Putting Collective Impact into Practice: First Steps

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Think, Pair, Share

• Why is it important that I am at this workshop today?

The Collaboration Continuum

<table>
<thead>
<tr>
<th>Complete</th>
<th>Co-opetition</th>
<th>Compressed</th>
<th>Collaborate</th>
<th>Integrate</th>
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</table>
| Competition for clients, resources, partners, public attention. | Inter-agency competition between agencies. | Inter-agency information sharing (e.g., networking). | Organizational systematic adjustment and alignment of work and strategies to achieve greater outcomes. | Fully integrated programs, planning, knowledge.

Competition
Turf
Loose

Co-opetition
Turf
Tight

Compressed
Turf
Tight

Collaborate
Turf
Tight

Integrate
Turf
Tight
Our Collective Impact Resume

• What experience do you or your organization have with collective impact?
  • Heard about the framework
  • Early stage application
  • Experienced backbone

• What are your pressing questions?

What is Collective Impact?

• A framing tool for collaborative efforts
• An opportunity to get partners on the same page
• Shared Agreement on the process and outcome measures that lead to change
• Agreement on the activities which move the needle on outcomes
• Recognition of the value of resources to drive forward change

Collective Impact – Framing Questions

• Do we aim to effect — needle-change (i.e., 10% or more) on a community-wide metric?
• Do we believe that a long-term investment (i.e., three to five-plus years) by stakeholders is necessary to achieve success?
• Do we believe that cross-sector engagement is essential for community-wide change?
• Are we committed to using measurable data to set the agenda and improve over time?
• Are we committed to having community members as partners and producers of impact?
White House Council for Community Solutions

Collective Impact
Franklin County: Communities that Care

Youth Substance Use

The Communities That Care Coalition (CTC) brings together youth, parents, schools, community agencies, and local governments to promote the health and well-being of young people in Franklin County and the North Quabbin region.

https://www.youtube.com/watch?v=3ZBL-yvDxk

Preconditions for Collective Impact

Influential Champion(s)

Urgency of issue

Adequate Resources

Discussion #1

- Identify one of the pre-conditions

- At your table, discuss how you have successfully addressed this pre-condition or the challenge that it presents.
Developing a Common Agenda

- Define the challenge to be addressed.
- Acknowledge that a collective impact approach is required.
- Establish clear and shared goal(s) for change.
- Identify principles to guide joint work together.

A Common Agenda

Two Critical Steps:

- Creating the boundaries (issue, root causes, geographic) of the system or issue to be addressed

- Developing a strategic action framework to guide the activities of the initiative
Using Theory of Change to Build a Common Agenda

The Process of Thinking, Deciding & Acting

Discussion Questions:

- How can using a common agenda approach influence your collaborative work?

- What are the challenges your collaborative is facing by adopting a common agenda approach?

Common Agenda

What makes the difference between a good movie and a bad movie?

“Getting everyone involved to make the same movie!”

- Francis Ford Coppola

Discussion #2: A Common Agenda
Shared Measurement

• Identify key measures that capture critical outcomes.
• Establish systems for gathering and analyzing measures.
• Create opportunities for "making-sense" of changes in indicators.

Benefits of Shared Measurement

• Improved Data Quality
• Tracking Progress toward a Shared Goal
• Enabling Coordination and Collaboration
• Learning and Course Correction
• Catalyzing Action

FSG Webinar: Implementing Shared Measurement

Shared Measurement Approaches

• Shared Measurement Platforms – web-based tools used to collect, analyze and report on performance
• Comparative Performance Systems – all participants report the same measures using identical definitions and methodologies
• Adaptive Learning Systems – complement shared measurement systems with a systematic and facilitated process of evaluation, learning and planning
Challenges of Shared Measurement

- Process may require facilitators, web-based tools and financial resources
- Difficult to agree on a common set of indicators
- Silo’d funders and organization missions
- Web-based systems can be expensive
- Contribution and commitment from partners
- Many community capacity building elements are not or cannot be counted

Key Success Factors

- Strong leadership and substantial funding
- Independence from funders in devising indicators, managing system
- Broad engagement during design by organizations with clear expectations about confidentiality and transparency
- Voluntary participation open to all organizations
- Effective use of web-based technology
- Ongoing staffing for training, facilitation, reviewing data accuracy
- Testing and continually improving through feedback
- Facilitated process for participants to share data and results, learn and better coordinate efforts

Shared Measurement Approaches
Road Map Project – Seattle

• The Road Map Project is a community-wide effort aimed at improving education to drive dramatic improvement in student achievement from cradle to college and career in South King County and South Seattle.

• The project builds off of the belief that collective effort is necessary to make large-scale change and has created a common goal and shared vision in order to facilitate coordinated action, both inside and outside school.

