

# 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

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<https://www.youtube.com/watch?v=pzmMk63ihNM>





# The Five 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

## Shared Measurement

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

## Mutually Reinforcing Activities

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

## Continuous Communication

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

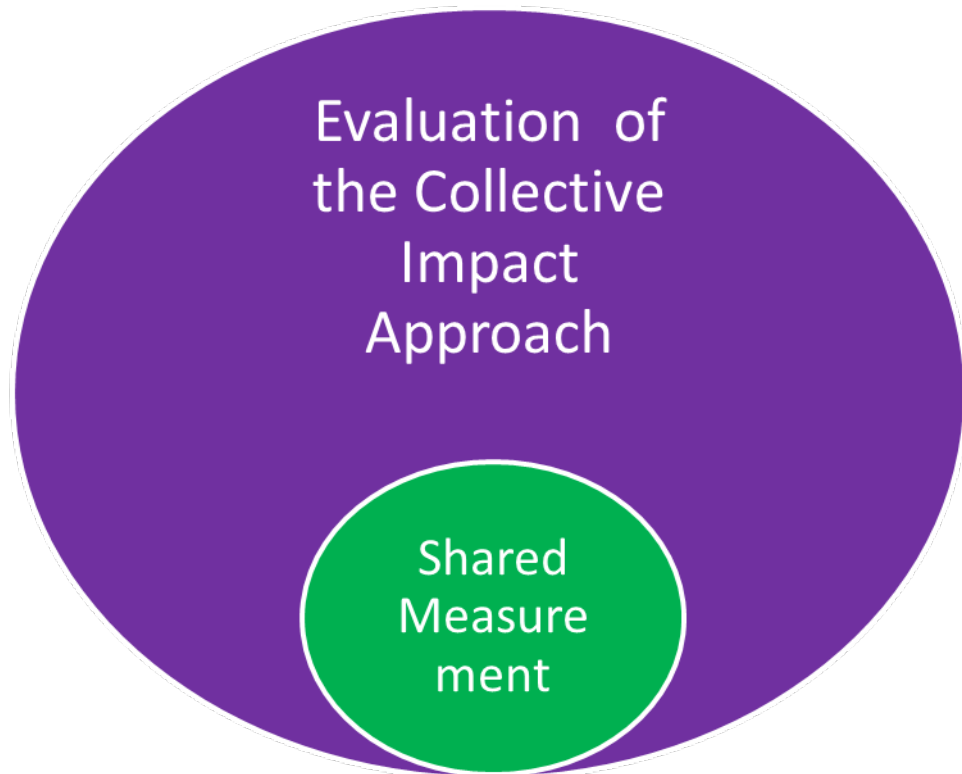
## Backbone Support

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**

Source: FSG



# Evaluation and Shared Measurement



**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.



# Shifting Mindsets → Adaptive Evaluation Approaches for Multiple Users

## 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

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

# Comparing Two Evaluation Paradigms

Traditional Program Evaluation	Evaluating CI Initiatives
Evaluating effects and impact according to pre-determined set of outcomes	Evaluating intended and unintended outcomes as they emerge over time
Providing findings at the end of the evaluation	Embedding feedback and learning throughout the evaluation
Emphasis on fidelity to original plan and locate blame for implementation failures	Emphasis on learning to respond to the lack of control and staying in touch with what's unfolding to respond strategically



