RNECE-SOUTH WEBINAR SERIES

Strengthening Outcomes Through COLLECTIVE IMPACT

Monday, May 2, 2016
2:00 – 3:30 PM (EST)

RNECE
Regional Nutrition Education and Obesity Prevention Centers of Excellence
Southern Region at University of North Carolina at Chapel Hill
SPEAKERS:

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SNAP Branch Chief, USDA FNS Western Regional Office

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Assistant Professor, School of Public and Environmental Affairs, Indiana University Purdue University Indianapolis
WHAT IS COLLECTIVE IMPACT?
DEFINITION:

The commitment of a group of important actors from different sectors to a **common agenda** for solving a complex social issue.
ISOLATED IMPACT VS. COLLECTIVE IMPACT

Isolated
• Organizations work separately
• Competing for resources
• Developing new strategies
• Evaluating impact of a single intervention
• Scaling up/adopting proven strategies

Collective
• Organizations work together
• Sharing resources
• Coordinating existing strategies
• Evaluating total impact using shared measures
• Increasing alignment of diverse strategies
HOW IS COLLECTIVE IMPACT DIFFERENT FROM COLLABORATION?

COLLECTIVE IMPACT IS A FRAMEWORK FOR COLLABORATION
5 KEY CONDITIONS OF COLLECTIVE IMPACT

COMMON AGENDA
All participants share a common understanding of the problem and a joint approach to solving it.

CONTINUOUS COMMUNICATION
All players engage in frequent and open communication to build trust, assure mutual objectives, and create common motivation.

SHARED MEASUREMENT
All participants agree on how success and progress will be measured and reported.

REINFORCING ACTIVIES
Diverse activities are coordinated through a mutually reinforcing plan of action.

BACKBONE SUPPORT
Dedicated staff that supports and coordinates the entire initiative.
COMMON AGENDA

- Common understanding of the problem
- Common vocabulary
- Shared vision for change
- Joint approach to solving the problem

The common agenda guides the work of the coalition
SHARED MEASUREMENT

- How success will be measured
- Common indicators
- Common data collection and reporting methods
- Accountability and learning

A shared measurement system assures alignment of efforts
REINFORCING ACTIVITIES

- Coordination of activities
- Collaborative action planning
- Reduces redundancy of efforts
- Allows for specialization

Mutually reinforcing activities strengthen the impact of the coalition
CONTINUOUS COMMUNICATION

- Consistent and open communication
- Builds trust and reveals common motivation
- Allows for continuous learning
- Assures mutual objectives

Continuous communication maintains alignment of the coalition
BACKBONE SUPPORT

- Dedicated staff
- Coordinates efforts of the coalition
- Facilitates continuous communication
- Works behind the scenes

Backbone support keeps the coalition going
WHY SHOULD I USE COLLECTIVE IMPACT?

BECAUSE YOU ARE SOLVING A COMPLEX PROBLEM!
DIFFERENT TYPES OF PROBLEMS

**Simple**
Applying a bandaid
- Superficial
- One-dimensional
- Low skill
- Solution is simple and easily repeated with predictable results

**Complicated**
Developing a vaccine
- Requires skills and expertise
- Requires collaboration
- Can be repeated once protocols and formulas are established

**Complex**
Improving the health of a community
- Systemic
- Multi-dimensional
- Influenced by context
- Unpredictable results
LET’S APPLY THIS TO HUNGER & OBESITY:

Simple solution: Give people food

Complicated solution: Teach people how to eat well, cook, and/or grow their own food

Complex solution: Reduce poverty, improve the food system, change social norms
YOU CAN’T PUT A BANDAID ON A COMPLEX ISSUE!
WHEN SHOULD I USE COLLECTIVE IMPACT?

IS YOUR COMMUNITY READY FOR COLLECTIVE IMPACT?
IS THE PROBLEM COMPLEX?

✓ No one actor can solve the problem alone
✓ There are gaps and silos in the system
✓ There is a lack of coordination among actors
✓ There is a need for new policies or significant policy change
IS YOUR COMMUNITY READY?

