COLLECTIVE IMPACT
CAPACITY BUILDING WEBINAR SERIES

Collective Impact:
The First Year

1

Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

Where are you joining us from?

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THANK YOU TO THE SERIES SPONSORS

3

Webinar 1: **Building Community Capacity for Collective Impact**
March 31, 2021

Webinar 2: **Collective Impact - The First Year**
April 14, 2021

Webinar 3: **From idea to Impact - Using Data to Drive Change**
April 28, 2021

Webinar 4: **Building and Sustaining your Collective Impact Collaborative**
May 12, 2021

4

Liz Weaver
Co-CEO, Tamarack Institute

5

6

Today's Agenda

- **Introductions** | 4:00 – 4:10
- **Presentation** | 4:10 – 4:40
- **Q&A** | 4:40 – 4:55
- **Announcements** | 5:55 – 5:00

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CHAT BOX – TEMPERATURE CHECK

In the chat box, let us know how you are feeling today by typing in the colour.

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8

4

BUILDING COMMUNITY CAPACITY FOR COLLECTIVE IMPACT

WORKSHOP GOALS

- Review the Collective Impact Framework
- Identify the key steps to build a Collective Impact approach
- Consider what it takes to move Collective Impact from idea to start up

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9

COLLECTIVE IMPACT

"A disciplined, cross-sector approach to solving complex social and environmental issues on a large scale."

– FSG: Social Impact Consultants

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IS YOUR COMMUNITY AND NETWORK READY FOR COLLECTIVE IMPACT

Community Readiness

Community Readiness   Community Context   Complexity of Issue   Collective Impact Approach

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PRE-CONDITIONS OF COLLECTIVE IMPACT

- Influential Champions – content and context experts

- Urgency of the issue

- Adequate human and financial resources

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12

5 CONDITIONS OF 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**
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**
Mutually Reinforcing Activities	Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action **Weaving * System * Supportive * Centered**
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**
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

13

COLLECTIVE IMPACT

DOES NOT:	DOES:
• Employ a single organization or sector approach • Focus solely on programmatic outcomes • Work on short term priorities • Resolve simple or complicated problems	• Require a backbone investment to steward the collective work forward • Require diverse perspectives • Use data to inform the issue and outcomes • Focus on the systemic barriers & identify policy change opportunities • Leverage existing assets & programs in an intentional and aligned way • Focus collective resources on high impact priorities

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14

COLLECTIVE IMPACT: THE FIRST YEAR

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15

The Phases of Collective Impact

CI Components of Success	Phase I *Assess Readiness*	Phase II *Initiate Action*	Phase III *Organize for Impact*	Phase IV *Begin Implementation*	Phase V *Sustain Action and Impact*
Governance & Infrastructure	Convene community leaders	Identify champions & form cross-sector Steering Committee (SC) to guide the effort	Determine initial Action Teams and plan backbone infrastructure	Launch Action Teams & establish backbone infrastructure	Build out the backbone infrastructure; evolve Action Teams to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definition & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice & an equity lens – gain community perspective & input around the issue	Engage community more broadly & build public will	Continue engagement & conduct advocacy
Evaluation, Improvement & Learning	Determine if there is consensus/ urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach) at SC & Action Team levels	Collect, track and report progress; establish processes to learn & improve

- The work of Collective Impact unfolds over 5 phases that are NOT linear

- It is not unusual for work of one to span more than one phase

- Different Pillars may also be in different phases at any given time

- The aim is to keep the pillars "roughly" in sync

16

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Resource: Collective Impact: 5 Phases Self Assessment Tool

17

THE FIRST YEAR: 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

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THE FIRST YEAR: BUILD YOUR COLLECTIVE IMPACT 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.
5. Develop an engagement strategy.

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19

THE FIRST YEAR: 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.