• http://www.roadmapproject.org/the-project/project-overview/
Vibrant Communities: Indicators of Community Change

Policy and Systems Change
- Changes in public policy
- Changes in service and support systems
- Changes in material resources
- Changes in community-level assets

Community Capacity Building
- Convening capacity
- Multisectoral leadership
- Collaboration
- Community awareness

Individual and Household Assets
- Personal assets
- Physical assets
- Social assets
- Human assets
- Financial assets

Key Numbers in Vibrant Communities
- 439,435 poverty reducing benefits to 202,931 households in Canada
- 256 poverty reducing initiatives completed or in progress by local Trail Builders
- $22.8 million invested in local Trail Builder activity
- 2,278 organizations partnering in Trail Builder communities
- 1,539 individuals playing substantial roles including 840 people who are living in poverty
- 53 substantive government policy changes
Community Level Challenges:

- Keeping up with evaluation demands – submitting reports every six months
- Balance between numeric indicators and community change stories
- National Level questions did not always work well at the community level
- Staff turnover, inadequate evaluation training for the communities
- Often off the side of the desk rather than designated staff person
- Takes lots of time and concentrated effort
- Not single organization but collaborations in diverse communities across Canada

Discussion #3: Shared Measurement

- How is data driving your current collaborative progress?
- What data sources would be helpful?
- What are the barriers to shared measurement?

Mutually Reinforcing Activities

- Agreement on key outcomes.
- Orchestration and specialization.
- Complementary – sometimes “joined up” strategies to achieve outcomes.
The Importance of Continuous Communication

- Create formal and informal measures for keeping people informed
- Communication is open and reflect a diversity of styles
- Difficult issues are surfaced, discussed and addressed
Continuous Communication

To + From Communication
- The community
- Members of the collaborative
- Members of the working groups
- To/From the Backbone
- To/From the convening partners and their boards of directors
- To/From collaborative funders

= Multiple Layers of Accountability

Best Babies Zone

Multiple layers and players:
- Core Funder – Kellogg Foundation
- UC Berkley – Principle Investigator
- National Partners
- Zone Lead Partners: Oakland, Cincinnati and New Orleans
- Zone Community Partners

- How do you keep everyone on the same page? What are the challenges?

Continuous Communication

- Common Messaging
- A clearly articulated Framework for Change
- Clearly defined measures and indicators – what does success look like?
- Regular and consistent communication
- Social media
Backbone Organization(s)

- Guide vision & strategy
- Support aligned activities
- Established shared measurements
- Build public will
- Advance policy
- Mobilize funding

- Like a manager at a construction site who attends to the whole building while carpenters, plumbers and electricians come and go, the support staff keep the collaborative process moving along, even as the participants may change.


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<thead>
<tr>
<th>Activity</th>
<th>Short Term Outcomes</th>
<th>Intermediate Outcomes</th>
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<tbody>
<tr>
<td>Guide vision and strategy</td>
<td>Partners share a common understanding of the need and desired result</td>
<td>Partners' individual work is increasingly aligned with the initiative's common agenda</td>
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<tr>
<td>Support aligned activities</td>
<td>Partners increasingly communicate and coordinate their activities</td>
<td>Partners collaboratively develop new approaches to advance the initiative</td>
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<tr>
<td>Establish shared measurement practices</td>
<td>Partners understand the value of sharing data</td>
<td>Partners increasingly use data to adapt and refine their strategies</td>
</tr>
<tr>
<td>Build public will</td>
<td>Guide vision and strategy</td>
<td>More community members feel empowered to take action on the issue(s)</td>
</tr>
<tr>
<td>Advance policy</td>
<td>Partners increasingly communicate and coordinate their activities</td>
<td>Policy changes increasingly occur in line with initiative goals</td>
</tr>
<tr>
<td>Mobilize funding</td>
<td>Funding is secured to support initiative activities</td>
<td>Philanthropic and public funds are increasingly aligned with initiative goals</td>
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</tbody>
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Lessons Learned about Backbones

1. Their value is unmistakeable.
2. Backbones shares strengths in guiding vision and strategy and supporting aligned activities.
3. Backbone organizations shift focus over time.
4. Backbone organizations’ partners need ongoing assistance with data.
5. External communications, building public will, and advancing policy are common backbone challenges.

Source: Understanding the Value of Backbone Organizations in Collective Impact Initiatives
Reflecting on Collective Impact

Think – Pair – Share

- What have I learned that I can apply to my collaborative partnerships?
- What other questions do I have?

Putting Collective Impact into Practice

Challenges and Opportunities

- Building Trust – requires dedicated engagement, patience, deliberation, debate and conflict
- Long Term Focus – doing the most measureable is not always the right measure
- Building Strong Communities – not just strong institutions, build leadership to sustain change
  » Paul Schmitz, Public Allies

An Emerging Body of Practice

Recent Articles and Resources (www.fsg.org):

- Understanding the Value of Backbone Organization in Collective Impact
- Embracing Emergence: How Collective Impact Addresses Complexity
- Channelling Change: Making Collective Impact Work
- Collective Impact
Thank You!

For more Resources:
• www.fsg.org
• www.tamarackcci.ca
• www.tamarackcommunity.ca
• Follow my blog: http://vibrantcanada.ca/blogs/liz-weaver
• Twitter: #collectiveimpact