

Evaluating Collaboratives

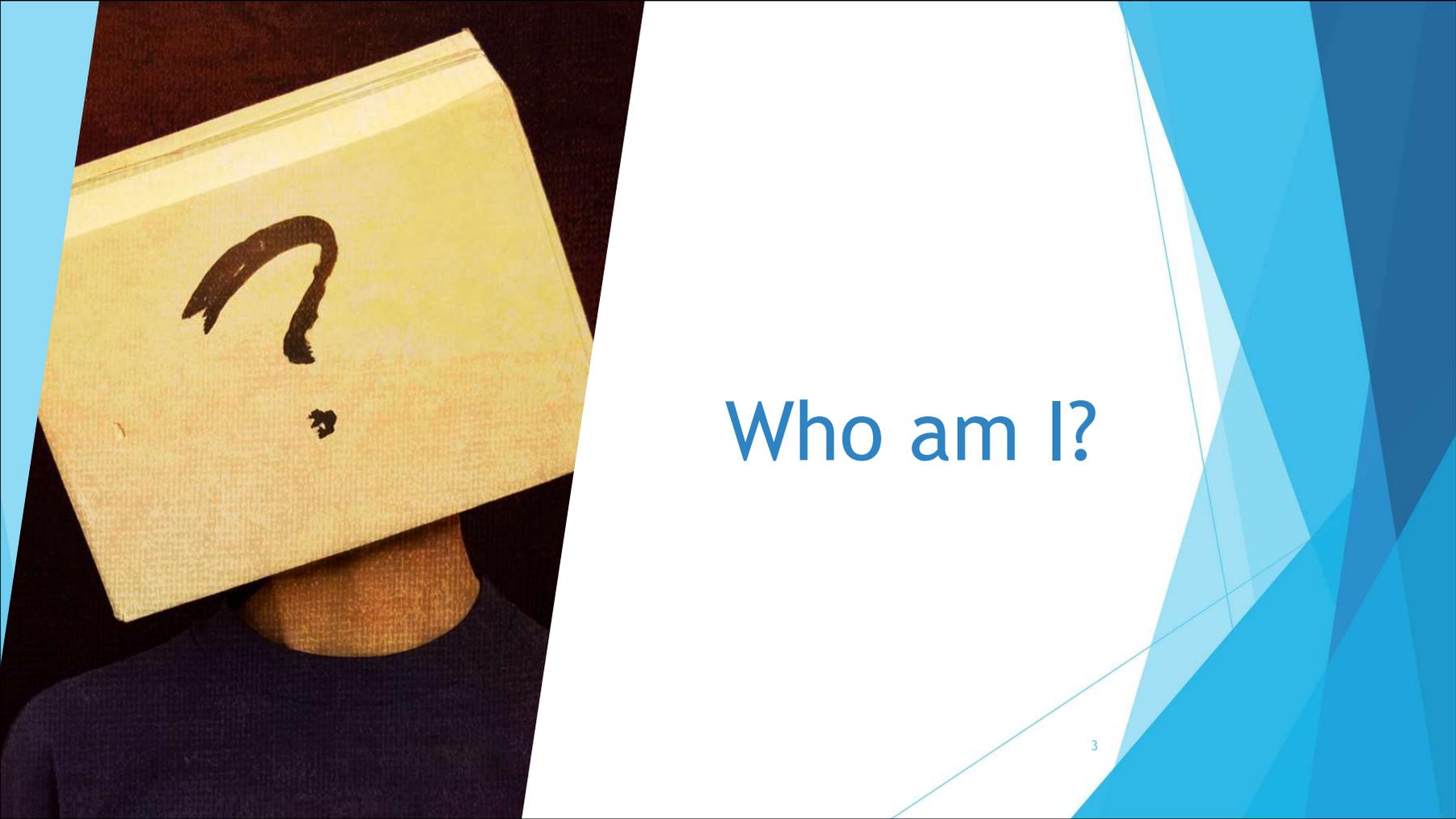


Workshop presented for the SMU Center for Research and Evaluation (CORE)
November 6, 2018
Susan M. Wolfe, Ph.D.
Susan Wolfe and Associates, LLC

Susan Wolfe and Associates, LLC

Introductions and Getting Started





Who am I?

And Who are You?

- ▶ Your Name
- ▶ Your Organization
- ▶ What do you want to learn today?



