders	3
Increased awareness of need and value of GBA+ in decent work in Ontario’s Non-Profit sector	4
Emerging trends/issues, barriers and opportunities identified & Educated and shifted perspectives on barriers, challenges and opportunities to women’s employment in Ontario’s non-profit sector	5
Learnings from GENC shared and infused in project and project learnings shared with GENC	5
Leader’s expertise, learnings and reflections integrated into the project	6
Greater understanding of gender equality and economic security and prosperity in Ontario’s Non-Profit sector	7
Gaps in ONN’s policy from a GBA+ lens identified	7
Stakeholders equipped with gender lens and tools to implement solutions	8
Medium-Term Outcomes	11
New partners and learnings emerge to advance women’s equity issues in Ontario’s Non-Profit sector	11
Enhanced Sustainability and More Effective Actions to Advance Equity for Women in Ontario’s Non-Profit Sector	11
Project Implementation	12
Lessons Learned about Successful Implementation	12
Challenges	13
Conclusions	15
Appendix A: Program Logic Model Visual	16

Introduction

The purpose of this document is to summarize key themes that were identified during key informant interviews (January to February 2020) with women who were involved in the Decent Work for Women Working in Ontario's Nonprofit Sector (DWW) project, as well as a focus group discussion held with members of the advisory council (November 2018). A total of nine women participated in the key informant interviews and eight women participated in the advisory council focus group. Taylor Newberry Consulting was contracted by the Ontario Nonprofit Network (ONN) to support the evaluation and lead these particular evaluation components. Additional data collected by ONN complements this report.

Project Impact

The women we interviewed saw great value in the project. They used words like “effective”, “innovative”, “overdue”, “insightful”, “action-oriented” and “empowering” in their descriptions of the work that has taken place. They became involved in the project because they recognized that decent work for women in Ontario's non-profit sector was a critical issue and to address systemic issues, collaboration was important. The project has had a number of benefits for the sector and a number of themes were identified during the interviews and focus group that are clearly aligned with key short-term and mid-term outcomes listed in the logic model. The following section is organized according to these outcomes.

Short-Term Outcomes

Increased awareness of project across ONN network, partners, supporters and project stakeholders

The women who participated in the key informant interviews consistently mentioned that over time, there was a growing awareness of the project within their networks. The resources produced during the project reached a wide audience and the project was led and supported by dedicated women who intentionally created space for important dialogue about the key issues and solutions. The Project Lead cultivated numerous opportunities to share information about the project and members of the advisory committee spoke about engaging their networks in conversations generated by the project's learnings.

Over three years:

- 18,124 web page views where the web page for the Women's Voices report was the most viewed.
- 2971 downloads where the Women's Voices report was the most downloaded.
- 127,337 impressions on social media platforms with a 4.45% engagement rate.
- 32 presentations (e.g., conferences, webinars, guest lectures, and podcasts) that reached 2218 attendees.

- 28 written outputs (e.g., reports, toolkits, blogs, articles) by the Project Lead and decent work for women champions across the sector (e.g., [The Philanthropist](#), Imagine Canada, [Charity Village](#)) and across the province and Canada (e.g., [London ON](#), [Prince Edward Island](#), and [Calgary](#)).
- 500 women reached through project engagement such as research activities, issue-specific convenings, and targeted meetings across diverse networks in:
 - Nonprofits, gender equity, and labour (e.g., Ontario Nurses Association, Ontario Equal Pay Coalition, unions, and academics)
 - Provincial and federal government officials
 - Other provinces such as Alberta and British Columbia and internationally in San Francisco and Yale University

Increased awareness of need and value of GBA+ in decent work in Ontario's Non-Profit sector

ONN representatives who participated in the key informant interviews explained that ONN's decent work framework has been gaining ground. However, prior to securing the grant, ONN did not have the capacity to dive deeper into the particular barriers that women working in the non-profit sector may face, and the solutions that could be generated. ONN recognized that this type of project was particularly relevant and timely given that the sector is a woman-majority and that data documenting women's experiences in the sector was limited.

