A Collective Impact Webinar Series

EFFECTIVELY LAUNCHING A COLLECTIVE IMPACT INITIATIVE

This webinar series is brought to you by the National Council of Social Service, Singapore and Tamarack Institute

Tamarack Speakers

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Collective Impact

Effectively Launching a Collective Impact Initiative
The Backbone Role

A Step by Step Guide
for the first 12 months

by Liz Weaver and Paul Born
with Kelvin Lee and Chan Whee Peng

The National Council of Social Service, Social Service Institute

TAMARACK
INSTITUTE

Opening Thought

"if only it were that easy"

"Do we want to help those living in poverty live better lives, or do we want to end poverty?" Paul Born

Why a Collective Impact?

Complex Community Issues

- Difficult to frame
- A lot of interconnected root causes require interconnected responses
- Many stakeholders need to be involved in addressing issues
- Dynamic and adaptive environment
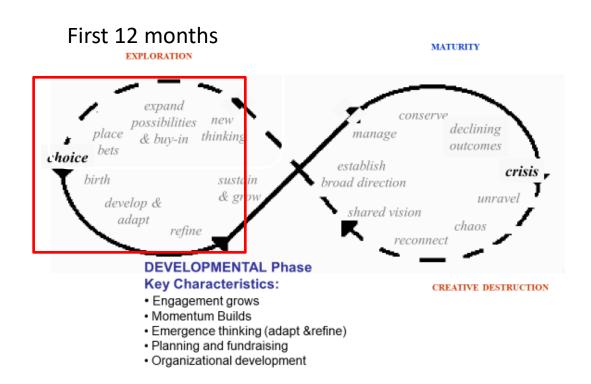- Unique to the local context

Complex community problems such as poverty, literacy, access to housing, health or education, economic and social inclusion, or immigration often have multiple, interconnected root causes.
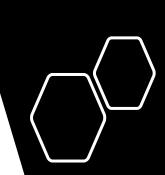
Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

1 Common Agenda
- **Common understanding** of the problem
- **Shared vision** for change

2 Shared Measurement
- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

3 Mutually Reinforcing Activities
- **Differentiated approaches**
- **Coordination** through joint plan of action

4 Continuous Communication
- **Consistent** and **open communication**
- Focus on **building trust**

5 Backbone Support
- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

Collective Impact – First Twelve Months

Components for Success	Phase I Pre-Launch	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Implementing and Sustaining Impact
Governance and Infrastructure	Core team of local cross-sector stakeholders determine feasibility for collective impact	Identify champions and form cross-sector Steering Committee	Create backbone infrastructure; form work groups	Facilitate collaboration across groups; refine structure as needed
Strategic Planning	Hold dialogues about issue, community context, and available resources	SC members share understanding of problem and vision for change in preliminary common agenda	Finalize full common agenda (common goals and strategic priorities) and how it will be pursued	Data is used to learn, improve, and refine strategies and metrics
Community Involvement	Community stakeholders engaged to provide input on appropriateness and readiness for CI	Engage the community to help frame common agenda	Engage community and build public will around common agenda, and to identify / lead strategies	Community participates in decision-making / implementation; Consistent external updates shared
Evaluation And Improvement	Determine if there is consensus/urgency to move forward	Key issues and gaps are identified by SC using data and stakeholder input	Establish population level goals and shared measures (indicators, measurement, and approach)	Data is collected, tracked, reported and used by partners to learn and improve

The Four Phases – A conversation

First 12 months

EXPLORATION

MATURITY

expand possibilities & buy-in

new thinking

place bets

choice

bets

birth

sustain & grow

develop & adapt

refine

conserve

manage

declining outcomes

establish broad direction

crisis

unravel

shared vision

chaos

reconnect

DEVELOPMENTAL Phase
Key Characteristics:

CREATIVE DESTRUCTION

- Engagement grows
- Momentum Builds
- Emergence thinking (adapt &refine)
- Planning and fundraising
- Organizational development