Where did this material come from - I didn't do it alone

- ▶ **Community Evaluation Solutions - Ann Webb Price, Ph.D.**
- ▶ **Tom Wolff, Ph.D.**
- ▶ *Susan Wolfe and Associates, LLC*



Today's Objective is for you to leave here knowing more about:

- ▶ Collaborative frameworks and models
 - ▶ The various levels of collaborative evaluation
 - ▶ The collaborative lifecycle and how that relates to evaluation
 - ▶ Tools that can be used for evaluating collaboratives.
 - ▶ Strategies to overcome challenges to evaluating collaboratives
 - ▶ Best practices for collaboratives and their evaluation
-
- ▶ What else do you hope to leave here knowing more about?



Housekeeping

Cell phones on silent - preferably in your pockets, bags, purses or otherwise out of sight

Breaks and Lunch

Laptops closed - take notes by hand, engage and interact

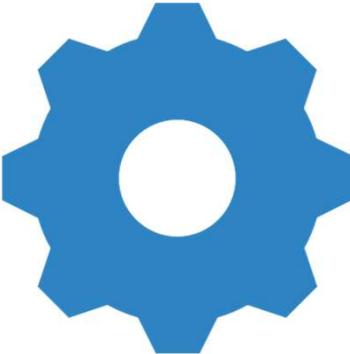
I will send everyone electronic versions of the slides, too

EVERYONE participates

If you need to step out - just do it.



Collaborative Simulation





**12
VOLUNTEERS**



**EACH
ASSIGNED A
ROLE**



**SCENARIO
READ AND
SETTING
CREATED**



**20 MINUTE
SIMULATED
MEETING**



**“AUDIENCE”
WATCHES
AND TAKES
NOTES
ABOUT
COMMENTS,
DISCUSSION,
DYNAMICS**



**15 MINUTE
DEBRIEF
LARGE
GROUP
DISCUSSION**

How this will work?



Break - 15 Minutes

About Collaboratives

The Foundations



12

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What is a Collaborative?

A group of individuals and/or organizations with a **common interest** who agree to **work together** toward a **common goal**.

The Community Tool Box

Sometimes called coalitions, partnerships, networks





What do Collaboratives do?

Address
community-wide
problems using a
systems or policy
level approach.

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Why a Collaborative?

- To address an urgent situation
- To empower part or all of a community to take control
- To obtain or expand services
- To pool resources
- To foster communication among groups
- Collective energy and support
- To develop political clout
- To create **long term, systems change**



WHY?

Benefits of Collaboratives

- ▶ New or broader issues addressed
- ▶ Widespread support for issues developed
- ▶ Power of individuals are maximized
- ▶ More talent mobilized
- ▶ Minimize service duplication
- ▶ Leverage additional and new resources
- ▶ Build capacity

The whole is greater than the sum of its parts



Collaborative Pitfalls

**“All happy families
are alike; each
unhappy family is
unhappy in its own
way.”**

--Leon Tolstoy

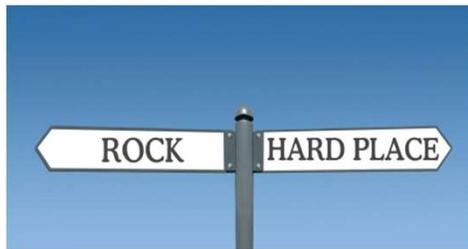


Collaborative Pitfalls



- ▶ Failure to understand what a collaborative is and is not
- ▶ Turf guarding
- ▶ Failure to deal effectively with conflict and group dynamics
- ▶ Failure to set up structure
- ▶ Failure to accurately assess local conditions
- ▶ Failure to partner with those most affected by the problem (community residents)

Collaborative Pitfalls



- ▶ Bad history
- ▶ Professionals or outsiders dominate and control
- ▶ Poor community linkages
- ▶ Lack of leadership
- ▶ Cost of working together outweighs the benefits
- ▶ Personal agendas get in the way of collaborative agenda
- ▶ Logic model inertia

Small Group Discussion: Your Collaborative Experience



What worked and why?



What didn't work and why?