Some key informants spoke about how they worked in Ontario's non-profit sector for many years, but did not realize the extent of the issues that women face, particularly as they might relate to intersecting identities. Through the project they gained a deeper understanding of the value of Gender Based Analysis+ (GBA+) in decent work, and how it can help to develop unique solutions. As one key informant shared:

"I thought I knew a fair bit about gender issues, but I certainly didn't. I learned a lot about gender-based analysis and what that means and why it's so important. I think for me, the big a-ha was around the intersectionality and talking about how it's not just gender, it's also the other identities that we bring with. Hearing young Black women and LGBTQ women and women with disabilities talk about, yes, it's because I'm a woman and here are some of the other realities I face, really opened my eyes to the situations that our workers are in, in our sector and some of the realities that they faced, and that it's not one size fits all. There's no solution for women who work in the sector, we actually have to think about that intersectionality of where they are, what their identities are, where they might be located geographically, the difference between rural and remote versus downtown Toronto. So for me, that was a big learning that I didn't anticipate from the beginning".

The [Women's Voices](#) report had a profound impact on those who read it. The experiences described in the report resonated for many readers. Some readers learned that certain issues they had been experiencing should not be accepted, but rather, are serious issues that require real solutions. One key informant also explained that the

report prompted important, solution-focused conversations that took into account the value of applying a GBA+ lens:

“I think one of the things that was powerful about the project is that people felt seen and a lot of people were having these conversations already, like over cocktails or on lunch or whatever, but this project created this space for people to have those conversations more publicly and also to look at what solutions could be within the sector”.

Emerging trends/issues, barriers and opportunities identified & Educated and shifted perspectives on barriers, challenges and opportunities to women’s employment in Ontario’s non-profit sector

The women we spoke to learned significantly more about barriers, challenges and opportunities to women’s employment in Ontario’s non-profit sector, and appreciated that the barriers and challenges were well documented in the [Literature Review](#) and the Women’s Voices Report. A number of key informants explained that the Literature Review was particularly useful because it compiled important information in one place. As a result, they had easily accessible and useful data to support their own work (e.g., publications, funding applications, government submissions).

The Women’s Voices Report was also described as a relevant document that promoted discussion about women’s experiences. Most explained that for years, their colleagues had been having informal conversations about the challenges and barriers they face, but until the Women’s Voices Report was published, the evidence was largely anecdotal. The publication of the report was powerful and resonated for many women across the sector. As one key informant shared:

“We find those stories are what really helped to sort of move people to think about it more seriously. You may say this is an issue, people can brush it off, right, or they do brush it off, but then when you share these stories and people hear people’s voices, then it really can move them to take time to actually think about it, like oh wow, what does that mean for people?”

The resources and conversations generated through this project also garnered the attention of the federal government and funders. Key informants explained that conversations they had with each of these groups suggested that their perspectives had shifted as a result of the project. The federal government appeared to appreciate the evidence base that the project established that justified the solutions that were created, and funders appeared to gain a greater awareness of the importance of incorporating a GBA+ and decent work lens into the funding environment.

Learnings from GENC shared and infused in project and project learnings shared with GENC

The Gender Equality Network Canada (GENC) included representatives from 50 diverse projects across Canada. While not all learnings were applicable to the DWW project, the DWW representatives who attended the GENC

meetings explained that attending the meetings did facilitate connections and relationships with women's organizations across the country. They also learned about policies in other provinces that could be adapted to Ontario's context, and participation in the network also strengthened ONN's relationship with the Canadian Women's Foundation. As one representative explained:

"When you spend three years in conversation with folks you can't help but learn new things. It was good to get a sense of what women from small towns were doing, what are some of Indigenous women who were around the table--what are some of their issues and differences, depending on geography, depending on nation, depending on political ideology? So the process was important".

Leader's expertise, learnings and reflections integrated into the project

All advisory committee members we spoke to felt that their perspectives, expertise and knowledge were strongly incorporated into the project. They explained that this was no small accomplishment. There were diverse perspectives and it took an intentional effort from the Project Lead to create the space where everyone felt heard. This effort was appreciated and instrumental to the success of the project. As one key informant explained, the result was stronger solutions:

"I remember one meeting in particular, we were triaging solutions and it was really amazing to see how even with such--because I have a very different perspective than someone from an agency with 500 staff, right? In terms of what needs to happen next, I think about it differently than they do, because I'm thinking about an entire workforce, not just one employer. So being able to bring those ideas, different ideas together to come to some kind of next steps is really interesting, and that process of talking through things, it's just, I think, beneficial for everyone because you get to see each other's different perspectives that you may not have thought of before".