# Evaluating a Collective Impact Effort Involves Looking at Four Aspects of the Work

1

The initiative's **context**

2

The **CI initiative** itself

3

The **systems** targeted by the initiative

4

The initiative's **impact**

## For Example

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

## *...the effectiveness of:*

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

## *...changes in:*

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



# 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?



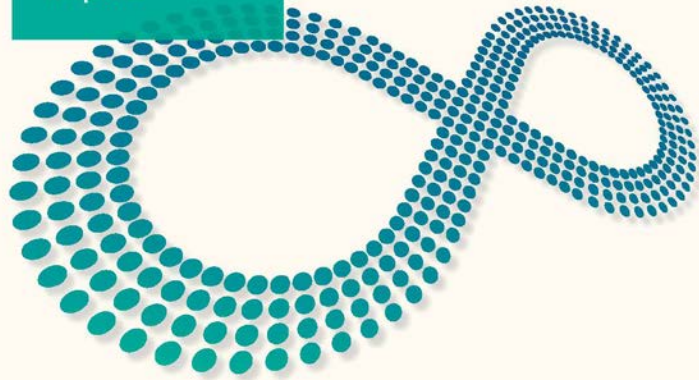


# Overview of Collective Impact Forum's Guide to Evaluating Collective Impact

# Overview - Intro Guide to Evaluating CI (CI Forum's Guide)

Guide to  
Evaluating  
Collective  
Impact

01



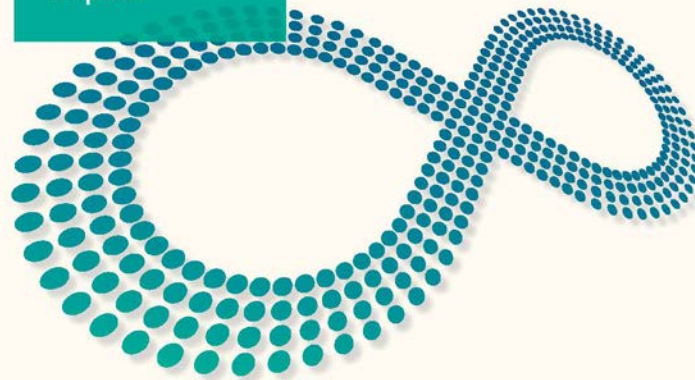
Learning and Evaluation in the  
Collective Impact Context