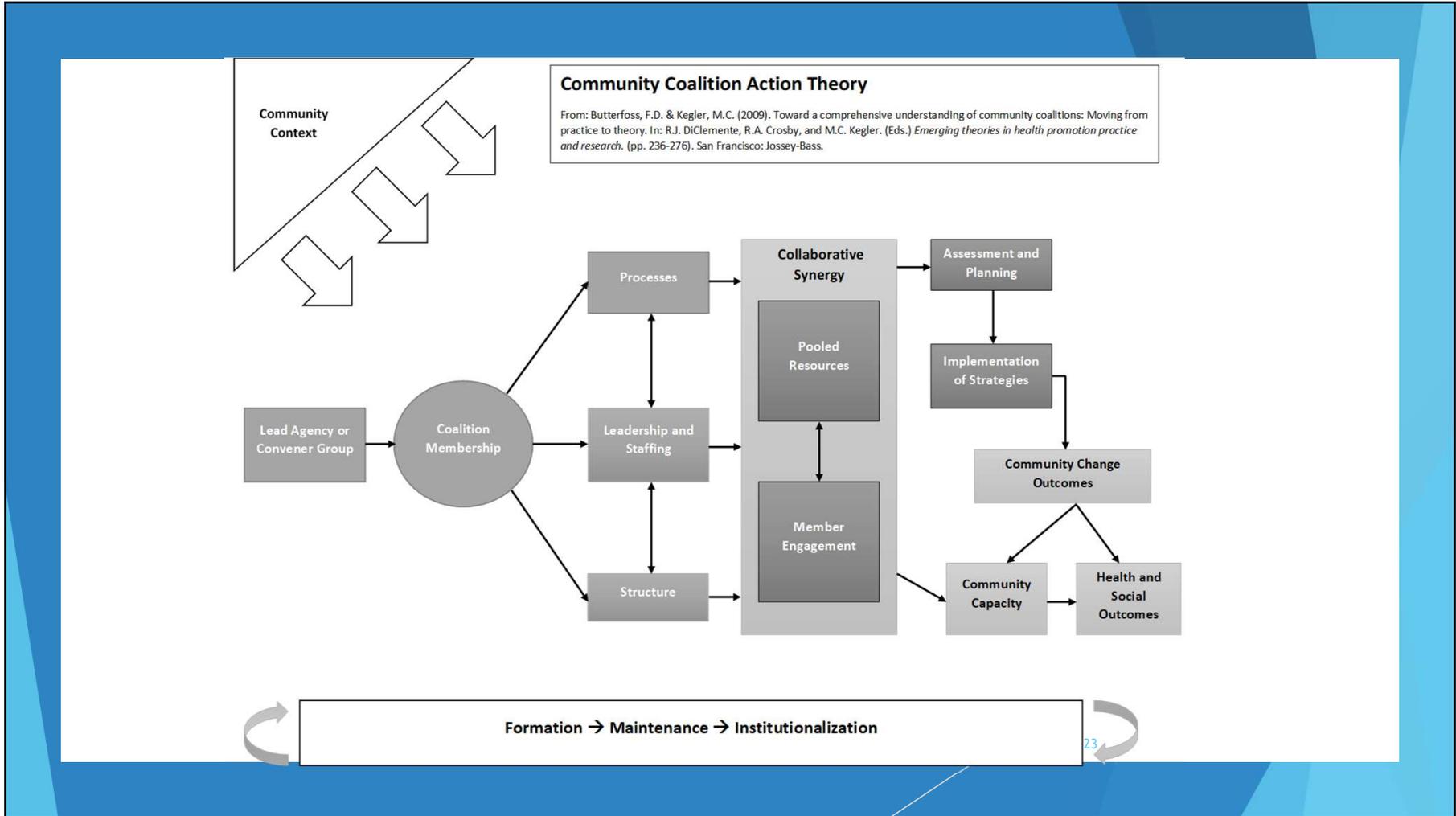
Frameworks and Models



Community Coalition Action Theory

Fran Butterfoss and Michele Kegler, 2002

- ▶ Construct 1:- Stages of development
- ▶ Construct 2: Community context
- ▶ Construct 3: Lead agency/Convener group
- ▶ Construct 4: Coalition membership
- ▶ Construct 5: Operations and processes
- ▶ Construct 6: Leadership and staffing
- ▶ Construct 7: Structure
- ▶ Construct 8: Pooled member and external resources
- ▶ Construct 9: Member engagement
- ▶ Construct 10: Assessment and planning
- ▶ Construct 11: Implementation of strategies
- ▶ Construct 12: Community change outcomes
- ▶ Construct 13: Health and social outcomes
- ▶ Construct 14: Community capacity



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 create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Collective Impact

John Kania and Mark Kramer, 2011
FSG

24

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Integrative Framework

Foster-Fishman, Berkowitz, Lounsbury, Jacobson, Allen, 2001

Critical Elements of Collaborative Capacity

Member capacity

- Core skills and knowledge
- Core attitudes, motivation

Relational capacity

- Positive working climate
- Shared vision
- Promote power sharing
- Value diversity
- Positive external relationships

Organizational capacity

- Effective leadership
- Formalized procedures
- Effective communication
- Sufficient resources
- Continuous improvement orientation

Programmatic capacity

- Clear, focused objectives
- Realistic goals
- Unique and innovative
- Ecologically valid

Power of Collaborative Solutions

Tom Wolff

1

Encourage true collaboration as the form of exchange.

