Evaluating Collective Impact

Healthy Start Convention
November 16, 2015

Slides adapted from Tamarack Institute and FSG resources
Presenters and Co-Facilitators
Who’s Who

Who is at your table?
  • Table introductions (2 minutes)

Who is in the room?
  • Healthy Start roles represented today (Evaluators, Project Director, Program Staff, CAN Coordinator or member, etc.)?
Today’s Session Will...

- Start the conversation about evaluating CI
- Focus on the importance of shared measurements systems, and how shared measurements and evaluation are complementary activities
- Discuss role of continuous learning and adaptive approaches to evaluation
- Brainstorm indicators for evaluating CI in the Healthy Start context
- Explore how CI evaluation relates to local evaluation planning
Today’s Session Will **NOT**...

- Make you an **expert** CI evaluator
- Provide a **step by step instruction** nor a linear example of how to evaluate CI
Main Ideas

• Moving the needle on community issues is a complex – not a simple – challenge

• Making progress on complex issues require adaptive responses

• Adaptive response require an adaptive approach to evaluation
Brief Overview of Collective Impact
Brief Overview of Collective Impact

https://www.youtube.com/watch?v=pzmMk63ihNM
### The Five Conditions of Collective Impact

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Common Agenda</td>
<td>All participants have a <strong>shared vision for change</strong> including a common understanding of the problem and a joint approach to solving it through agreed upon actions.</td>
</tr>
<tr>
<td>Shared Measurement</td>
<td>Collecting data and measuring results <strong>consistently</strong> across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
</tr>
<tr>
<td>Mutually Reinforcing Activities</td>
<td>Participant activities must be <strong>differentiated while still being coordinated</strong> through a mutually reinforcing plan of action.</td>
</tr>
<tr>
<td>Continuous Communication</td>
<td><strong>Consistent and open communication</strong> is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>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.</td>
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</tbody>
</table>

Source: FSG
Evaluation involves the systematic collection of information about the activities, effects, influence, outcomes and impact of initiatives to inform learning, decision making and action.

Shared Measurement is a common set of indicators to monitor performance and track progress toward goals.

Shared Measurement can both be an input to evaluation (by providing data and/or shaping the evaluation, and the object or focus of the evaluation.)
Evaluating Collective Impact

A need for mindset shifts, continuous learning, and adaptive evaluation
Shifting Mindsets → Evolving Strategies

Traditional evaluation works best when people work with clear goals, well developed theories of change, and fixed measures of success that are kept stable over time.

All CI goals and strategies often emerge over time - often take radical shifts.
Shifting Mindsets ➔ Continuous Learning

Embrace a strategic learning approach to evaluation.

Make informing strategy – not reporting to funders or testing policy experiments – the primary aim of evaluation activities.

Emphasize ‘real time’ feedback and robust sense-making to help social innovators make timely, data-based decisions to develop and adapt their strategy.

Start with a simple and ‘roughly right’ evaluation design and measure and be prepared to adapt them to co-evolve with the emerging strategy.
Employ multiple users and multiple designs.

Develop an evaluation scope of work to identify who needs what information, when, for what purpose, packaged in what way, and when.

Settle on evaluation priorities based on that assessment – you can’t evaluate it all.

Design multiple – sometimes overlapping – evaluation processes for different users.
## Comparing Two Evaluation Paradigms

<table>
<thead>
<tr>
<th>Traditional Program Evaluation</th>
<th>Evaluating CI Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessing the impact of a specific intervention</td>
<td>Assessing multiple parts of the system, including its components and connections</td>
</tr>
<tr>
<td>Rends definitive judgements of success of failure</td>
<td>Focus on collecting feedback, generating continuous learning, supports/affirms change in direction</td>
</tr>
<tr>
<td>Design based on linear cause-effect logic models</td>
<td>Design to capture non-linear/non-directional relationships between the intervention and its outcomes, system dynamics, emergent interconnections/interdependencies</td>
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</table>
**Comparing Two Evaluation Paradigms**

<table>
<thead>
<tr>
<th>Traditional Program Evaluation</th>
<th>Evaluating CI Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluating effects and impact according to pre-determined set of outcomes</td>
<td>Evaluating intended and unintended outcomes as they emerge over time</td>
</tr>
<tr>
<td>Providing findings at the end of the evaluation</td>
<td>Embedding feedback and learning throughout the evaluation</td>
</tr>
<tr>
<td>Emphasis on fidelity to original plan and locate blame for implementation failures</td>
<td>Emphasis on learning to respond to the lack of control and staying in touch with what’s unfolding to respond strategically</td>
</tr>
</tbody>
</table>
Evaluating a Collective Impact Effort Involves Looking at Four Aspects of the Work

