Sustaining Collective Impact

Liz Weaver
Tamarack Institute
www.tamarackcommunity.ca
Liz@tamarackcommunity.ca

TAMARACK
INSTITUTE

www.tamarackcommunity.ca

TAMARACK
INSTITUTE

A Connected Force for Community Change
Join us www.tamarackcommunity.ca

We support **Learning Communities** around five ideas for making significant community change.

Collective
Impact

Community
Engagement

Collaborative
Leadership

Community
Development

Evaluating
Community Impact

Turning theory into practice is critical for community change. We support two
Action Learning Communities to get to impact.

vibrantcommunities
CANADA
CITIES·REDUCING·POVERTY

Deepening
Community

Questions

What questions
are you bringing
to this workshop?

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Sustaining Collective Impact?

Sustain (verb)

1. **to support, hold, or bear up from below; bear the weight of, as a structure.**
2. to bear (a burden, charge, etc.).
3. to undergo, experience, or suffer (injury, loss, etc.); endure without giving way or yielding.
4. to keep (a person, the mind, the spirits, etc.) from giving way, asunder trial or affliction.
5. **to keep up or keep going, as an action or process:** *to sustain a conversation.*
6. to supply with food, drink, and other necessities of life.
7. **to provide for (an institution or the like) by furnishing means or funds.**

Source: http://www.dictionary.com/browse/sustain

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

A Sustainability Planning Guide for Health Communities

A community's ongoing capacity and resolve to work together to establish, advance, and maintain effective strategies that continuously improve health and quality of life for all.

Centre for Disease Controls

TAMARACK
INSTITUTE

www.tamarackcommunity.ca

Core Elements of Sustainable Success

In order for sustainability to become a reality, coalitions need:
- Buy-in and support from key decision-makers as well as community volunteers.
- Sufficient leadership, funding, and channels of communications.
- Procedures in place to monitor policy (e.g., city ordinances) results through enforcement and compliance, and to modify strategies accordingly.
- Create a long-term plan for ensuring the viability of the coalition or initiative.
- Develop a diverse funding portfolio, collaborative leadership, and marketing/branding strategies.
- Ensure that all community stakeholders are ready to respond to a changing environment.

TAMARACK
INSTITUTE

www.tamarackcommunity.ca

10 Steps to Sustainability

1. Create a shared understanding of sustainability
2. Create a plan to work through the process
3. Position coalition efforts to increase the odds of sustainability
4. Look at the current picture and pending items
5. Develop criteria to determine which efforts continue
6. Decide what to continue and prioritize
7. Create options for maintaining priority efforts
8. Develop a sustainability plan
9. Implement the sustainability plan
10. Evaluate outcomes and revise as needed

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Developing a shared understanding

- Be clear about what sustainability means in the context of coalition policy strategies and activities.
- Agree (earlier rather than later) that planning for sustainability is valuable.
- Include multiple community stakeholders in the sustainability planning process.

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Which Collective Impact Elements should be sustained?

Pre- Conditions	Conditions
Influential Champions Urgency of Issue Adequate Resources	Common Agenda Shared Measurement Mutually Reinforcing Activities Continuous Communications Backbone Infrastructure

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Sustainability Decision Flow Chart
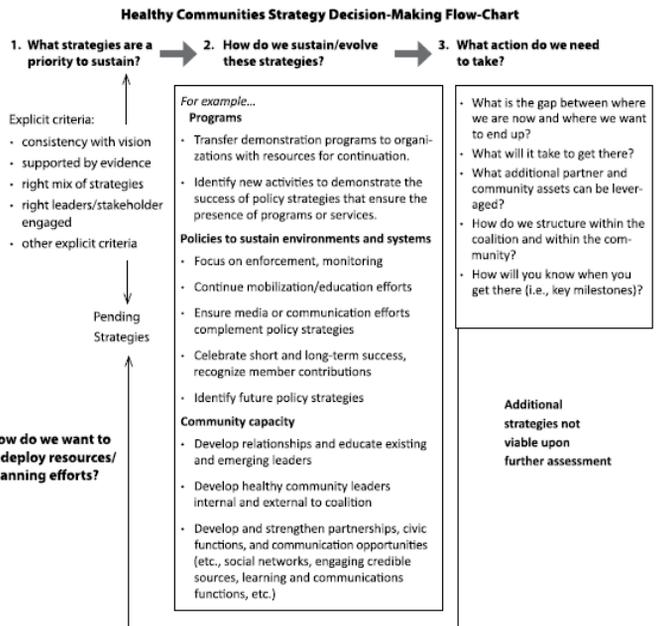
TAMARACK
I N S T I T U T E

Need for a Sustainability Plan

- To most effectively sustain CI efforts, an intentional effort must be made early in the planning process.
- The development of a sustainability plan helps accomplish this goal.
- As you develop your sustainability plan, give consideration to those factors that research has demonstrated to be important for program sustainability.