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20

COLLECTIVE IMPACT IN ACTION
Des Moines, Iowa

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21

Des Moines Iowa year one

Leadership roundtable	Action Team
Listening Team	**Data team**

OpportUNITY Case Study:
https://cdn2.hubspot.net/hubfs/316071/Resources/Case%20Studies/Case%20Study%20Central%20Iowa.pdf

Challenge/barrier:

The Leadership Roundtable realized at an early stage that more learning had to be conducted on the realities of living in poverty.

Action/response:

A group of 46 community members from four sectors engaged over 184 individuals in 22 group and 31 individual Listening and Learning Sessions to learn and understand:
- The characteristics of the life that people living in poverty want to create.
- What is helping them create that life?
- What is getting in the way of creating that life?
- What would most help people to get out of poverty?

22

CHATHAM-KENT PROSPERITY ROUNDTABLE: JANUARY 2019 – FEBRUARY 2020 (*IN PROGRESS*)
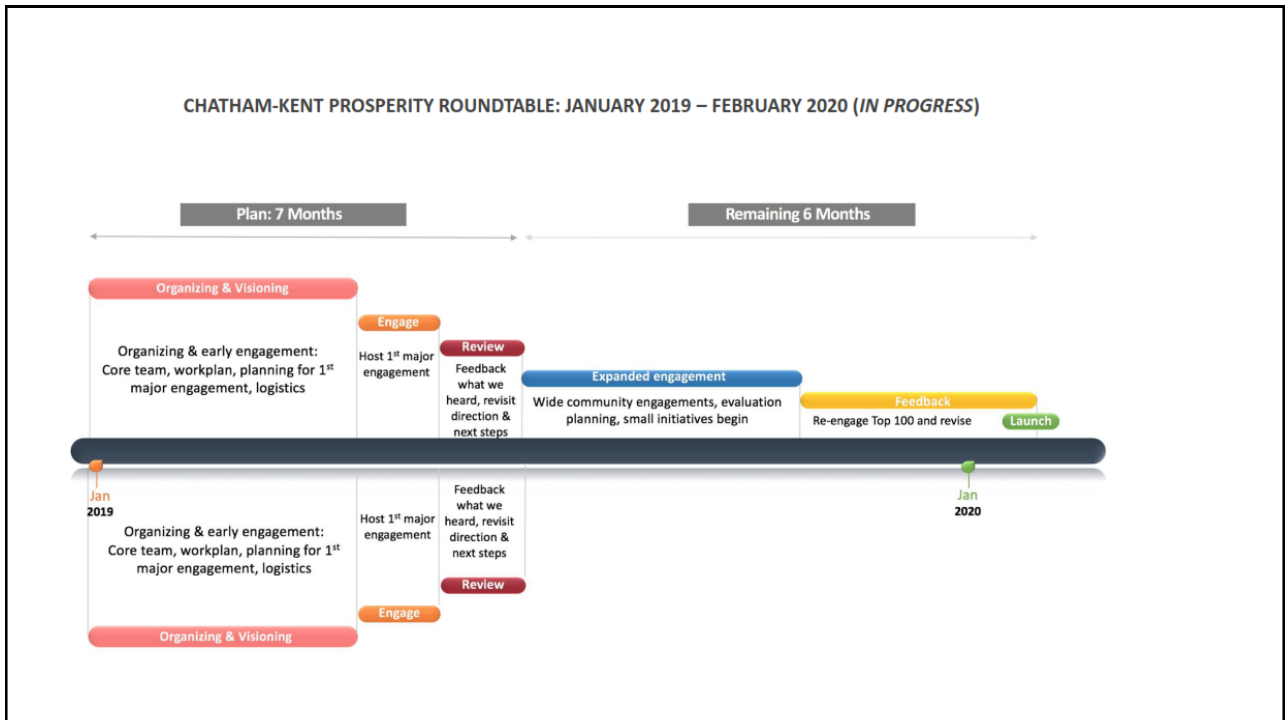
23

THE FIRST YEAR: PLANNING AND EMERGENCE

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

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THE FIRST YEAR: EMERGENT 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

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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.