Are there influential champions?
→ If not, focus on raising awareness and recruiting influential champions

Is there urgency for change around the issue?
→ If not, bring visibility to the issue

Are there financial resources to support collaboration?
→ If not, focus on building resources or realigning existing resources to support a collaborative effort

Is there a history of collaboration in the local community?
→ If not, work on building relationships and trust between local stakeholders
RESOURCES


COLLECTIVEIMPACTFORUM.ORG
STRENGTHENING EFNEP PARTNERSHIPS WITH COLLECTIVE IMPACT

LORELEI JONES
EFNEP Coordinator
NC Cooperative Extension
Evaluating Collective Impact using SNAP-Ed Evaluation Framework
Framework Overview

Andrew (Riesenberberg) Naja-Riese
FNS, Western Region
Program Integrity Branch Chief
Supplemental Nutrition Assistance Program
A Social-Ecological Model for Food & Physical Activity Decisions
# SNAP-ED Evaluation Framework

**Nutrition, Physical Activity, and Obesity Prevention Indicators**

## Individual

**Motivators (Knowledge, Intentions, Skills, and Goals)**
- **Short Term (ST):**
  - ST1: MyPlate
  - ST2: Food Resource Management
  - ST3: Physical Activity and Reduced Sedentary Behavior
  - ST4: Message Recognition

**Behavioral Changes**
- **Medium Term (MT):**
  - MT1: MyPlate
  - MT2: Food Resource Management
  - MT3: Physical Activity and Reduced Sedentary Behavior
  - MT4: Food Safety

**Maintenance of Behavioral Changes**
- **Long Term (LT):**
  - LT1: MyPlate
  - LT2: Food Resource Management
  - LT3: Physical Activity and Reduced Sedentary Behavior
  - LT4: Food Safety

## Environmental Settings

**Organizational Motivators**
- **Short Term (ST):**
  - ST5: Readiness
  - ST6: Champions
  - ST7: Partnerships

**Organizational Adoption and Promotion**
- **Medium Term (MT):**
  - MT5: Nutrition Supports
  - MT6: Physical Activity and Reduced Sedentary Behavior Supports

**Organizational Implementation and Effectiveness**
- **Long Term (LT):**
  - LT5: Nutrition Supports Implementation
  - LT6: Physical Activity Supports Implementation
  - LT7: Program Recognition
  - LT8: Medico Coverage
  - LT9: Leveraged Resources
  - LT10: Planned Sustainability
  - LT11: Spin-off Benefits

## Sectors of Influence

**Community Capacity**
- **Short Term (ST):**
  - ST8: Multi-Sector Partnerships and Planning

**Community Changes**
- **Medium Term (MT):**
  - MT7: Government Policies
  - MT8: Agriculture
  - MT9: Education Policies
  - MT10: Community Design and Safety
  - MT11: Health Care
  - MT12: Social Marketing
  - MT13: Media Practices

## Population Results (R)

**Dietary, Physical Activity Recommendations, and Health**
- R1: Overall Diet Quality
- R2: Fruits & Vegetables
- R3: Whole Grains
- R4: Dairy
- R5: Beverages
- R6: Food Security
- R7: Physical Activity and Reduced Sedentary Behavior
- R8: Breastfeeding
- R9: Healthy Weight
- R10: Family Meals
- R11: Quality of Life

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**Changes in Societal Norms and Values**
Sectors of Influence

- Policy changes at the jurisdiction level (neighborhood, city, town, county, region, state, territory nation)
- Changes involve multiple sectors
- Relevant to State or County Nutrition Action Councils
ST8: Multi-Sector Partnerships & Planning

ST8. Number of state SNAP-Ed programs or local communities with multi-sectoral partnerships or coalitions that include at least 5 diverse sector representatives (who reach low-income audiences through their services) that address nutrition or physical activity community changes, such as policies, practices, or other elements of the Framework.

For each multi-sector partnership or coalition, the following should be measured:

ST8a. Types and number of organizations or individuals per sector represented
ST8b. Documented level of multi-sectoral representation of the partnership (as documented by partners)
ST8c. Documented level of active engagement of the partnership
ST8d. Level of influence of SNAP-Ed in the partnership (as documented by partners)
## The Wilder Collaboration Factors Inventory

<table>
<thead>
<tr>
<th>Name of Collaboration Project</th>
<th>Date</th>
</tr>
</thead>
</table>

### Statements about Your Collaborative Group:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral, No Opinion</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of collaboration or cooperation in the community</td>
<td>1. Agencies in our community have a history of working together</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>2. Trying to solve problems through collaboration has been common in this community. It's been done a lot before.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Collaborative group seen as a legitimate leader in the community</td>
<td>3. Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>4. Others (in this community) who are not a part of this collaboration would generally agree that the organizations involved in this collaborative project are the &quot;right&quot; organizations to make this work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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Collective Impact – Five Conditions

• Common Agenda
• Shared measurement systems
• Mutually reinforcing activities
• Continuous communication
• Backbone support organizations
## SNAP-Ed Allowability