2

Engage the full diversity of the community - especially those most directly affected.

3

Practice democracy and promote active citizenship and empowerment.

4

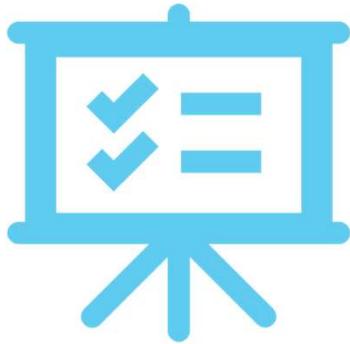
Employ an ecological approach that builds on community strengths.

5

Take action by addressing issues of social change and power on the basis of a common vision.

6

Engage spirituality as your compass for social change.



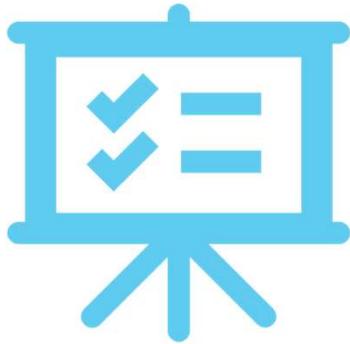
Tom Wolff, Meredith Minkler,
Susan Wolfe, Bill Berkowitz, Linda
Bowen, Frances Butterfoss, Brian
Christens, Vincent Francisco,
Arthur Himmelman and Kien Lee

Collaborating for Equity and Justice

Principle 1: Explicitly address issues of social and economic injustice and structural racism.

Principle 2: Employ a community development approach in which residents have equal power in determining the coalition's or collaborative's agenda and resource allocation.

Principle 3: Employ community organizing as an intentional strategy and as part of the process. Work to build resident leadership and power.



Tom Wolff, Meredith Minkler,
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Collaborating for Equity and Justice

Principle 4: Focus on policy, systems,
and structural change.

Principle 5: Build on the extensive
community-engaged scholarship and
research over the last four decades
that show what works, that
acknowledge the complexities, and
that evaluate appropriately.

Principle 6: Construct core functions
for the collaborative based on equity
and justice that provide basic
facilitating structures and build
member ownership and leadership.

Small Group Discussion

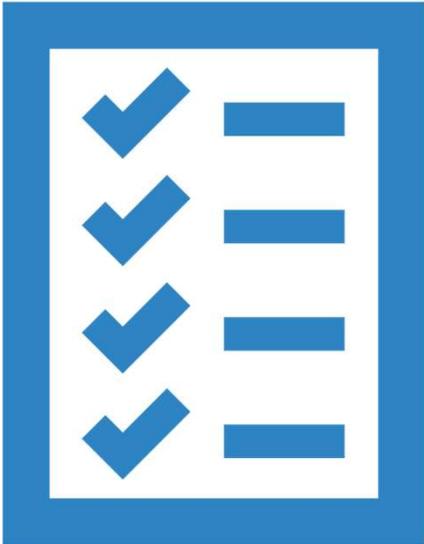
Talk about which model, or which aspect of a specific model spoke to you in regard to thinking about a framework to guide your evaluation.

(Hint: Take notes, have a spokesperson ready to share key points)





Lunch



Evaluating Collaboratives

The Basics

Utilization Focused Approach

Focus on evaluations
that are useful and
get used

Remember the
guiding
principles

- Systematic inquiry
- Competence
- Integrity/honesty
- Respect for people
- Responsibilities for general and public welfare

Developmental Evaluation

The evaluator's primary function

- Introduce the team to evaluative questions and thinking
- Facilitate systematic data-based reflection and decision making

Purposes and uses for collaborative evaluation

- Ongoing development - adapt strategy or initiative
- Adapting effective general principles to a new context
- Developing a rapid response to sudden change or crisis
- Major systems change and cross-scale developmental evaluation

Principles- Focused Evaluation

Why focus on principles?

- Michael Quinn Patton (2018) - “A good principle provides guidance for making choices and decisions, is useful in setting priorities, inspires, and supports ongoing development and adaptation.”