1. The initiative’s context
   - 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:
   - Population-level outcomes
   - The initiative’s (or community’s) capacity for problem-solving

4. The initiative’s impact

For Example
- Community culture and history
- Demographic and socio-economic conditions
- Political context
- Economic factors
Table Discussion

What aspects of this framing of mindset shifts for evaluating CI initiatives resonated with you the most and why?

What aspects resonated with you the least and why?

What questions remain?
Overview - Intro Guide to Evaluating CI
(CI Forum’s Guide)
Framework for Evaluating Collective Impact

1. Social-Political-Economic Context

2. CI Design and Implementation
   - CI Process Outcomes and Indicators
     - Common Agenda
     - Shared Measurement
     - Continuous Communication
     - CI Capacity
     - Mutually Reinforcing Activities
     - Backbone Infrastructure
   - CI Learning Culture

3. Intermediate Outcomes
   - Outcomes and Indicators
     - Behavioral Changes (professional practices, individual behavior)
     - Systems Changes (funding flows, cultural norms, public policy)

4. Impact
   - Outcomes and Indicators
   - CI Goals

Key:
- Potential evaluation focus
- Continuous learning
<table>
<thead>
<tr>
<th>CI Action Focus</th>
<th>Evaluation Questions</th>
<th>Evaluation Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Questions about CI initiative’s context and design and implementation</td>
<td>Performance Measures: Agreement on early performance indicators</td>
</tr>
</tbody>
</table>
| Designing the overall approach | • Sense of urgency around the issue; are there champions?  
• Explore socio-economic, cultural, political factors influencing design and implementation?  
• Which CI core conditions are gaining momentum vs. experiencing challenges; what merits more attention?  
• How should initiative adapt to changing circumstances? Extent to which initiative is evolving in response to progress/challenges in achieving outcomes?  
• Extent to which learning processes, feedback loops embedded?  
• How are relationships developing among CI partners? | Evaluation Approach: Developmental Evaluation |
| Implementing early stage | | |
# Framework for Evaluating Collective Impact: Mid Years (2 to 3)

<table>
<thead>
<tr>
<th>CI Action Focus</th>
<th>Evaluation Questions</th>
<th>Evaluation Approach</th>
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<tbody>
<tr>
<td>Changing behavior</td>
<td>Questions about CI initiative’s intermediate outcomes</td>
<td>Performance Measures:</td>
</tr>
<tr>
<td></td>
<td>• Explore changes in individual behavior, awareness, and practices among members of</td>
<td>Data from shared measurement system informs progress and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Extent to which social and cultural norms are evolving in ways that support CI</td>
<td>Evaluation Approach:</td>
</tr>
<tr>
<td></td>
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<td></td>
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<tr>
<td>Changes in way system operates</td>
<td>• Extent to which systems are making different decisions about policies, programs,</td>
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</tbody>
</table>
### Framework for Evaluating Collective Impact: Late Years (4 to 5)

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<tr>
<th>CI Action Focus</th>
<th>Evaluation Questions</th>
<th>Evaluation Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meaningful and measurable changes related to initiatives’ goals are achieved</strong></td>
<td><strong>Questions about CI initiative’s impact</strong></td>
<td><strong>Performance Measures:</strong> Data from shared measurement system informs progress and continuous improvement</td>
</tr>
<tr>
<td></td>
<td>• Extent to which CI initiative has achieved ultimate goals, and other unintended consequences?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• What about CI initiative has been most effective, for whom, and why?</td>
<td><strong>Evaluation Focus:</strong> Summative Evaluation</td>
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<td></td>
<td>• What difference did CI initiative make on its stakeholders?</td>
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### Three Evaluation Approaches

| Stage of CI Development | Developmental Evaluation  
**EARLY-MIDDLE YEARS** | Formative Evaluation  
**MIDDLE YEARS** | Summative Evaluation  
**LATE YEARS** |
<table>
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</thead>
<tbody>
<tr>
<td>What's Happening?</td>
<td>CI initiative is exploring and in development</td>
<td>CI initiative is evolving and being refined</td>
<td>CI initiative is stable and well-established</td>
</tr>
<tr>
<td><strong>Key Strategic Question</strong></td>
<td>What needs to happen?</td>
<td>How well is it working?</td>
<td>What difference did it make?</td>
</tr>
</tbody>
</table>

