COLLECTIVE IMPACT
CAPACITY BUILDING WEBINAR SERIES

From idea to Impact:
Using Data to Drive Change

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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.

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THANK YOU TO THE SERIES SPONSORS

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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

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Liz Weaver

Co-CEO, Tamarack Institute

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

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

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Check In Conversation

In the chat box, write a word or a phase that comes to mind when you think about data and shared measurement

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Today's Agenda

- **Introductions** | 1:00 – 1:05
- **Interview/Presentation** | 1:05 – 1:30/1:40
- **Q&A** | 1:40 – 1:55
- **Announcements** | 1:55 – 2:00

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Learning Objectives

- **Learn how data can drive the development of the common agenda**
- **Identify the key data points for measure progress**
- **Learn about tools which can support a shared measurement approach**

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Collective Impact

"Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration."

Kania and Kramer (2011) Collective Impact.
Stanford Social Innovation Review

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Pre-Conditions of Collective Impact

- Influential Champion(s)
- **Urgency of issue**
- Adequate Resources

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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

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Data and the Common Agenda

- Focus on the key data points related to your issue
- Look at the trends over time – has the gap increase or decreased over the last 3 to 5 years?
- Consider the impact the data is having on programs and services – are partners aware of the data, the trends, what this means?
- Consider the community connection to the current data

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Community Data Sources to inform the Common Agenda

- Census Data – watch for the lag time and recency
- Annie E Casey Foundation – Kids Count Data - https://datacenter.kidscount.org/topics
- Municipal and Organizational Data Reports – how accessible are these? Who publishes, are they willing to share?
- Local Media and Social Sources
- Funding priorities of local funders
- Partner States or Communities – do they have data that is useful?
- Other sources?

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Using Data to Build your Plan on a Page

- Reviewed 70 community data sources
- Used data to define their impact statements
- Data drives forward their collective efforts

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Making the Data Come Alive: Data Reflection Tools

- Urban Institute – Data Walks
- Tamarack Institute – Hosting a Data Walks Tool
- Forum for Youth Investment - Mapping Moving Trains
- Other Data Reflection Tools?

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Shared Measurement

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From Idea to Impact: Using Data to Drive Change

"My question is: Are we making an impact?"

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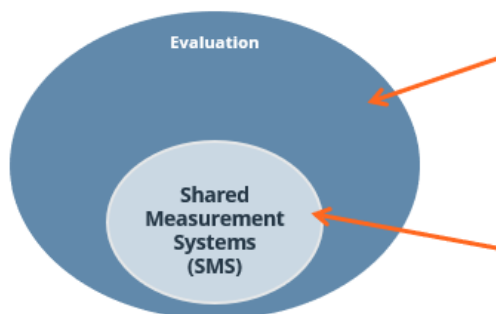
Evaluation refers to a range of activities that involve the planned, purposeful, and systematic collection of information about the activities, characteristics, and outcomes of a CI initiative

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

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Evaluating Collective Impact – 4 Aspects to Evaluate

1 | The initiative's **context**

For example...
- Community culture and history
- Demographic and socio-economic conditions
- Political context
- Economic factors

2 | The CI **initiative** itself

...the effectiveness of
- The five core elements of collective impact
- The initiative's capacity
- The initiative's learning culture

3 | The **systems** targeted by the initiative

...changes in:
- Individuals' behavior
- Funding flows
- Cultural norms
- Policies

4 | The initiative's **impact**

...changes in:
- Population-level outcomes
- The initiative's (or community's) capacity for problem-solving

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Source: FSG – Collective Impact Forum

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Shared Measurement asks the questions:

- What progress are we making?

- How does this information help us make better decisions?

Shared Measurement is NOT:

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

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Phases of Developing a Shared Measurement Approach
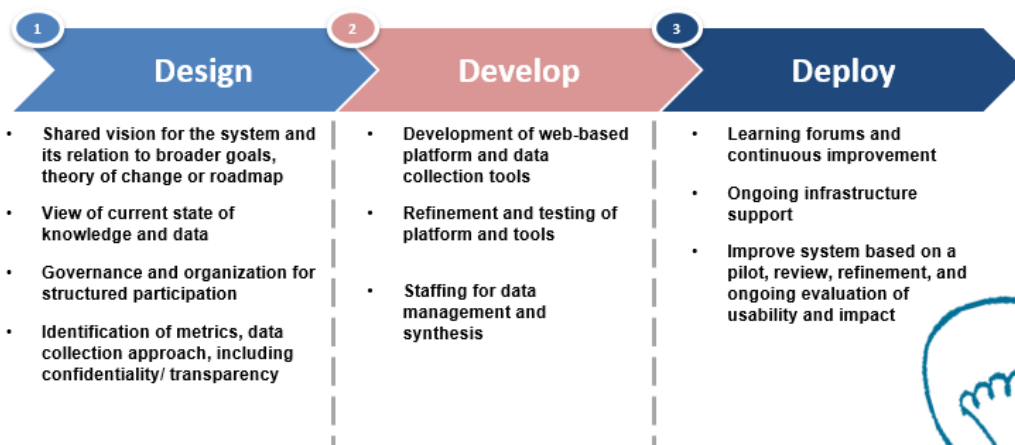
Source: FSG Analysis