Some women also explained that the learning process was reciprocal, with their knowledge and expertise being incorporated into the DWW project, and as mentioned previously, using the information from the DWW project to support their own work. For example:

"It was a good way for us to collaborate and learn about the issues that we were both addressing, but also to really look at ways of promoting that gender-based and intersectionality lens that we have been asked to incorporate through these projects...we definitely gained data around--specifics around the not-for-profit sector, and then also, I feel like we were able to impart knowledge and awareness building around what specific experiences for women with disabilities around employment happen".

Advisory council members also said that they experienced authentic engagement in the project. They always felt heard and saw their feedback reflected in the resources that were produced. One member explained that it did not

feel like the Project Lead was simply “ticking a box” when it came to meeting with the council, but instead used all of the opportunities to meaningfully solicit their perspectives and expertise.

Since the project began with a phase of deep listening through convening learning circles, the project was also strengthened by the incorporation of women’s voices across the sector. As one key informant mentioned:

“Everything that’s emerged throughout the project, [the Project Lead] has made sure to respond to in a really meaningful way. I think she’s really done a great job of considering the voices of the women she first interviewed and the research she found in the literature review, combined with the feedback and steering from maybe some of the advisory committee too, and then she’s taken that and thought about what’s most effective in the current context, so I would say effective in the sense that they really produced good resources, good information sharing tools”.

Greater understanding of gender equality and economic security and prosperity in Ontario’s Non-Profit sector

ONN and the Project Lead were considered key resources who promoted a greater understanding of gender equality and economic security and prosperity in Ontario’s non-profit sector. The project’s learnings were shared throughout various networks, including presentations at conferences. The Project Lead was also regularly invited to speak about the learnings at various agencies, including those associated with members of the advisory council. As one advisory council member explained, they learned a lot through the project:

“What’s been most interesting is in terms of some of the solutions that have come out of the work, even just sticking through the solutions or seeing what the ONN side has brought back to the committee, there’s just things that our organization has never thought of, maybe because we’re such a small organization. So we’ve never thought of how important it is to put salaries in job postings or to state that they’re negotiable, or to think about diversity on our board just because we have such a small organization, but those things are also really important. So for us, it’s been interesting to be able to reflect on practices we’ve never considered and learning from other organizations how they do things as well, especially the larger organizations. The differences between what we can do as a small non-profit versus what happens in a larger agency has been interesting to learn about”.

Gaps in ONN’s policy from a GBA+ lens identified

Learnings produced through the DWW project spurred ONN to proactively apply a GBA+ lens to their portfolio of work. Prior to this project, the organization was not explicitly looking at policy files through a gender lens. With the learnings garnered through this project, the team now has a greater understanding of the value of a GBA+ lens and how it can illuminate issues that may have previously been overlooked. When examining policies, ONN now questions how a policy might affect women, and how it might differentially affect women with multiple identities. In a sense, ONN has been living the solutions by examining, for example, who presents at their conferences, who is

part of their working groups and who is part of their board. An ONN representative shared the following example about how learnings from the DWW project have been incorporated into the broader portfolio:

“Since the Women’s Voices report came out, we’ve integrated more gendered language and an emphasis on the intersectional GBA+ analysis that was done in the rest of our work. For example, we’ve been doing advocacy around Bill 124 this year, which is the wage restraint legislation that affects provincially funded non-profits to get a million dollars or more. It imposes a cap on how much your wages can go up, with certain caveats and so on, but we’ve been making the case that because it is a women majority sector and that women are concentrated in the front lines, so a percentage--like, a cap on percentage wage increases has a disproportionate effect on women and frontline workers, which has an impact on--like, it exacerbates inequity, essentially. So we’ve been using that kind of information to do advocacy on the inappropriate provincial wage restraint legislation that affects non-profits as well as the public service”.

Stakeholders equipped with gender lens and tools to implement solutions

Women we spoke to explained that the project included diverse perspectives and acknowledged different realities of women working throughout the sector. As a result, key informants felt that the solutions - [11 identified across the systems, network, and organizational levels](#) - were applicable to a wide audience. The resources were concrete and clear which prompted critical reflection and discussion at various levels. As key informants explained:

“The project has been effective. In the sense that they really produced good resources, good information sharing tools, and a variety as well, right, like some of the longer reports are really rich and then you have short policy briefs that are quick and to the point, so it targets different audiences that way”.