Transformational Work

Moving "the system" from incremental change to transformational change thinking
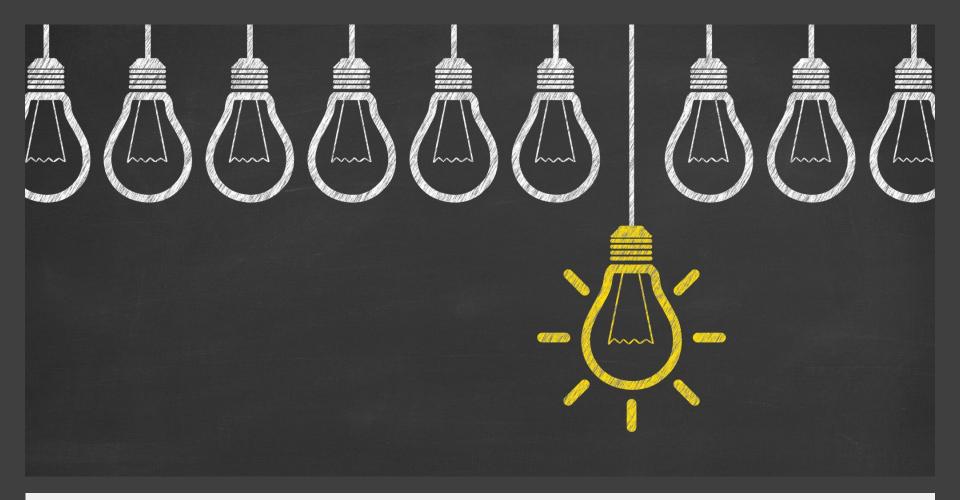
Catalyzing collective leadership

Our work is to help system leaders to

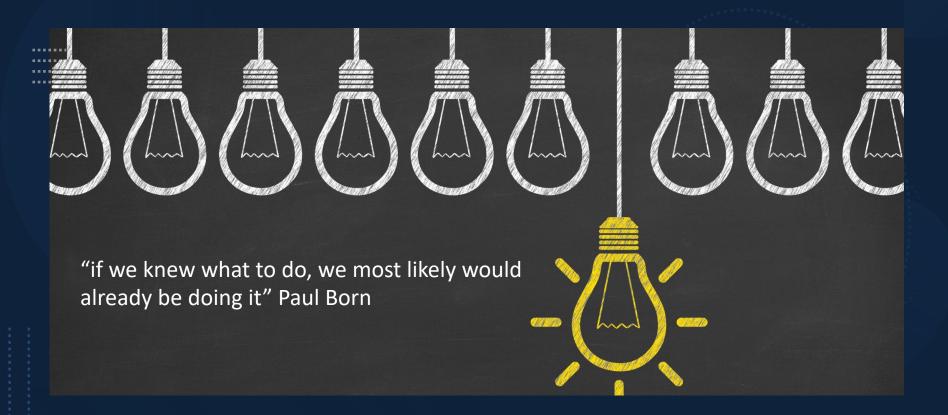| Help people understand the greater system and the complexity of which they are a part. | Foster a different, deeper type of dialogue that leads to greater clarity, understanding of difference and innovation. | Shift collective focus from reactive problem solving to co creating the future |

Transformational Work - Five shifts in Perspective

1. From deficit based to asset based
2. Putting trust and relationships at the centre
3. Shift to data that everyone understands
4. Energy (knowing who and what to emphasize)
5. Finding blind spots

**My Board asks, Why a collective impact?
What will we achieve in the first year?**

"The reason for a 12 month journey is we need the time to collectively understand the issue and commit to the change we need and generate a collective action toward that change"

"if we knew what to do, we most likely would already be doing it" Paul Born

The First 12 months
Top 5
Deliverables

Five simple targets:

1. Build Community Will to address the issue

2. Draft a plan (Common Agenda and Shared measurement)

3. Formalize the network that will adopt and implement the plan (mutually reinforcing activities) and practice working together