Hallie Preskill  
Marcie Parkhurst  
Jennifer Splansky Juster



Guide to  
Evaluating  
Collective  
Impact

02



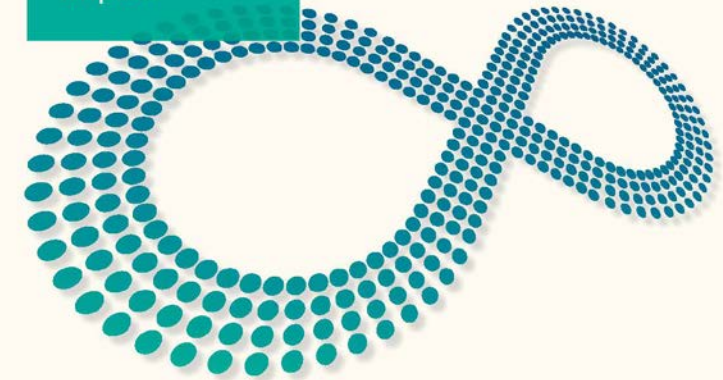
Assessing Progress  
and Impact

Hallie Preskill  
Marcie Parkhurst  
Jennifer Splansky Juster



Guide to  
Evaluating  
Collective  
Impact

03

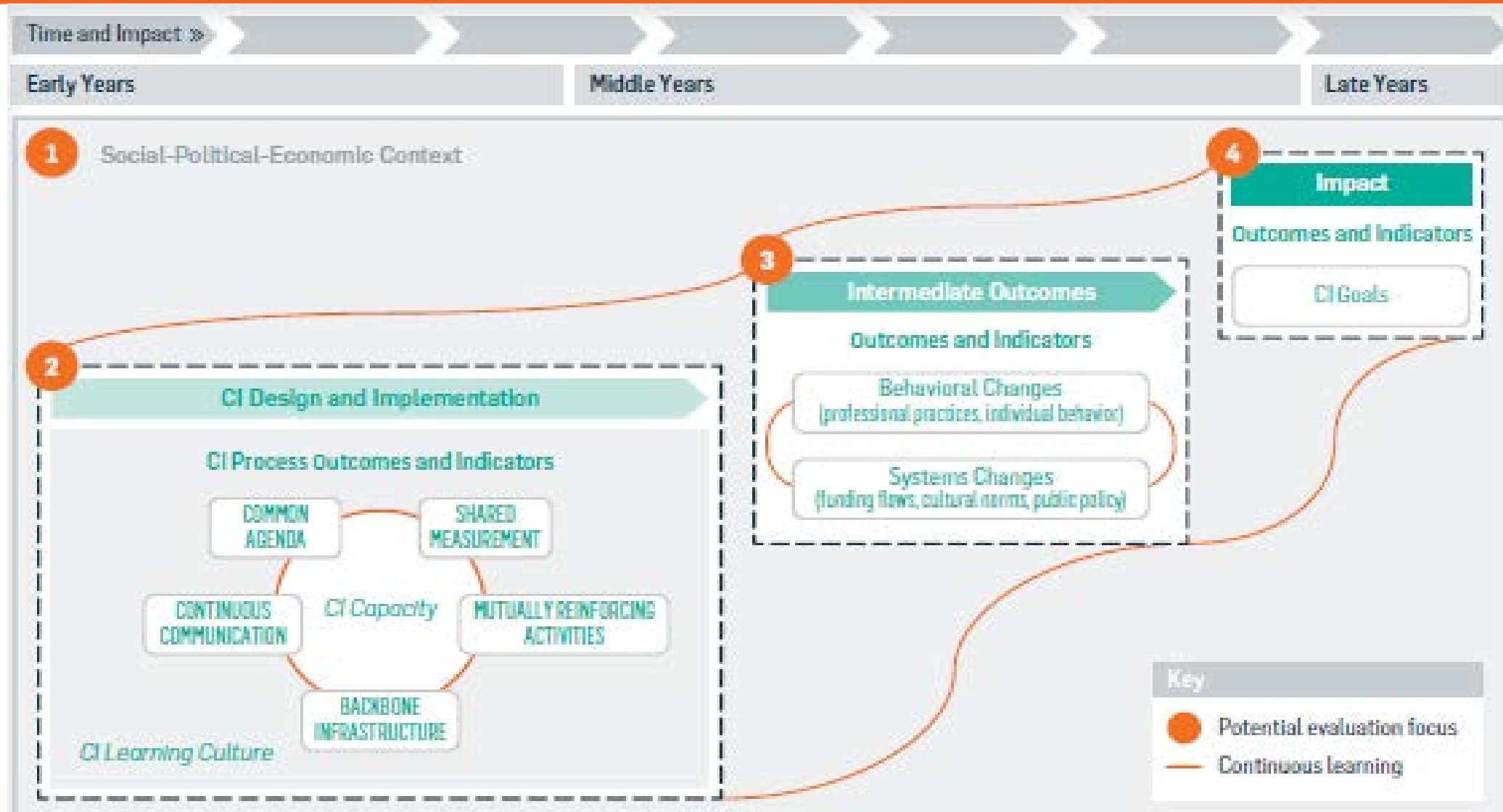


Supplement:  
Sample Questions, Outcomes, and Indicators

Hallie Preskill  
Marcie Parkhurst  
Jennifer Splansky Juster



# Framework for Evaluating Collective Impact



# Framework for Evaluating Collective Impact: Early Years (1 to 2)

CI Action Focus	Evaluation Questions	Evaluation Approach
<p><b>Context</b></p> <p><b>Designing the overall approach</b></p> <p><b>Implementing early stage</b></p>	<p><b>Questions about CI initiative's context and design and implementation</b></p> <ul style="list-style-type: none"><li>• Sense of urgency around the issue; are there champions?</li><li>• Explore socio-economic, cultural, political factors influencing design and implementation?</li><li>• Which CI core conditions are gaining momentum vs. experiencing challenges; what merits more attention?</li><li>• How should initiative adapt to changing circumstances? Extent to which initiative is evolving in response to progress/challenges in achieving outcomes?</li><li>• Extent to which learning processes, feedback loops embedded?</li><li>• How are relationships developing among CI partners?</li></ul>	<p><b>Performance Measures:</b> Agreement on early performance indicators</p> <p><b>Evaluation Approach:</b> Developmental Evaluation</p>

# Framework for Evaluating Collective Impact: Mid Years (2 to 3)

CI Action Focus	Evaluation Questions	Evaluation Approach
<p><b>Changing behavior</b></p> <p><b>Changes in way system operates</b></p>	<p><b>Questions about CI initiative's intermediate outcomes</b></p> <ul style="list-style-type: none"><li>• Explore changes in individual behavior, awareness, and practices among members of target population?</li><li>• Extent to which social and cultural norms are evolving in ways that support CI goals?</li><li>• Extent to which systems are making different decisions about policies, programs, resource use, and funding flow as they related to CI goals?</li></ul>	<p><b>Performance Measures:</b></p> <p>Data from shared measurement system informs progress and continuous improvement</p> <p><b>Evaluation Approach:</b></p> <p>Formative Evaluation Developmental Evaluation</p>