26

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. |

27

THE FIRST YEAR: BUILDING 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

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28

Slide 29

BUILDING A COMMUNITY PLAN

Fresno GROWS

Fresno GROWS will support and sustain an African American-led, community-centered hub at the West Fresno Family Resource Center (WFFRC)

- Sustain an infrastructure to 1) communicate regularly with Fresno GROWS residents; 2) devise a policy and systems change agenda, grounded in research; 3) build the capacity of the West Fresno workforce, and 4) and organize community members to advance the work
- Foster innovation and program improvements informed by community wisdom
- Advocate for interventions across the life course that build upon intergenerational connections and increase social capital in the communities of West Fresno.

Source:
https://pretermbirthca.ucsf.edu/sites/g/files/tkssra2851/f/wysiwyg/Fresno%20GROWS%20Hub%20for%20Civic%20Engagement%20Strategic%20Framework%20May%2021%202020%20Final%20%281%29.pdf
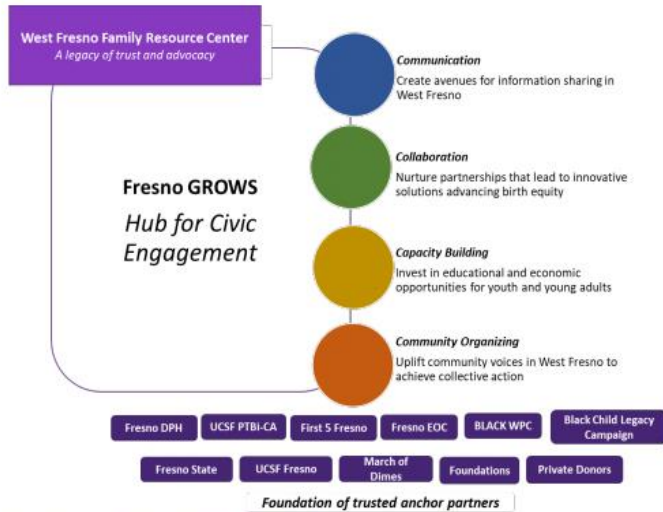

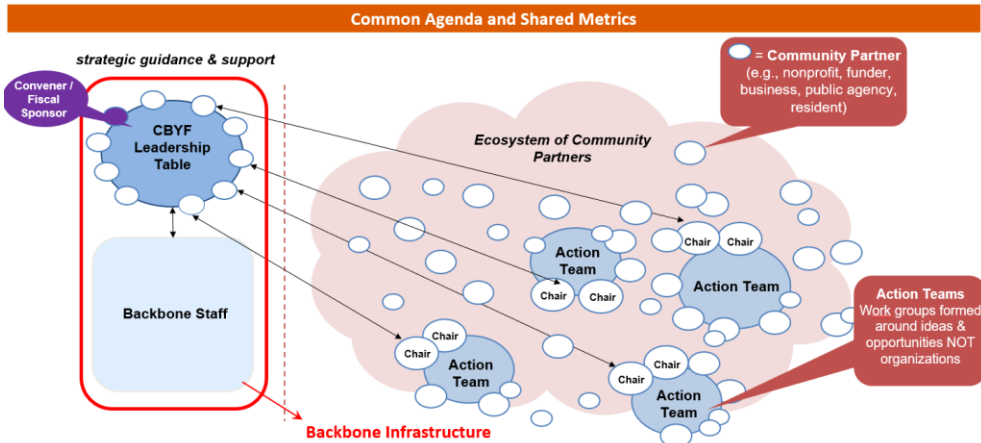Figure 2: Concept map of Fresno GROWS and its Hub for Civic Engagement

29

Slide 30

THE FIRST YEAR: ESTABLISHING THE BACKBONE

- 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.

30

Collaborative Governance – Constellation Model

31

QUESTIONS?

32

THANK YOU

33