4. Agree on a governance model that will make the plan live (the backbone role)

5. Raise the funds (partners) to implement the strategy
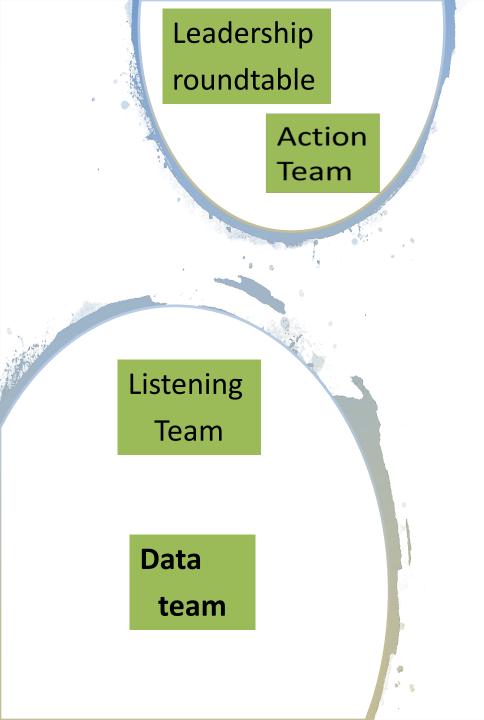
The first 12 months

Build Your Team

1. Engage a small team of people you trust
2. Build trust – ask, "what is the change we want to see"?
3. Map the system you want to engage
4. Invite system leaders to join your group, welcome diversity. Develop an engagement strategy.
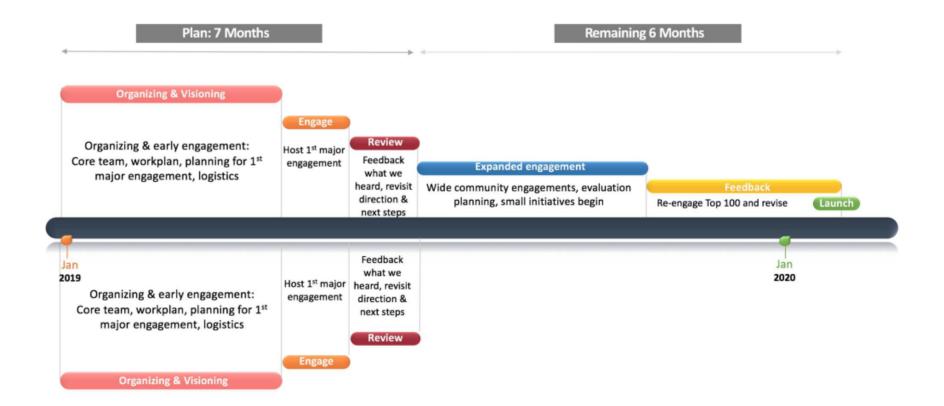
The first 12 months

Build Momentum

1. Build trust – understand relevant and obscure data. Discuss it with everyone.

2. Keep track of everyone, communicate with them regularly. (Database, direct mail etc.)

3. When people are inspired to act, encourage them, help them. Share what they do with everyone.

4. The momentum builds – use this to consider your next step. Take the next step together.

Leadership roundtable

Action Team

Listening Team

Data team

Des Moines Iowa year one

CHATHAM-KENT PROSPERITY ROUNDTABLE: JANUARY 2019 – FEBRUARY 2020 (*IN PROGRESS*)

Plan: 7 Months | **Remaining 6 Months**

Organizing & Visioning

Organizing & early engagement: Core team, workplan, planning for 1st major engagement, logistics

Engage

Host 1st major engagement

Review

Feedback what we heard, revisit direction & next steps

Expanded engagement

Wide community engagements, evaluation planning, small initiatives begin

Feedback

Re-engage Top 100 and revise

Launch

Jan 2019

Jan 2020

Host 1st major engagement

Feedback what we heard, revisit direction & next steps

Review

Organizing & early engagement: Core team, workplan, planning for 1st major engagement, logistics

Engage

Organizing & Visioning

A National Campaign
13 cities to build Vibrant Communities

$1 million per City:

$5,000 to explore and build community will

$20,000 to build a plan

$100,000 a year for 5 years matching

$50,000 a year for years 6 and 7

$50,000 a year coaching and learning support

In return

Learn together

Common evaluation

Annual theory of change

Community Plan

Implement your plan

Reduce Poverty

Result over 200,000 families were moved out of poverty – our goal was 5,000

Why is the idea of Emergence so important?