“I think the scope of what it’s achieved is the big success. I feel like a lot has happened in a few years, but a lot that is really important and, again, really meaningful. I also think how they’ve brought together diverse people from the sector, like it was very interesting at the in-person meetings being able to connect with folks I never otherwise would have been sitting in a room with, and I think that lends to how broadly they’ve included all the nuances of the sector. They’ve done a really good job of responding to not just the needs of full non-profits but non-profit agencies, and balanced that really well because it’s a diverse and huge sector. Yeah, I would say that that is a big success, because it’s been that what’s been produced is applicable in more than one place. Nothing is too focused on agencies versus non-agencies”.

Key informants spoke about using the resources produced through the project in various ways. Some spoke about reading them and sharing them with others at their organization, through social media or in their broader networks. Sharing the resources sparked important conversations which have laid the foundation for action in the future. The importance of these conversations cannot be overstated. These continued conversations were seen as one way for the project’s momentum to continue. As one key informant shared:

“The outreach that [the Project Lead] has done, the questions she gets, the presentation requests, people want to talk about this. They want to address it, they want to figure it out. Young women particularly are so excited to see someone speaking about these issues, so for me, that’s the biggest success, that we shone a light on something that our sector wasn’t talking about”.

Others spoke about using the resources even more concretely, employing them to promote organizational level changes. Some examples included:

Pay Transparency Submission: *“I shared it with my HR staff. It helped us in terms of how we go about creating the compensation table for the management team and how we communicate with the management team. We also shared it at the board level so the board could understand what we’re doing in terms of the HR committee. They had some concerns, but they all thought it was important to see. I think a lot did move forward, but the province was also looking at a pay transparency law, so we were saying, hey--before the government change, this is something that we have to be mindful of...because the law didn’t--because the law had changed, there is not an urgency anymore but there is an understanding that we have to be very mindful when we are paying people...One of the things that we did do was to look at positions and say, you know what, we’re not going to pay someone, because you’ve been here for 15 years, more than someone doing the same role as you. One of the ways that we did it is we said, every senior manager coming in, you know you’re paid exactly the same as the other person, and then once you get into a merit-based situation, then it’s different. So that’s one of the ways we started talking about compensation, so it wasn’t a secret, it was more a fairness debate and an openness debate, and in some positions in the organization, not all, we post the salary range publicly”.*

Pay Equity Brief: *“This actually resonated fiercely with us because we’re struggling with that, because we fall under the Pay Equity Act and so it was actually more of a wake-up call to really aggressively focus on ensuring that we can get up to speed. It will take us a very, very long time. Even though we are in the majority, there is still areas that we have to adhere to, and it really just prompted us to really re-engage with legal counsel around are we in line, where are our gaps, pushing through to align with these policies and legislation”.*

Bridging the Gap: How Compensation Practices can Reduce the Gender Wage Gap in Ontario’s Non-Profits: *“This resource has been really useful because it talks about some of those compensation elements, and also childcare organizations often don’t maybe see us connected to decent work, because sometimes we do focus too much on wages, so this is something that with our decent work taskforce, we can really use to broaden our understanding of what decent work is, so it’s not just wages, what other things matter in terms of compensation practices and how can we have childcare centres implement them without additional resources. So one of our projects is trying to find solutions that people can do now within this current context, and so that document has been useful in crafting our own tools for the childcare sector”.*

Decent Work for Women: A Literature Review: *“I read it and I shared it with all of the staff, so like 400 people...It was over email, so I don’t really know; but people read it. I think we also put it in the staff newsletter, which also*

goes to all the staff. A lot of the work that I tried to do there internally was just around building consciousness around how the work that they're doing and their programs relate to political issues, so to have a research-based backing, a research piece looking at a lot of those issues was really helpful and, I think, relevant for a lot of people".

Women's Voices: Stories from Working in Ontario's Non-Profit Sector: "We used it in-house with our coordinators here, and actually have used it as a bit of a template when we were doing some newcomer women's stories. One of the shelters and--I forget who it was, Mental Health Association, the shelter and someone else, we were doing a piece on women's stories around addictions and the sex trade and stuff like that, and we not only used it to talk about what had been done but how it was done, kind of as a little bit of an idea for how we could do that".