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

A Sustainability Plan

⭐ **STEP 8: Healthy Carrolton City (HCC) Develops a Sustainability Plan**
SUSTAINABILITY PLAN OUTLINE

I. Executive Summary
- ➢ Organizational and/or program history (brief)
- ➢ Definition of sustainability–Step 1
- ➢ Description of who was involved–Step 3
- ➢ Summary of efforts for which sustainability is an issue–Step 4
- ➢ Goals, needs, and costs for efforts being continued–Step 6 and 7

II. Situational Analysis
- ➢ Organizational strengths as they relate to positioning–Step 2
- ➢ Current picture/pending items–Step 4

III. Criteria to Determine Program Value-Added Benefits–Step 5 and 6
- ➢ Identify what elements will be used to determine criteria (e.g., population reached, evidence of effectiveness, broad support)

IV. Sustainability Planning Goal(s)–Step 6
- ➢ Efforts to continue
- ➢ Efforts to revise and continue
- ➢ Efforts to ask another organization to continue

V. Sustainability Strategies
- ➢ Describe any organizational or structure changes–Step 7
- ➢ Recruit program champions and partners–Step 2
- ➢ Marketing and public relations–Step 2
- ➢ Funding–Step 7
- ➢ Communication of justification matrix–Step 7

VI. Action Plan by Strategy – Step 9
- ➢ Develop SMART objectives for organizational and policy efforts
- ➢ Develop action plan and timetable for strategies

TAMARACK
I N S T I T U T E

Another way of looking at Sustainability

Factor 1: Leadership Competence

- Activities that contribute to high-quality CI initiatives are the responsibility of leaders and include:
    - clearly developing and articulating a common vision and objectives;
    - performing regular needs assessments;
    - ongoing planning and adaptation; evaluation;
    - securing funding; fiscal management;
    - supporting and supervising staff; and
    - providing staff training.

Factor 2: Effective Collaboration

- Involves identifying relevant stakeholders who actively support program goals and who have clearly identified roles and responsibilities.
  - Collaborative efforts build a broad base of support in the community and of key stakeholders for program implementation, success, and sustainability.

TAMARACK
INSTITUTE

www.tamarackcommunity.ca

Strategies for Sustaining Collective Impact

Barriers to Lasting Change:
- Weak Leadership
- Inability to deal with resistance
- Cultural misalignment
- Too much concurrent change
- Poor change management process methodology

Source:
http://www.changefirst.com/uploads/documents/ChangefirstWhitepaper_Building_Sustainable_Change_Capability.pdf

TAMARACK
INSTITUTE

www.tamarackcommunity.ca

Sustaining Change Strategies

www.tamarackcommunity.ca

Factor 3: Understanding the Community

- Entails having knowledge of community needs and resources; having respect for community members, and involving key community members in programs. Particular considerations include:
  - socioeconomic and political considerations;
  - community participation in programs;
  - honoring community values and cultural relevance;
  - cultivating key community leader support; and
  - utilizing indigenous staff.

www.tamarackcommunity.ca

Factor 4: Demonstrating Results

- Evaluating process and outcomes using acceptable research methods and informing stakeholders of the results of those evaluations is critical.
  - Evaluation must assess the intervention and subsequent program modifications focusing on measurable results.
  - Evaluation findings can then be used to leverage current successes for establishing future funding.

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Factor 5: Strategic Funding

- Includes having plans and resources in place to support current and prospective program requirements.
  - Intentional planning for continued funding includes an analysis of short-term and long-term funding needs;
  - developing a range of financing options; and
  - recognizing that sustainability is enhanced when there is diversity in funding streams.

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Factor 6: Staff Involvement and Integration

- Inclusion of committed, qualified staff in program design, implementation, evaluation and decision making develops a culture that values broad-based participation in working toward program sustainability and success.
  - Supporting program goals occurs more readily when staff are important components in the organization and make the organization their own.

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Factor 7: Community Responsivity

- The ability of a CI initiative to adapt programming to meet changes in community needs is critical.
  - Although CI Initiatives may maintain their overall goals, activities may need change to address evolving issues and contexts.
  - An important consideration in programs is the ability of the program to be modified to continually meet changing community needs and resources.

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Practical Strategies for Collective Impact Efforts

Financial	Human Resources	Governance	Other

www.tamarackcommunity.ca

Further Resource

- For more information on sustaining community based programs, please see:

  Mancini, J.A. & Marek, L. I. (2004). Sustaining community-based programs for families: Conceptualization and measurement. *Family Relations, 53*(4), 339-347.

www.tamarackcommunity.ca

Thank You!

- For More Collective Impact resources:
  - www.collectiveimpactforum.org
  - www.tamarackcci.ca
  - www.fsg.org

  - Liz Weaver: Liz@tamarackcommunity.ca

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca

Find out more at
tamarackcommunity.ca

Building a connected force for community change.

- Online Learning Communities
- Communities of Practice
- Monthly online seminars
- A monthly online journal – Engage! magazine
- Face to face learning events

To learn more email: **tamarack@tamarackcommunity.ca**

TAMARACK
I N S T I T U T E

www.tamarackcommunity.ca