



# Building toward Success through Shared Measurement

Engaging Underrepresented Youth –  
Collective Impact Webinar Series  
Webinar #2

# **Engaging Underrepresented Youth A Collective Impact Webinar Series**

This webinar is sponsored by Employment and  
Social Development Canada – Learning Branch  
and Tamarack Institute

In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



CITIES REDUCING POVERTY | CITIES DEEPENING COMMUNITY  
**Vibrant Communities**

In **Vibrant Communities** we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty** and **deepen community**.

# Goals for the Webinar

1. Review the Collective Impact Framework
2. Learn more about shared measurement in collective impact
3. Be introduced to tools that will help you use a shared measurement approach in your collective impact efforts

# Collective Impact Defined

A disciplined, **cross-sector** approach to solving **complex** social and environmental issues at **scale**.

FSG – Collective Impact Forum

# Pre-Conditions of Collective Impact

- Influential Champions
- Urgency of Issue
- Adequate Resources

# Collective Impact

## Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

**Diverse Voices \* Responsive \* Community Aspiration**

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## Shared Measurement

**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable

**Exploring \* Alignment \* Tracking Progress \* Results**

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## Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

**Weaving \* System \* Supportive \* Centered**

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## Continuous Communication

**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

**Trust \* Transparency \* Ongoing \* Engagement**

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## Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

**Facilitate \* Convener \* Coordinate \* Movement**

Source: FSG

The background of the slide is a collage of festive decorations. The top half shows several strings of colorful pom-poms in shades of red, blue, white, black, and yellow, hanging from thin wooden sticks. The bottom half features a colorful patchwork banner with various colored squares (red, green, purple, white, yellow) and a small pom-pom on the left. A large, semi-transparent blue rectangle is overlaid on the left and center of the image, containing the text.

# Shared Measurement



**Shared Measurement** is a practice popularized through the Collective Impact approach that complements population level measurement.

# Shared Measurement

## Is:

A common set of metrics that helps us answer the questions:

- What progress are we making?
- How does this information help us make better decisions?

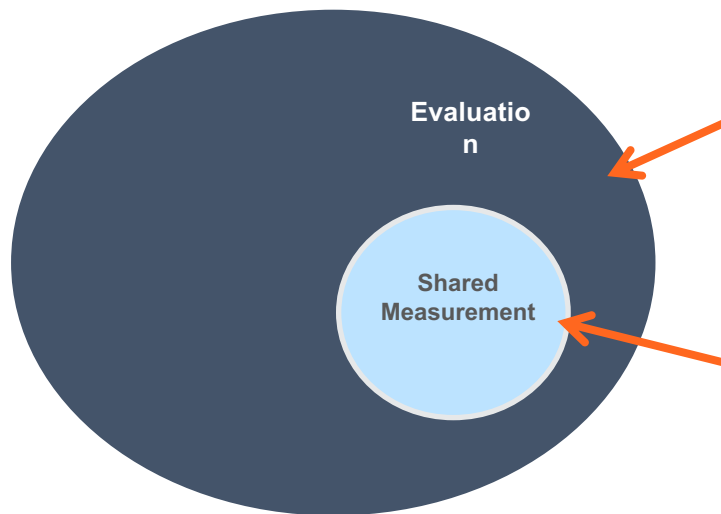
## Is Not:

- Meant to measure the impact of a single organization or intervention
- Simple data collection
- Focussed only (or mostly) on programmatic measures
- Meant to be punitive or foster competition
- Meant only to be a one time report
- A retrospective or summative evaluation

# Benefits of Shared Measurement

- Clarifies the focus of the collective impact effort
- Tracks progress toward a shared goal
- Enables coordination and collaboration
- Improves data quality
- Enables continuous learning and course correction
- Allows for catalyzing action on things that are working

# Evaluation and Shared Measurement



**Evaluation** refers to a range of activities that involve the planned, purposeful, and systematic collection of information about the activities, characteristics, and outcomes of a CI initiative

**Shared measurement systems (SMS)** use a common set of indicators to monitor an initiative's performance and track its progress toward goals