<table>
<thead>
<tr>
<th>Collective Impact Conditions</th>
<th>SNAP-Ed Allowability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Agenda</td>
<td>GO</td>
</tr>
<tr>
<td>Shared Measurement</td>
<td>SLOW</td>
</tr>
<tr>
<td>Mutually Reinforcing Activities</td>
<td>GO</td>
</tr>
<tr>
<td>Continuous Communication</td>
<td>GO</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>WHOA</td>
</tr>
</tbody>
</table>
Example: Washington Food Systems Roundtable

- Creating a 25-year vision for a more coordinated food system.
- Representatives from state government, local food policy councils, agriculture, food enterprises, labor, anti-hunger and nutrition advocates, economic development organizations, academia, public health, philanthropy and others.
- Aspires for a food system that promotes the health of people, fosters a sustainable and resilient environment, is economically vibrant and creates a more equitable and just society.
- The Roundtable is focused on engaging and coordinating system change across public and private partners.
QUESTIONS?
Community Food Strategies facilitates food systems through deepening the capacity of an existing and growing network of local food councils.
Community Food Strategies is a multi-organizational team of food systems experts providing leadership and technical support for food council development across North Carolina.
...exactly are food councils?

Food councils are community organizations that help promote stronger local food systems. They assess the current food situation, make recommendations on how to improve it and communicate recommendations to policymakers and organizations that can take action.
WHY

...is collective impact useful within the food council context?

Complex Problem  Shared View  Cross-Sectors
Blind Men and the Elephant

It’s a Fan!
It’s a Wall!
It’s a Rope!
It’s a Spear!
It’s a Snake!
It’s a Tree!

WHY?
We See The Forest . . .
And The Trees.
35 Councils representing 43 counties are existing or emerging in NC.
Collective Impact Toolkit for Food Councils
Organization of this Toolkit

The toolkit is organized into the following sections with detailed instructions and information contained within each section:

Section 1: Our Common Agenda .............................................. page 1
Section 2: Results Pathways .................................................. page 3
  Vibrant Farms ................................................................. page 4
  Individual & Community Health ....................................... page 7
  Sustainable Ecosystems .................................................... page 10
  Thriving Local Economies ................................................ page 13
  Supportive Policy ............................................................ page 16
  Justice & Fairness ............................................................ page 19
Section 4: Shared Measurement .............................................. page 23
Section 5: Continuous Communication ............................... page 25
Section 6: Backbone Support ................................................ page 26
Our goal is a thriving, sustainable community-based food system in every North Carolina county.
Results Pathways

Using the six Summit Goals as your starting point, over the next pages your task is to identify the various Trails, Mile Markers, and Measures you and your partner organizations currently use or would like to begin using to make it to your Summit Goals. As you work, focus on achievable results-based activities that can contribute to the overall shared vision for our food system.

As a group ask yourselves, what are you doing well? Where are there gaps in engagement? Are there any untapped opportunities? The format of this toolkit is designed to help you answer these questions and begin the conversation of how to best go about ensuring that your groups’ activities are mutually reinforcing and contributing as a whole to the greater goals.

Trails: Respective results pathways organizations focus on to achieve summit goals. Trails show changes in behavior and decision making by members of a community that result from organizations’ programs, and that move us all towards reaching summit goals. There are several different trails that lead to each summit goal.

Mile Marker: Along the trail, the Mile Markers are the incremental changes that take place that let us know we are making progress up our results pathway trail. They are the result of our programmatic activities and shifts in the cultural environment.
Summit Goal: Peak local food system achievements toward which we all strive
Vibrant Farms
By vibrant farms we mean:
current and future producers view
farming as a viable career choice and
grow environmentally responsible/
humanely raised products that are sold
to a variety of local markets

Individual & Community Health

Sustainable Ecosystems

Thriving Local Economies

Supportive Policy

Justice & Fairness
Summit Goal: Peak local food system achievements toward which we all strive

Trails: Respective results pathways organizations focus on to achieve summit goals. Trails show changes in behavior and decision making by members of a community that result from organizations’ programs, and that move us all towards reaching summit goals. There are several different trails that lead to each summit goal.
Key Terms

**Summit Goal:** Peak local food system achievements toward which we all strive.

**Trails:** Respective results pathways organizations focus on to achieve summit goals. Trails show changes in behavior and decision making by members of a community that result from organizations’ programs, and that move us all towards reaching summit goals. There are several different trails that lead to each summit goal.