Key informants also viewed ONN and the Project Lead as valuable resources that could promote organizational change. One key informant described inviting the Project Lead to a board meeting at their organization to speak about the issues because they felt that the board required a greater awareness of the realities than women working in the sector face, and the systemic issues that the board may not have ever considered. Key informants also spoke about the value of an intersectional lens and how the project has prompted them to think more intentionally about it within their own organizations. For example:

In terms of maybe how we're trying to recruit for our board differently. We've talked about our recruitment practices and how we have to look critically at who's on our board and think critically about who we're bringing in and how we're reaching out to them. That is one way, I would say, that intersectional approach is impacting our current work.

Just in terms of being clear in our postings around salary ranges, writing our job postings in such a way that they are welcoming rather than intimidating, ensuring that we have employment equity clauses in our postings, encouraging racialized women for example to apply.

Knowledge gained through the project also gave at least one key informant the confidence to advocate for decent work within her own organization: "Every February my staff are on tenterhooks as to whether or not they'll renew contracts or whether they have a job. No other sector is like that, and that is the way the government funds us. So it opened up a conversation to say, why are we willing to put up with being precariously employed?... There are limitations of course by the funding model that we have, but I as a CEO make a decision if I'm going to underpay to meet some government focus, so why am I not going back to the government and saying, we can't do this work with this level of compensation? I should do that with confidence, right, and just be able to collaborate with others to do that. So we can make a decision to say, well, that's the way it's always been, or we can take this document and support and resources and the conversations started by the project and say, no-no-no, it's been that way, but it doesn't have to be and it shouldn't be".

Medium-Term Outcomes

New partners and learnings emerge to advance women's equity issues in Ontario's Non-Profit sector

All key informants appreciated the network that was established through the project. Some advisory council members mentioned that they have been collaborating with other members that they met through the project to deliver campaigns, give talks at one another's organizations, or sit on committees. They met others who were working on similar issues and because more people are now involved, there are more advocates for decent work for women in Ontario's non-profit sector who can advocate more strongly together. One key informant explained:

"We're all doing similar work, we're all working for similar ends, similar goals, but just taking different paths based on what particular context we're in. I think being able to amplify the work of each other is really powerful, because that's how we shift discourse, right? We've seen decent work become more and more prominent in public discourse, and that's because we have all these different voices talking about it. We talk about it in terms of early childhood educators, ONN is talking about it in terms of women in non-profits, but all of that together really pushes us forward, so I think that that is something that's really critical about those relationships and bringing people together from all those different sectors or different contexts".

The project also garnered significant interest both nationally, and internationally, and ONN developed or strengthened relationships with individuals and organizations that will help to advance women's equity issues in Ontario's non-profit sector. Examples included other women majority sectors (e.g., Ontario Nurses Association, Midwives Association), labour unions, women's organizations, and academics.

Enhanced Sustainability and More Effective Actions to Advance Equity for Women in Ontario's Non-Profit Sector

Key informants explained that the networks leveraged and created through the project will be critical in sustaining the work of the project. As mentioned previously, the project started important conversations and a GBA+ lens is now incorporated into ONN's decent work movement, both of which will likely continue the momentum of the project. The advisory council will also continue to play a key role in project sustainability, as they carry on sharing the project learnings across their networks.

Representatives from ONN also explained that they will advocate for the institutionalization of a GBA+ lens into the decent work framework across Ontario's non-profit sector. For example, one representative explained that there are discussions taking place about the future of work as it pertains to automation and artificial intelligence, but these conversations tend to exclude the non-profit sector, as well as acknowledgement of the differential impact that changes may have on, for example, racialized women. ONN is now well-positioned to bring a GBA+ lens to those broader discussions.

Some specific ideas mentioned by key informants that may also have potential to sustain the project included:

- **Creating an “elevator pitch” that can be used to summarize the work and its importance.** A significant number of discussions took place and many useful resources were created, and it would be helpful to have a brief description that network members can share with others to increase the reach of the project over time.
- **Advocate for funders to invest in concrete solutions via pilot projects.** The resources were helpful but some key informants felt that certain organizations may need further support to implement solutions on the ground. For example: supporting organizations to implement concrete solutions to make their organizations more inclusive. This type of work will likely require partnership between ONN and organizations that focus specifically on capacity building.
- **Delivering workshops or training about the project’s resources.** More interactive sessions around the key themes of the resources would promote dialogue and networking among people who are interested in, or actively working on the issues. One key informant felt that workshops or training would facilitate further conversation and contribute to building a community focused on promoting decent work for women in the non-profit sector.
- **Identifying additional networks.** One advisory council member said that it will be important to increase the reach of the project by connecting with smaller non-profits who may not have been engaged with the project to date. This engagement will require understanding the composition of local networks across the province by identifying key stakeholders who have the potential to reach wide audiences (e.g., United Ways).
- **Seeking additional funding resources.** As ONN considers how best to embed a GBA+ lens into public policy work for non-profits, they will likely pursue funding opportunities that align with the potential next phases of the work.