*Shared measurement can be both an input to evaluation (by providing data and/or shaping evaluation questions) and an object of evaluation*

# Design Phase of Shared Measurement

1. Define Common Agenda
2. Set Criteria for an Evaluation and Learning Process
3. Establish an Evaluation Working Group
4. Conduct Due Diligence – leverage what is already being measured
5. Select Metrics – no more than 10-15!
6. Vet With and Engage Stakeholders

# Building Learning into Shared Measurement

1. Form Shared Measurement Learning Teams
2. Review Data Being Tracked
3. Discuss Challenges and Successes of Work
4. Identify Areas for Improvement / Testing in Work
5. Test Changes in Implementing Activities
6. Implement Changes More Broadly
7. Spread Changes Across the Initiative

# Considering Indicators

- **Valid measure** linked to ultimate goal and/or sub-goals
- Easily **understandable** to local stakeholders
- Produced by **trusted source**
- **Comparable** across different groups ie. School districts
- **Affordable** to gather and report
- **Available** consistently over time, be recent, and easily disaggregated by geography
- Able to be **disaggregated** by ethnicity, gender or other relevant criteria
- Trend data should be provided over at least 3-year period
- Each indicator should be able to be influenced to significant degree by **local action**, and be useful in daily work of working groups

# Key Shared Measurement Lessons

- Start measuring from the beginning - don't let perfect be the enemy of the good
- Provide sufficient financial and logistical support for shared measurement and evaluation – it's worth it!
- Technology is secondary
- Be inclusive – the process of getting a broad set of partners to jointly identify shared measures is as important as the measures themselves
- Shared measurement alone is not sufficient – be intentional about continuous learning, and improving the system itself



The background of the slide is a vibrant, bohemian-style collage. The top half features several strings of colorful pom-poms in shades of red, blue, white, black, and yellow, hanging from thin wooden sticks. The bottom half shows a close-up of a patchwork quilt with various colored squares in shades of teal, purple, red, and white. A solid dark blue rectangular box is overlaid on the left side of the image, containing the title text.

# Example: The Seattle Road Map Project

# Seattle Road Map = Common Agenda

The Road Map Project's goal is to double the number of students in South King County and South Seattle who are on track to graduate from college or earn a career credential by 2020.

We are committed to nothing less than closing the unacceptable achievement gaps for low income students and children of color, and increasing achievement for all students from cradle to college and career.

Source: <https://roadmapproject.org/>

# Seattle Road Map Project

Work groups used a multi-step process to identify, vet, and refine indicators

## Develop Work Groups

- **Four work groups** formed in early learning, K-12 / in-school, K-12 / out-of-school, post-secondary)
- Groups were charged with **identifying indicators of student success** for their part of the cradle-to-college continuum

## Identify Indicators

- Each group used **criteria** to identify and prioritize indicators
- Work group chairs met to **calibrate indicators** across cradle-to-college continuum
- **Short-list** of top-level indicators were selected to set time-bound targets
- Additional **supporting indicators** are also tracked over time