Principle focused evaluation looks at:

- Are principles clear, meaningful, and actionable?
- Are the principles being followed?
- Is following the principles leading to the desired results?

Levels of Collaborative Evaluation



▶ Internal Evaluation

- ▶ Evaluating infrastructure and processes

▶ External Evaluation

- ▶ Outcomes of actions
- ▶ Impact on the community and/or issue

Some questions about internal processes



- ▶ Does the membership represent the community?
- ▶ Are all relevant sectors of the community represented?
- ▶ Is the collaborative operating consistently with the by-laws, mission, vision, and strategic / action plans?
- ▶ Is there open communication?
- ▶ Are all members empowered to assume leadership positions?
- ▶ Are meetings held consistently and are agendas and minutes shared?
- ▶ What is the level of collaboration?
- ▶ Other questions?

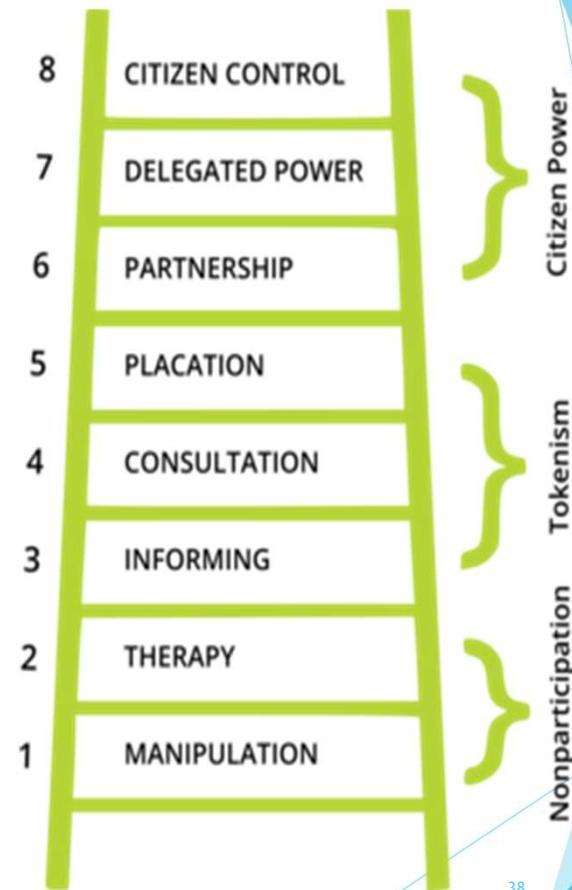
Collaboration Continuum

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Compete for clients, resources, partners, public attention	No systematic connection between agencies	Inter-agency information sharing (networking)	As needed, often informal interaction, on discrete activities or projects	Organizations systematically adjust and align work with each other for greater outcomes	Longer term interaction based on shared mission, goals, decision-makers, and resources	Fully integrated programs, planning, funding

Source: The Tamarack Institute

Ladder of Participation

Source: Arnstein, Sherry R. (1969) 'A Ladder Of Citizen Participation', Journal of the American Planning Association, 35: 4, 216 – 224



38

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Large Group Discussion

- ▶ In your experience:
 - ▶ Where do many collaboratives fall on the continuum?
 - ▶ Share some examples of each level of participation on the ladder.
- ▶ What can collaboratives do to move further down the collaboration continuum?
- ▶ What can collaboratives do to climb higher on the ladder of participation?



39

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Some questions about external outcomes