Project Implementation

The women we spoke to identified a number of project successes and challenges. These aspects of program implementation are summarized in the following sections.

Lessons Learned about Successful Implementation

Key informants felt the project was hugely successful, with the acknowledgement that there is still lots of work to be done. They highlighted a number of key lessons learned that contributed to success.

- **A Strong Project Lead:** The strengths and skill-set of the Project Lead were consistently mentioned by key informants. She was described as dedicated and passionate about the work, and her ability to listen deeply and move from insight to action was viewed as instrumental in the project, as was her ability to engage in strong outreach efforts.

- **A Three-Year Funding Agreement:** The structure of the grant and the structure of the Project Lead's position allowed her to focus on the work, rather than worrying about income and benefits. This was viewed as important, particularly in a project that was focused on decent work for women. The longer-term funding agreement also allowed for more time to be devoted to research, solution generation and implementation.
- **A Phased and Multi-Level Approach:** The project unfolded in a number of phases which included deep listening, developing solutions and implementing solutions, all while continuing to actively engage with women in the sector. As a result, the project was responsive to events happening locally, provincially and federally. It also ensured that the solutions were well grounded in the voices of women working in the sector. The solutions framework was also focused at the organizational, network and systemic level which offered many opportunities for promoting change within the sector.
- **Building Relationships:** The Project Lead devoted considerable time to building mutually transformational relationships which facilitated the implementation of solutions.
- **Strong Communication from ONN:** Key informants appreciated the updates about the project through email, the availability of the Project Lead for discussions about the issues, and different options for engagement at advisory committee meetings (e.g., the option to call in and still be engaged). They also appreciated the transparency in decision making offered by ONN (e.g., why particular solutions were chosen over others).
- **A Diverse Advisory Council:** The advisory council was composed of women from diverse backgrounds and who brought with them diverse perspectives and experiences. This diversity generated strong solutions that were applicable across a range of environments.
- **Involvement of External Consultants from the Beginning of the Project:** The involvement of the GBA+ consultant and the evaluation consultant from the beginning of the project also helped the project to develop and added an additional reflective lens to the work. The GBA+ consultant brought significant expertise that shed light on how the issues could be examined.

Challenges

Key informants also reflected on the challenges experienced over the course of the project. These challenges included:

- **Turnover in advisory council membership:** Over a three-year project there was the unavoidable issue of advisory council turnover. Some members would have liked to have seen more consistent membership to maintain stronger connections, but also recognized that overall, turnover had a limited impact on the project, and the challenge was minimal. Continuity was offered by ONN and the Project Lead. Additionally,

one advisory council member highlighted the strength of welcoming new members; different perspectives were brought into the fold.