Emergence is a way of thinking. It embraces creativity, evolution, adaptation. Emergence comes from a place of unknowing – it seeks to know.

- Community engagement assumes that ideas will emerge over time
- As people become engaged ideas become aspirations
- Testing ideas allow us to modify approaches and communication
- Early wins are important they build momentum and credibility
- Community plans only matter if there are partners willing to implement it
- Caution: Beware of Death by opportunity

How does the Backbone Role Grow?

An individual convenes the discussion

A small team leads the exploration – most are paid by their own organizations and are giving their time

A leadership roundtable is formed

Staff support the work, at times a key staff person is hired, other times consultants

Strong organization with charitable status is sponsor or fiscal agent.

What is an Engagement Strategy?

Inform - Consult – Involve is a package

- Excellent brochures, website, be creative
- Community conversations
- Learning Events
- Tours, movies, dinners, etc.
- Big events and kitchen table events

Make it formal:

- Develop plan
- Set targets
- Establish budget
- Allocate leads to each strategy

Backbone must make Continuous communication a Priority

A data base of names is one of your greatest assets.

Find a reason to communicate weekly through:

- Newsletter
- Data sheets
- Stories to inspire
- Social media

The stories you share shape the behaviours you want to see more of.

What is a Community Plan?

Table of contents:

- Executive Summary
- Who are we, the consensus we have reached and why a collective impact approach?
- What is the change we want to see?
- What is happening now?
- Vision and Goals
- Strategy and Targets
- Governance Model
- Budget
- Appendices that support what we say

Formal Backbone is Established

- Governance model is adopted
- Staff is hired
- Group incorporates or sponsored
- Sponsoring organization defines HR policies, financial policies, legal policies.
- Sponsoring organization gives strategy and operations responsibility to LRT. Most often has two seats on LRT.

Closing Thought

"if only it were that easy"

Kelvin Lee

Head, Community
Enablement & Caregivers
Support, TOUCH
Community Services

Ang Mo Kio Partners' Network;
A perspective on building community assets and networks by TOUCH Community Services

Kelvin Lee
Head
Community Enablement and Caregivers Support

TOUCH
Community Services

TOUCH partnering YOU to serve our community

About
TOUCH

TOUCH Community Services is a not-for-profit charity organisation in Singapore.
We were officially registered in 1992 and have been a member of the National Council of Social Service since 1994.

TOUCH is also an
Institution of Public Character.

2019 at a Glance

TOUCH Special Needs Group reached out to

1,864

individuals through its programmes and services

TOUCH Youth Group served

134,384

children, youths, parents and educators

TOUCH Elderly Group helped

7,319

seniors to age-in-place

TOUCH Family Life prepared

230

couples for marriage

Touched the lives of

192,545

individuals

TOUCH Diabetes Support promoted diabetes awareness to

2,891 people

TOUCH
Community Services

Grow Potential of Children, Youth & Families

- TOUCH Childcare
- TOUCH Cyber Wellness
- TOUCH Leadership & Mentoring
- TOUCH Adventures
- TOUCH Youth Intervention
- TOUCH Adoption
- TOUCH Young Arrows
- TOUCH Parenting
- TOUCH Marriage Support
- TOUCH Family Support
- TOUCH Early Childhood Intervention

Impact Lives of Persons with Special Needs

- TOUCH Centre for Independent Living
- TOUCH Silent Club
- TOUCH Ubi Hostel

Value Well-being of Persons with Healthcare Needs

- TOUCH Mental Health
- TOUCH Diabetes Support

Enrich the Golden Years of our Elderly

- TOUCH Cluster Support
- TOUCH Home Care
- TOUCH Senior Group Home
- TOUCH Seniors Activity Centre
- TOUCH Caregivers Support