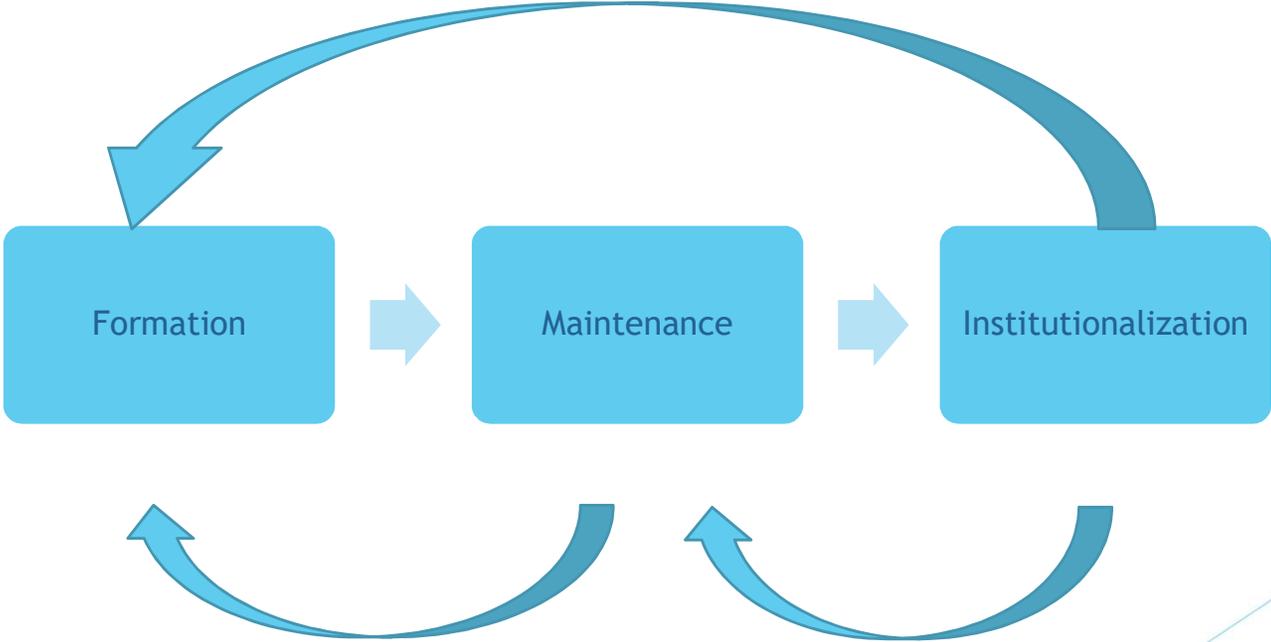
- ▶ Are the collaborative's activities affecting the systems, policies, and structures as intended?
- ▶ Are there any unintended consequences?
- ▶ Is there a good measurement tracking system in place to detect the changes?

Some questions about impact



- ▶ Are the changes to systems, policies, structures having the intended impact on the issue?

Stages of Development

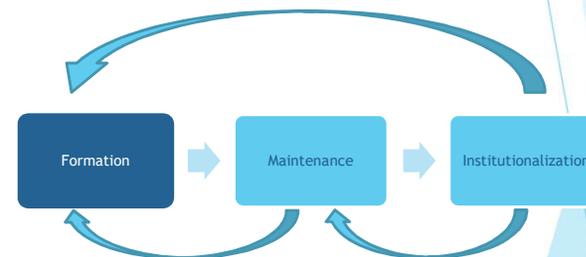


Evaluation Questions During Formation

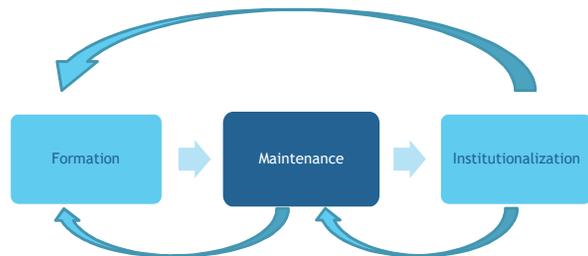
- ▶ Does the membership represent the community, and are all necessary sectors represented?
- ▶ Is structure in place - By-laws, agendas, committees...?
- ▶ Has a strategic action plan been developed?
- ▶ Are there regular meeting days/times?
- ▶ Did they gather baseline data on the issue?

- ▶ Timeline - Six to 18 months

- ▶ What evaluation approach might you take?



Evaluation Questions During Maintenance

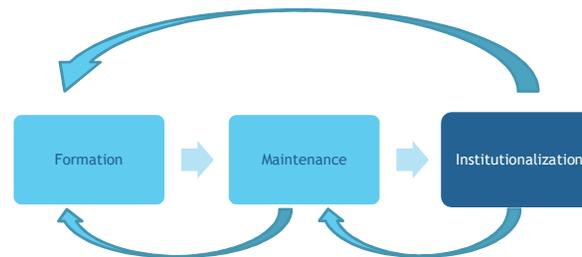


- ▶ How is the collaborative functioning internally?
- ▶ Has there been measurable change in policy, structure, or systems outcomes?
- ▶ Is there a clear action plan with implementation steps in place?
- ▶ Timeline: 6 months to 2 to 5 years

Evaluation Questions During Institutionalization

- ▶ Has there been a measurable change in the focal issue?
- ▶ Has the collaborative made any impact?
- ▶ Is the collaborative still functioning well?