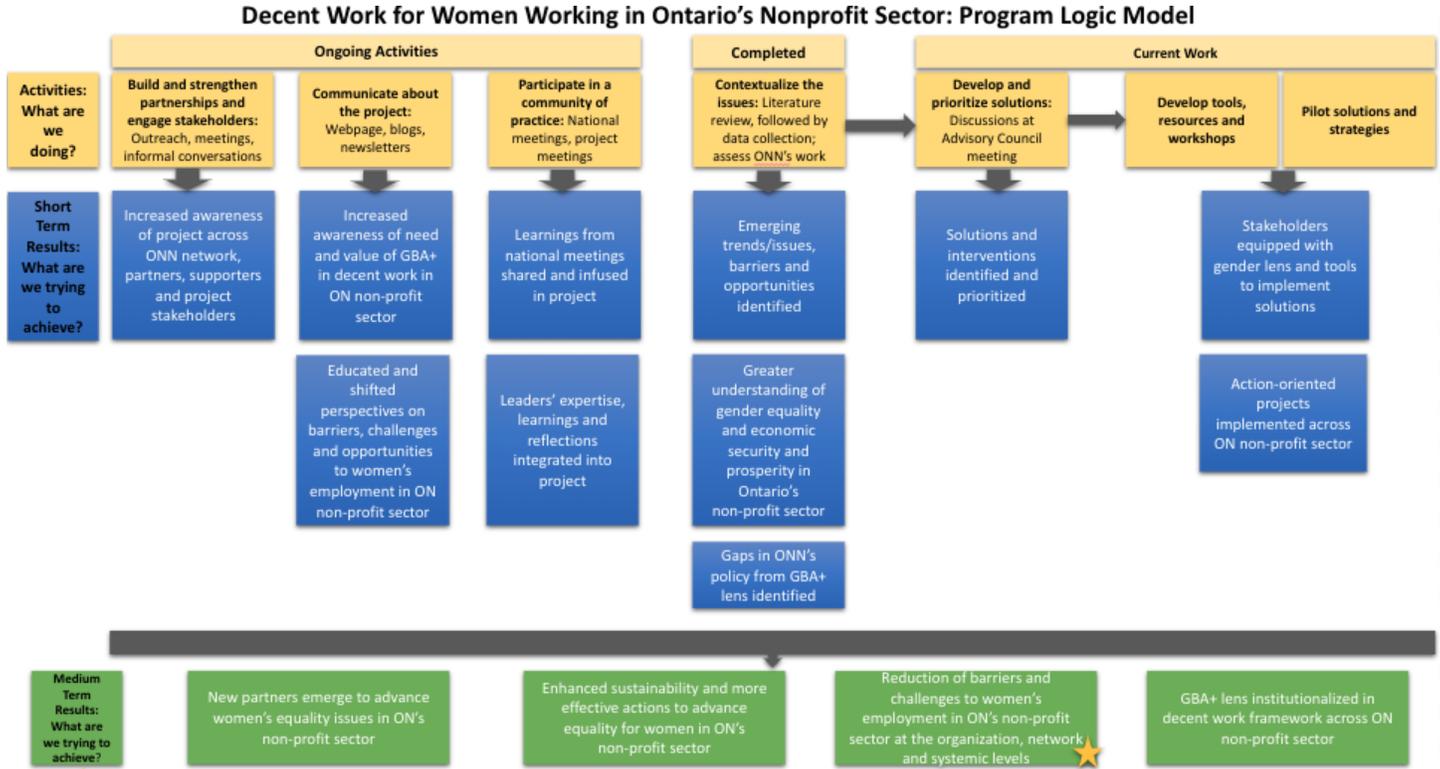
- **A stronger intersectional lens:** Overall, key informants felt that they learned a lot about intersectionality throughout the project. However, some did mention that they would have liked to have seen greater representation of the LGBTQ2S community, women with disabilities and Indigenous women. They acknowledged that significant effort was devoted to engaging these groups, but the Project Lead also explained that often, a pre-existing relationship is required to promote strong, long-term commitment. These groups are often called upon to consult on various projects, their time is limited, and they have their own priorities. One advisory committee member suggested that if there was more funding, it could be useful to look at the experiences of women in these groups specifically.
- **Limited labour market information on the non-profit sector.** One key informant explained that the data that does exist is outdated which did pose challenges for the policy file. However, with the Women's Voices Report, came some better documentation of women's experiences. Nevertheless, limited labour market information on the non-profit sector continues to pose a challenge for workforce development.

Conclusions

A number of main messages emerged during the interviews and focus group:

- The project has started important dialogue that has laid the foundation for additional solution-focused work and advocacy for decent work for women in Ontario's non-profit sector.
- Awareness of the project has steadily increased, and new partners have emerged to sustain the project's momentum.
- There is a growing awareness of the value and need of incorporating a GBA+ lens into the decent work framework. ONN is a leader on this front.
- The project generated strong data that documented the issues and barriers to women's decent work in Ontario's non-profit sector. This data resonated for women working in the non-profit sector, and stakeholders have been able to draw upon the data to support their own work.
- The project cultivated stronger network connections among leaders and organizations working on these issues, and allowed them to support and inform one another's work in new ways. Sustaining these links is important to partners.
- Solutions and opportunities were also generated through the project, all of which were grounded in the voices of women working in the sector. There is more work to be done, but as a first of its kind, the project has promoted change at the organizational, network and systemic level.

Appendix A: Program Logic Model Visual



★ Through contextualizing the issues and developing solutions, precise barriers and challenges will be identified which will allow for the more specific identification of outcomes. Therefore, this model will be updated.