# Framework for Evaluating Collective Impact: Late Years (4 to 5)

CI Action Focus	Evaluation Questions	Evaluation Approach
<p><b>Meaningful and measurable changes related to initiatives' goals are achieved</b></p>	<p><b>Questions about CI initiative's impact</b></p> <ul style="list-style-type: none"><li>• Extent to which CI initiative has achieved ultimate goals, and other unintended consequences?</li><li>• What about CI initiative has been most effective, for whom, and why?</li><li>• What difference did CI initiative make on its stakeholders?</li></ul>	<p><b>Performance Measures:</b></p> <p>Data from shared measurement system informs progress and continuous improvement</p> <p><b>Evaluation Focus:</b></p> <p>Summative Evaluation</p>



# Three Evaluation Approaches

	Developmental Evaluation EARLY-MIDDLE YEARS	Formative Evaluation MIDDLE YEARS	Summative Evaluation LATE YEARS
<b>Stage of CI Development</b>	CI initiative is exploring and in development	CI initiative is evolving and being refined	CI initiative is stable and well-established
<b>What's Happening?</b>	<ul style="list-style-type: none"> <li>• CI partners are assembling the key elements of their initiative, developing action plans, and exploring different strategies and activities</li> <li>• There is a degree of uncertainty about what will work and how</li> <li>• New questions, challenges, and opportunities are emerging</li> </ul>	<ul style="list-style-type: none"> <li>• The initiative's key elements are in place and partners are implementing agreed-upon strategies and activities</li> <li>• Outcomes are becoming more predictable</li> <li>• The initiative's context is increasingly well-known and understood</li> </ul>	<ul style="list-style-type: none"> <li>• The initiative's activities are well-established and are not changing</li> <li>• Implementers have significant experience and an increasing amount of certainty about "what works"</li> <li>• The initiative is ready for a determination of impact, merit, value, or significance.</li> </ul>
<b>Key Strategic Question</b>	What needs to happen?	How well is it working?	What difference did it make?



# 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?



# Group Exercise: Debrief

- 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

Over-arching Actions	Components of Success	Phase I	Phase II	Phase III	Phase IV
		<i>Generate Ideas and Host Dialogues</i>	<i>Initiate Action</i>	<i>Organize for Impact</i>	<i>Sustain Action and Impact</i>
		Pre start-up <i>Focus: Engagement and Exploration</i>	Start up <i>Focus: From Idea to Formation</i>	Growth <i>Focus: Experimentation and Growth</i>	Maturity <i>Focus: Sustain and Renew</i>
		EARLY YEARS Key Question: <i>What needs to happen?</i>		MIDDLE YEARS Key Question: <i>How well is it working?</i>	LATER YEARS Key Question: <i>What difference are we making?</i>
		KEY ELEMENTS			
Design, Implement and Lead your CI Initiative	<b>Governance and Infrastructure</b> 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
	<b>Strategic Planning</b> 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	<b>Community Involvement</b> 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	<b>Evaluation and Improvement</b> What are we learning and how are we changing culture, norms and systems?	<b>Determine if there is consensus and urgency to move forward</b>	<b>Analyze baseline data to ID key issues and gaps</b>	<b>Establish shared metrics (indicators, measurement and approach)</b>	<b>Collect, track and report progress (process to learn and improve)</b>



# Possible Next Steps

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



# Resources



- Collective Impact Forum – Guide to Evaluating Collective Impact  
<http://www.fsg.org/publications/guide-evaluating-collective-impact>
- Breakthroughs in Shared Measurement and Social Impact. FSG Social Impact Consultants.  
[http://www.fsg.org/Portals/0/Uploads/Documents/PDF/Breakthroughs\\_in\\_Measurement\\_Exec\\_Summary.pdf](http://www.fsg.org/Portals/0/Uploads/Documents/PDF/Breakthroughs_in_Measurement_Exec_Summary.pdf)
- Performance Management in a Complex, Place-Based World. Aspen Institute, Roundtable on Community Change. <http://rootcause.org/performance-measurement-book>
- Measuring Community Capacity Building. A Workbook in Progress. Aspen Institute.  
<http://www.aspeninstitute.org/publications/measuring-community-capacity-building>







Thank You!!