**Mile Marker:** Along the trail, the Mile Markers are the incremental changes that take place that let us know we are making progress up our results pathway trail. They are the result of our programmatic activities and shifts in the cultural environment.
Vibrant Farms

Trail: Abundant local food production

Mile Markers:
- Farmland is preserved and transitioned successfully
- Farmers grow healthy foods for local consumption
- There is an abundance of local food production
- Community members, food businesses, and local decision makers understand the capacity and limitations to food production in the area

Trail: Abundant opportunities for local farms to operate successfully in local marketplaces

Mile Markers:
- Farmers have the knowledge, skills, and resources to run viable farm businesses
- Farmers have the knowledge, skills, and resources to meet market requirements
- Farmers are profitable
- Local food businesses purchase food from local farms
- Community members purchase local food from local farms
Example

1. Children are exposed to age appropriate activities and information about local food systems.
2. Adults are engaged in local food and farm activities.
3. The public increases purchases of local food products.
4. The public shows interest and demand for local food and farm engagement opportunities.

Healthy People & Resilient Ecosystems

Engaging People
Example

Healthy People

1. Children are exposed to age appropriate activities and information about local food systems

2. Adults are engaged in local food and farm activities

3. The public increases purchases of local food products

4. The public shows interest and demand for local food and farm engagement opportunities
Shared Measurements

Counties with:
- Emerging Food Councils
- Existing Food Councils or Networks
## Baselining your Local Food System

* A Worksheet for Food Policy Councils

### Vibrant Farms

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Data</th>
<th>Sources</th>
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<tbody>
<tr>
<td>Total farms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total acres of farmland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total farm operators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proportion of workforce employed in farming</td>
<td></td>
<td></td>
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<tr>
<td>Average annual salary from farming</td>
<td></td>
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<tr>
<td>Proportion of principal farmers younger than 35</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proportion of farms growing fruits and vegetables</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Shared Measurements

1. ↑ % of population with a livable wage
2. ↑ % of food secure families
3. ↑ % of population with a healthy weight
4. ↑ # of farmland acres in (food) production
5. ↑ in sales of local foods

Counties with:
1. ↑ # of school, community, home gardens
2. ↑ # of farmland acres in production
3. ↑ farmers earning a livable wage
4. ↑ local foods purchased by restaurants

1. Increase in % of population with a healthy weight
2. Decrease in % of the population with obesity and/or chronic disease
3. Increase in sales of local foods
Shared Measurements

RECOMMENDATION: Look at overlap between RBA indicators from individual counties and the Common Baseline Indicators Final.xlsx document.

- Percentage of food insecure families
- Number of farmland acres in production
- Percentage of population with a healthy weight
- Percentage of population with obesity and/or chronic disease
- Number of community gardens
Continuous Communication

Clear and consistent communications among project partners is essential for building trust, assuring mutual objectives, and keeping everyone motivated and on task. It is only by communicating with one another that organizations and individuals can develop a shared sense of commitment and ownership to projects, and to collectively address concerns and hurdles.

Backbone Support

In the collective impact model, backbone functions guide a project’s vision and strategy, support activities, establish the shared measurement practices, and in some cases work to advance policy and mobilize funding. Individuals conducting backbone work provide periodic and systematic assessment of progress attained by the various groups working on a project, and then synthesize the results to present back out to project participants, funders, and the public.
Lessons Learned

• Understanding a shared language vs. shared vision
• Drawing the common agenda from community voice
• Collective impact as a concept vs. an applied framework
• Practice with collective impact is important within sectors as well as across sectors
• Creating a template for shared measures
Next Steps

• Baseline assessment guide
• Regional Identities and intersections
• Continue collective impact trainings
• Results Based Accountability trainings
• Track shared measures and impact on common agenda
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apiner@ncsu.edu
Community Food Strategies
Center for Environmental Farming Systems
Leadership and Management of Collective Impact

Julia L. Carboni, MPA PhD

Prepared for the RNECE-South Collective Impact Webinar
May 2, 2016
Leading Collective Impact

• How is leading CI different from leading organizations?
  – Structure
  – Process
  – Time
  – Diffused expertise
  – Focus
  – Accountability
Leading Collective Impact

Convener role

Flexibility

Broker/facilitator role

Creativity

Building and maintaining trust
Managing Collective Impact - Backbone Support

- **Establishing CI**
  - Agenda setting
  - Participants

- **Maintaining CI**
  - Mutually reinforcing activities
  - Continuous communication

- **Measuring CI**
  - Measuring the impact
  - Measuring the CI network

- **Promoting CI**
  - Building internal and external legitimacy
  - Develop political support

This work is about system activities and change rather than direct service.
THANK YOU.

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QUESTIONS?