## Track Progress and Refine over Time

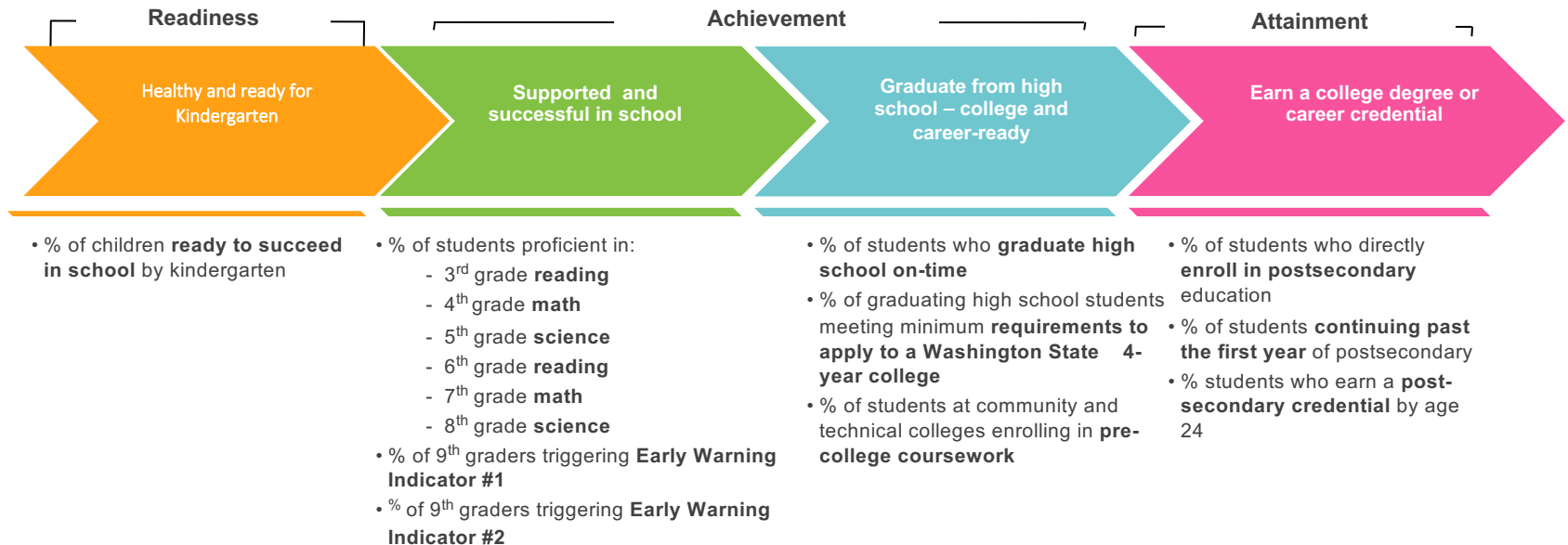
- The Road Map backbone (CCER) issues **baseline and annual reports** to track progress on all indicators where data is available
- A team of data experts **advises on indicators** over time so the list can evolve as warranted

  
The **ROAD MAP PROJECT**

# Seattle Road Map Project Indicators



The **ROAD MAP PROJECT**



Source: <http://www.roadmapproject.org/>

# Seattle Road Map – Annual Report

	2009–10 RATE	TREND	2012–13 RATE	CHANGE SINCE BASELINE	ON TRACK TO 2020 TARGET
All Students	66%		69%	↑	✗
Auburn	74%		81%	↑	✓
Federal Way	72%		67%	↓	✗
Highline	61%		58%	↓	✗
Kent	64%		69%	↑	✗
Renton	70%		74%	↑	✗
South Seattle	61%		67%	↑	✗
Tukwila	55%		67%	↑	✓

The  **ROAD MAP PROJECT**

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# Tools for Shared Measurement

# Outcome Measurement Mapping

Process: # of people/orgs at table, # of community presentations, articles, etc

Program: # of programs, # of new initiatives, etc

**Shared  
Measurement**

Policy: policy changes in own or other organizations, new investments, government policy changes

Population : # of people moved out of poverty, # of high school graduates, # of low birth weight babies

# Outcomes Diary

## Outcomes Diary Approach

**Outcomes:** The benefits or changes for individuals (or populations) after participating in the program's or organization's activities (examples: new knowledge, increased skills, changed attitudes, improved job status/income).

**Diary:** Regular reporting of the changes that are occurring. Be as specific as possible noting dates, numbers and results.



# Assessing Impact by tracking change

Levels of change and impact:

- Impacts and changes for Individuals and Households
- Impacts and changes detailing how the Community is Changing
- Impacts and changes on Policy

# Outcome Diary Success Factors

- Regular collection of results and changes as they are occurring (in real time)
- Building in feedback loops with key stakeholders involved in the community change initiative
- Sense-making reflections about the trends and patterns being captured

Resource Tool Link:

<http://www.tamarackcommunity.ca/library/tracking-change-through-an-outcomes-diary>

For More Collective Impact Resources  
visit: [www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



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