- ▶ Timeline: 3 to 5 years





It's Time For A Break





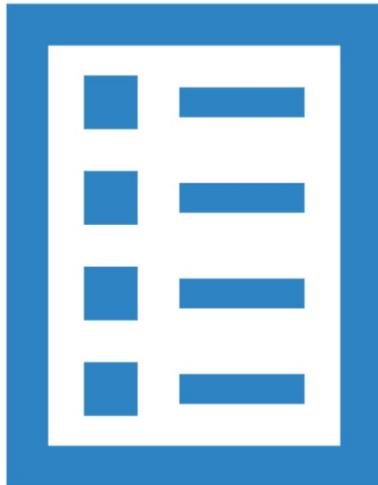
Measures and Tools to Evaluate Collaboratives

Internal Processes

▶ Documents

- ▶ Meeting minutes
- ▶ Meeting agendas
- ▶ Sign-In sheets
- ▶ By-laws
- ▶ Membership rosters
- ▶ Activity records





Internal Processes

▶ Surveys

- ▶ Coalition Effectiveness Inventory (CoalitionsWork)
- ▶ Meeting Effectiveness Inventory (CoalitionsWork)
- ▶ Coalition Member Assessment Tool (Tom Wolff)
- ▶ Wilder Collaboration Factors Inventory (Amherst H. Wilder Foundation)

Internal Processes - Is your Collaborative's Approach Agency-Based or Community-Based?

	Agency-Based	Community-Based
Approach	Weakness/Deficit	Strength/Asset
Problem Definition	By agencies or govt.	By local community
Professionals' Role	Central to decisions	Community resource
Agencies Role	Central for service delivery	One of many systems activated
Primary decision makers	Agencies, govt.	The community
Community ownership	Low	High

Internal Processes - Stakeholder Analysis

List Stakeholders:			
What are their capacities, skills, resources?			
What is their potential role on the collaboration?			
What is their self-interest? Why should they join?			
How will you recruit them?			
What barriers might exist to recruiting them?			
Who will approach them?			
When?			

Who is at the table?

- ▶ Formal Sector
 - ▶ Represent major institutions
 - ▶ Government
 - ▶ Health Care
 - ▶ Education
 - ▶ Law Enforcement
 - ▶ Who else?

- ▶ Informal Sector
 - ▶ Best Connected to the residents themselves
 - ▶ Neighborhood associations
 - ▶ PTO
 - ▶ Church groups
 - ▶ Who else?



52

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Internal Processes

Key Informant Interviews

Focus Groups

Observations

SWOT Analysis

Network Analysis

How do I know what tool to use?

Feedback from members?

- Survey - survey of coalition members
- Focus group - can ask more specific questions
- Both - survey and then do a focus group to hone in if issues are noted

How does the coalition function/operate?

- Observation, document review - who is leading? Is one individual or group dominating? How are decisions really made? Are meetings orderly and do they stick to the agenda?

Are there some specific strengths or issues?

- SWOT Analysis

Is the network becoming larger or more dense?

- Network Analysis

What am I looking for when I evaluate?

Internal Functioning

- ▶ Quality of plan
- ▶ Total actions implemented
- ▶ Resources mobilized
- ▶ Extent of plan that was implemented
- ▶ Group empowerment
- ▶ Coalition mobilization and maintenance
- ▶ Synergy
- ▶ Range of proposed actions
- ▶ Committee functioning
- ▶ Clarity of mission and vision
- ▶ Developing and supporting leadership
- ▶ Documentation and ongoing feedback on progress

What am I looking for when I evaluate?

Member Related Factors

- ▶ Participation
- ▶ Member/staff satisfaction
- ▶ Member/agency collaboration
- ▶ Benefits and costs
- ▶ Perceived “ownership”
- ▶ Empowerment

What am I looking for when I evaluate?

Perceptions of Change

- ▶ Change in local agencies, programs, services, policies
- ▶ Collaborative realizing its goals
- ▶ Success in addressing the problem
- ▶ Influence on community prevention system
- ▶ Influence on local/state/federal policies and laws
- ▶ Influence on behaviors
- ▶ Influence on access to services, resources
- ▶ Influence on well-being and quality of life



Community survey of
needs and assets



Existing primary and
secondary data about
the focal issue -
census, CDC, state
department of
education (test
scores), local
government records

Outcomes and Impact -
Quantitative

Needs Versus Assets Approach

Needs

- ▶ What are your needs?
- ▶ How can we (providers) meet those needs?

Assets

- ▶ What are your community's strengths?
- ▶ How can you contribute to helping us find a solution?