- **Developmental Evaluation (Early-Middle Years)**
  - CI initiative is exploring and in development
  - CI partners are assembling the key elements of their initiative, developing action plans, and exploring different strategies and activities
  - There is a degree of uncertainty about what will work and how
  - New questions, challenges, and opportunities are emerging

- **Formative Evaluation (Middle Years)**
  - CI initiative is evolving and being refined
  - The initiative’s key elements are in place and partners are implementing agreed-upon strategies and activities
  - Outcomes are becoming more predictable
  - The initiative’s context is increasingly well-known and understood

- **Summative Evaluation (Late Years)**
  - CI initiative is stable and well-established
  - The initiative's activities are well-established and are not changing
  - Implementers have significant experience and an increasing amount of certainty about “what works”
  - The initiative is ready for a determination of impact, merit, value, or significance.
Group Exercise: Scenario

1. What outcomes can your Collective Impact Initiative be measuring at this stage of its development?

2. What are some specific indicators that could be applicable?

3. What types of evaluation approaches could the initiative utilize?

4. Who should be engaged?

5. Can you identify any particular tools that could be applied?
What can you bring back to your Healthy Start CAN or related CI initiative that helps it to better measure its success?

What questions do you still feel are unanswered?
Wrap Up & Next Steps
Questions?
# The Phases of Collective Impact

<table>
<thead>
<tr>
<th>Over-arching Actions</th>
<th>Components of Success</th>
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<tbody>
<tr>
<td><strong>Phase I</strong></td>
<td><strong>Pre start-up</strong></td>
</tr>
<tr>
<td><em>Generate Ideas and Host Dialogues</em></td>
<td><em>Focus: Engagement and Exploration</em></td>
</tr>
<tr>
<td><strong>Phase II</strong></td>
<td><strong>Start up</strong></td>
</tr>
<tr>
<td><em>Initiate Action</em></td>
<td><em>Focus: From Idea to Formation</em></td>
</tr>
<tr>
<td><strong>Phase III</strong></td>
<td><strong>Growth</strong></td>
</tr>
<tr>
<td><em>Organize for Impact</em></td>
<td><em>Focus: Experimentation and Growth</em></td>
</tr>
<tr>
<td><strong>Phase IV</strong></td>
<td><strong>Maturity</strong></td>
</tr>
<tr>
<td><em>Sustain Action and Impact</em></td>
<td><em>Focus: Sustain and Renew</em></td>
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### EARLY YEARS
- **Key Question:** What needs to happen?

### MIDDLE YEARS
- **Key Question:** How well is it working?

### LATER YEARS
- **Key Question:** What difference are we making?

## KEY ELEMENTS

### Design, Implement and Lead your CI Initiative

#### Governance and Infrastructure
- How decisions are made and responsibilities shared
- Convene Community Stakeholders
- Identify champions and form cross-sector group
- Create infrastructure (backbone and processes)
- Facilitate, refine and renew

#### Strategic Planning
- What are we trying to do and how: Our Theory of Change
- Hold dialogue about issue, community context and available resources
- Map the landscape and use data to make the case
- Create common agenda (shared goals and strategy)
- Support implementation (alignment to goal and strategies)

### Understand Context

#### Community Involvement
- Who is involved? Who else’s eyes need to be on this issue?
- Facilitate community outreach specific to goal
- Facilitate community outreach
- Engage community and build public will
- Continue engagement and conduct advocacy

### Assess Progress, Outcomes, Impact and Learning

#### Evaluation and Improvement
- What are we learning and how are we changing culture, norms and systems?
- Determine if there is consensus and urgency to move forward
- Analyze baseline data to ID key issues and gaps
- Establish shared metrics (indicators, measurement and approach)
- Collect, track and report progress (process to learn and improve)
Possible Next Steps

• Are you interested in continuing this conversation?
• Individualized Consultation (Technical Assistance)
• Webinars?
• Regional Meetings?
• Other National Meetings?
Resources


- Performance Management in a Complex, Place-Based World. Aspen Institute, Roundtable on Community Change.
  http://rootcause.org/performance-measurement-book

Thank You!!