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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

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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

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Considering Shared Measurement 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
- Be influenced to significant degree by **local action**, and be useful in daily work of working groups
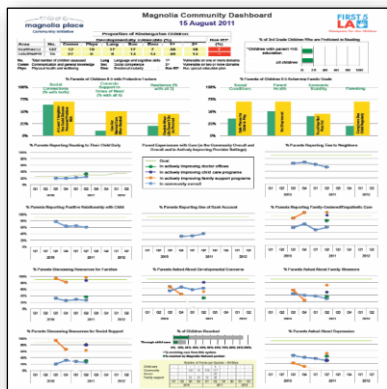
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Shared Measurement Lessons

- 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

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Shared Measurement Examples

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Magnolia Place Community Initiative – Los Angeles

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Magnolia Place

What are we trying to accomplish?

How will we know if a change is an improvement?

What changes can we make that will result in improvement?

ACT · PLAN · STUDY · DO

Set SMART aims for the improvement:
- **S**pecific
- **M**easurable
- **A**ction oriented
- **R**ealistic
- **T**imely

Three levels of change:
1. System
2. Across organizations
3. Individual organizations

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Magnolia Place's Lessons

1 Real Time Data and Learning
- Real time nature of data provides a way to test hypotheses and learn what is working/not working and why

2 Structure for Learning
- Model for Improvement provides useful discipline; partners attend meetings to receive access to data and gain coaching support

3 Motivation and Engagement for Change
- Tapping into partners' knowledge, expertise, and creativity

4 Strategic Alignment
- Individual and group engagement on shared measures enables greater system functionality and alignment

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Tools for Shared Measurement

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Shared Measurement Defining Success

Process: # of people/orgs at table, # of community presentations, articles, etc	Progress: # of programs, # of new initiatives, etc
Policy: policy changes in own or other organizations, new investments, gov. policy changes	Population : # of people moved out of poverty, # of high school graduates, # of low birth weight babies

Shared Measurement

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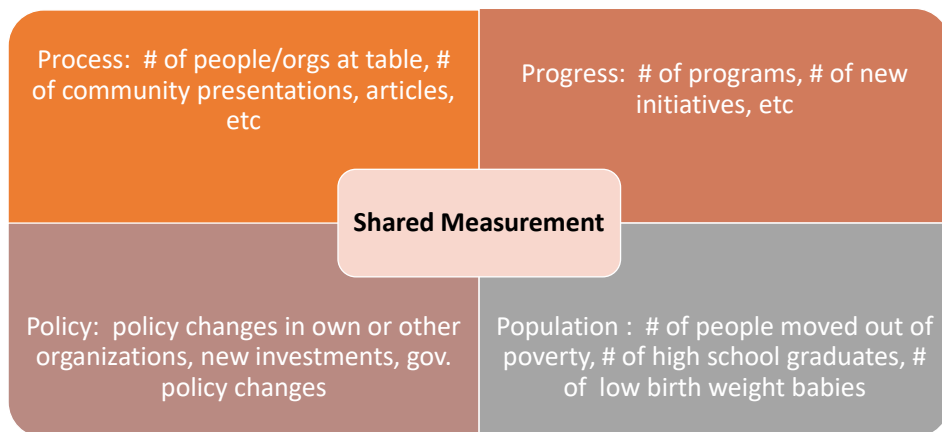
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Building an Outcomes Diary

Outcomes: The benefits or changes for individuals (or populations) after participating in the programs 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.

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Outcomes Diary: Domains Change and Impact

- Impacts on Individuals and Households
- Impacts on Community Change Systems
- Impacts on Policy Change

Name of Partner	Activity	Outcome	Contribution to Outcome
City of Hamilton	Rental Subsidies for Low Income Individuals	$4 million over 5 years benefiting 400 families/year	- Presented to City Council in support of decision - City of Hamilton is a partner o HRPR
Hamilton Board of Education	Invited Ruby Payne to speak to school board staff on poverty	Opened 2nd workshop for community members – 300 attended	- Increased awareness of partners about issue - Media article - Board is a partner

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Outcomes Diary: Lessons

- Many partners engaged in collective efforts and in their individual activities
- Constant flow of changes occurring both within the work of the collective effort and external to it
- Need to develop a system that captures this flow in real time
- Feedback loops are integral to ensure that partners are engaged, contributing and learning

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QUESTIONS?

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