Outcomes and Impact - Qualitative



Key informant interviews



Focus groups



Community listening sessions



Document reviews - policies and policy changes



Community-based participatory methods - photovoice, asset mapping

Structure the Evaluation with the Collaborative Members - Participatory Approach

Develop a theory of change



Use the Tearless Logic Model process to develop a logic model so that activities, outputs, outcomes, impact is clear to everyone



Challenges when Evaluating Collaboratives and How to Overcome Them



- ▶ Collaborative leaders matter
- ▶ Collaboratives change - not always for the better
- ▶ Oversight matters
- ▶ Collaborative member buy-in to community change
- ▶ Collaborative focusing on perceived rather than the real problem

63

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- ▶ Evaluation buy-in
- ▶ Process data - the number of members at the table versus *who* is at the table
- ▶ Consistency and quality of meetings
- ▶ Are collaborative activities reaching who needs to be reached?
- ▶ Has the collaborative been implemented equitably?

64

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Table Talk Topics

You have some colorful slips of paper at your table with topics. Select one of them and discuss it.

(Hint: Take notes, have a spokesperson ready to share key points)





Using Evaluation Results with Collaboratives

Using the Results

- ▶ Create data dashboards
- ▶ Share success stories
- ▶ Data briefs
- ▶ White papers
- ▶ Newsletter or other sharing - have all members create it with you
- ▶ Annual presentation with quarterly infographic based handouts



Using the Results

- ▶ Collaborative might have an internal data or evaluation team
- ▶ Conduct an annual data review and planning session with the steering committee
- ▶ Use results with collaborative for annual goal setting and planning session





Best Practices to Ensure Success

BEST PRACTICE



- ▶ Be realistic about the data you can gather and evaluate with time and resource constraints - start small and manage your budget
- ▶ Be sure you are gathering the right data that will inform the collaborative
- ▶ Assess and build collaborative capacity to participate in then drive the evaluation
- ▶ Reduce burden whenever possible
- ▶ Take advantage of existing data
- ▶ Work with the collaborative membership - not on them

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Resources and Wrap-Up

Favorite Resources

From Fran Butterfoss

Butterfoss, F. D. (2013). *Ignite! Getting your community coalition fired up for change*. Bloomington, IN: Authorhouse.

Butterfoss, F. D. (2007). *Coalitions and Partnerships in Community Health*. San Francisco, CA: Jossey Bass.

<http://coalitionswork.com/resources/tools/>

From Tom Wolff

Wolff, T. (2010). *The power of collaborative solutions*. San Francisco, CA: Jossey-Bass.

<https://www.tomwolff.com/healthy-communities-tools-and-resources.html>

From The Community Tool Box

The Community Tool Box - <http://ctb.ku.edu/en>

Collaborating for Equity and Justice Toolkit - <https://www.myctb.org/wst/CEJ/Pages/home.aspx>

Favorite Resources

Evaluation Books - From Michael Quinn Patton

- Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use
- Utilization-Focused Evaluation
- Principles-Focused Evaluation - The GUIDE

Journals

- New Directions for Evaluation - Issue specifically dedicated to evaluation collaboratives coming in 2020
- American Journal of Evaluation
- American Journal of Community Psychology
- Global Journal of Community Psychology Practice (GJCPP.org)

American Evaluation Association (eval.org)

- Summer Institute
- Annual Conference

Favorite Resources

Empowerment
Evaluation Website

• <http://www.Stanford.edu.empowermentevaluation>

FSG Guide to
Evaluating
Collective Impact

• <https://www.fsg.org/publications/guide-evaluating-collective-impact>

Wolff, T., Minkler, M., Wolfe, S.M., Berkowitz, B., Bowen, L., Butterfoss, F.D., Christens, B.D., Francisco, V.T., Himmelman, A.T., & Lee, K.S. (2017). Collaborating for Equity and Justice: Moving Beyond Collective Impact. *Nonprofit Quarterly*, Winter, 2016.



**Did you learn enough
about.....?**

- ▶ Collaborative frameworks and models
- ▶ The various levels of collaborative evaluation
- ▶ The collaborative lifecycle and how that relates to evaluation
- ▶ Tools that can be used for evaluating collaboratives.
- ▶ Strategies to overcome challenges to evaluating collaboratives
- ▶ Best practices for collaboratives and their evaluation



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Questions or Comments

How to Reach Me

Susan M. Wolfe, Ph.D.

susan@susanwolfeandassociates.com

<https://susanwolfeandassociates.com/>

(682) 472-1161