G I V E
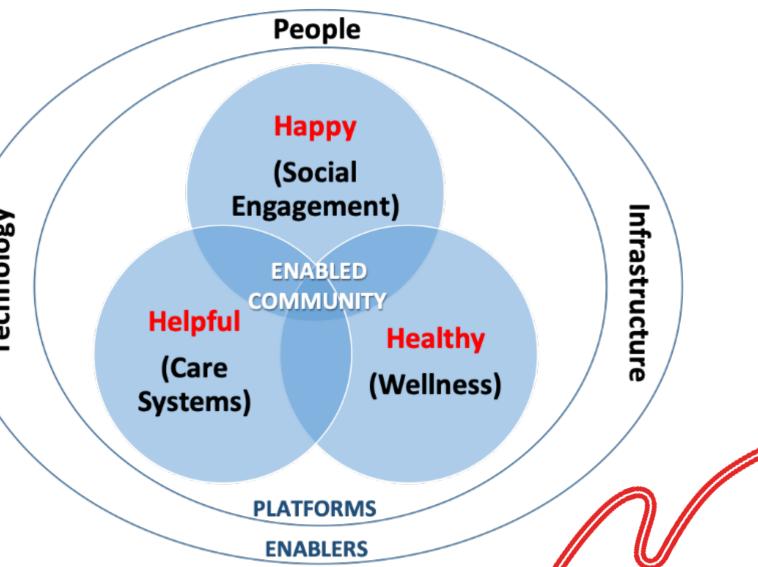
Lives Touched through *Four Causes*

Community Enablement Project

ANG MO KIO TOWN GARDEN EAST

ANG MO KIO MRT

ANG MO KIO AVE 3

Exit 14

CTE (City)

426
427
429
428
423
422
CARPARK
CARPARK
TOUCHpoint @ AMK 433
433
435
446
450
CHONG BOON CENTRE
Exit 12A
445
444
CARPARK
DEYI SECONDARY SCHOOL
ANG MO KIO AVE 8
ANG MO KIO ST 42
ANG MO KIO ST 43
CTE (Ang Mo Kio) EXPRESSWAY (CTE)

32 Blocks
12k residents
3,000 > 60yrs

Community Enablement Model

TOUCH
Community Services

People

Technology

Infrastructure

Happy
(Social Engagement)

ENABLED
COMMUNITY

Helpful
(Care Systems)

Healthy
(Wellness)

PLATFORMS

ENABLERS

Connecting People | Health & Wellness | Lifelong Learning | Partnering Stakeholders | Empowered to Serve | Delivering Impact

TOUCHpoint@AMK 433 | TOUCHpoint News | Happenings

Community Enablement Project

Developing residents and stakeholders
as community resources to help
seniors age in place

Community Enablement Project

TOUCHpoint News

Building Enabled Communities Handbook

BUILDING ENABLED COMMUNITIES IN SINGAPORE

A handbook for building enabled communities based
on practical experiences and lessons learnt
from leaders in the Community Care sector.

AMK Partners' Network

1. Alzheimer's Disease Association
2. AMKFSC Community Services
3. Ang Mo Kio Town Council
4. AWWA
5. Catholic Welfare Services
6. Community Network for Seniors (AIC)
7. Cornerstone Community Services
8. Grassroots Committees (RC & CCC)
9. Homage
10. Housing Development Board (AMK)
11. Lien Foundation
12. Methodist Welfare Services
13. National Healthcare Group
14. People's Association
15. Ren Ci@AMK
16. Silver Generation Office (AIC)
17. Singapore Police Force
18. Social Service Offices (MSF)
19. St Luke's Eldercare
20. Sunlove SCC
21. Tan Tock Seng Hospital
22. THK Community Hospital
23. THK Moral Charities
24. TOUCH Community Services

TOUCH
Community Services

24 Organisations represented

40 Ave attendance at quarterly meetings

6 Planning Team Members

Inclusive Dementia-Friendly Communities for Ang Mo Kio

Ang Mo Kio Partners Network

Inclusive DFC

Project Leads:

- *AWWA*
- *Alzheimer's Disease Association (ADA)*
- *AMKFSC Community Services Ltd*
- **TOUCH Community Services**
- *Ren Ci @Ang Mo Kio*
- *Thye Hua Kwan Moral Charities*
- *Central Health/ Tan Tock Seng Hospital*

Objectives:

❑ **PREVENT FRAILTY & DEMENTIA**
   Create large scale social movement participated by large numbers of unknown elderly residents with 4 Key Aspects of Physical Exercises – Walking (cardio), Balance (falls prevention), Strength (lean mass) & Stretching (reduce joint pain)

   3 components of Social Movement
   1. Weekly Group Social Walks (mini W2R) as routine centred-based activities & cumulating to Signature Walk 2 Remember
   2. Campaign using orange T-shirts to build Identity & media buzz
   3. Social Media Blitz for Online Outreach to call for early detection, seek diagnosis & treatment

   Mini W2R

❑ **ACTIVATION**
   Elderly walkers motivated to take charge of own health & encourage other elderly residents to join social walking
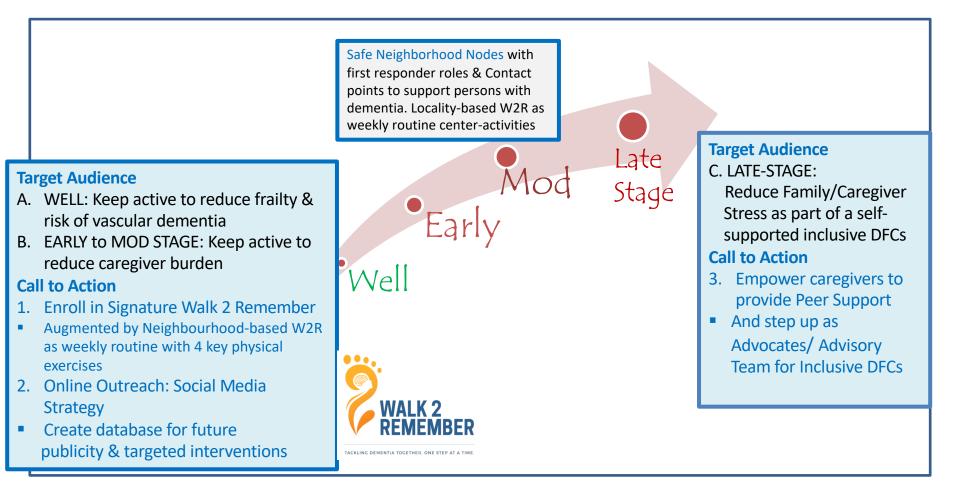   Social Network of Caregiver Support Groups
   - Coping Strategies to reduce Caregiver Stress
   - Caregivers become Community Resources for peer support
   - Advocate inclusiveness as Advisory team for iDFC

❑ Augment AIC-funded community mental health services

Brief Implementation Plan

Safe Neighborhood Nodes with first responder roles & Contact points to support persons with dementia. Locality-based W2R as weekly routine center-activities

Late Stage

Mod

Early

Well

Target Audience

A. WELL: Keep active to reduce frailty & risk of vascular dementia

B. EARLY to MOD STAGE: Keep active to reduce caregiver burden

Call to Action

1. Enroll in Signature Walk 2 Remember
   - Augmented by Neighbourhood-based W2R as weekly routine with 4 key physical exercises
2. Online Outreach: Social Media Strategy
   - Create database for future publicity & targeted interventions

Target Audience

C. LATE-STAGE: Reduce Family/Caregiver Stress as part of a self-supported inclusive DFCs

Call to Action

3. Empower caregivers to provide Peer Support
   - And step up as Advocates/ Advisory Team for Inclusive DFCs

WALK 2 REMEMBER

TACKLING DEMENTIA TOGETHER, ONE STEP AT A TIME.

TOUCH Community Services

Ang Mo Kio Partners' Network

Inclusive Dementia-Friendly Communities

Organizing Partners

Webinars Live *Online!* via Zoom

Share

> Special Events

YouTube: https://youtu.be/Zyuc3CxvgTs

Illustration

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TOUCH
partnering **YOU** to serve
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