

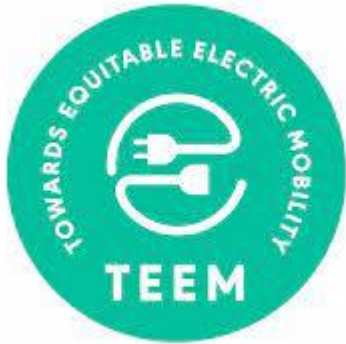
Building Collective Power

2 Case Studies

November 9, 2022



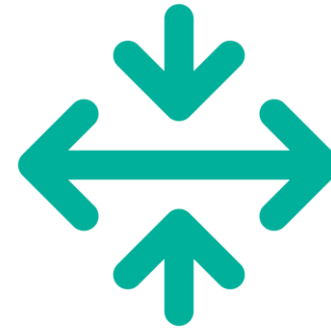
SESSION FLOW



**Towards Equitable
Electric Mobility
(TEEM) case study**
(15 minutes)



**Child Care NEXT
Case Study**
(15 minutes)



**Cross-case
Reflections**
(15 minutes)

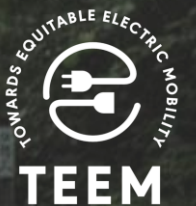


Q&A
(15 minutes)

Towards Equitable Electric Mobility (TEEM)

Building shared power

November 2022





We facilitate meaningful learning and evaluation with and for our partners to advance equity and social justice.

 @Innonet_Eval



Associate

Evaluator on TEEM

Amateur cat wrangler



QUICK FACTS



Est. 2021



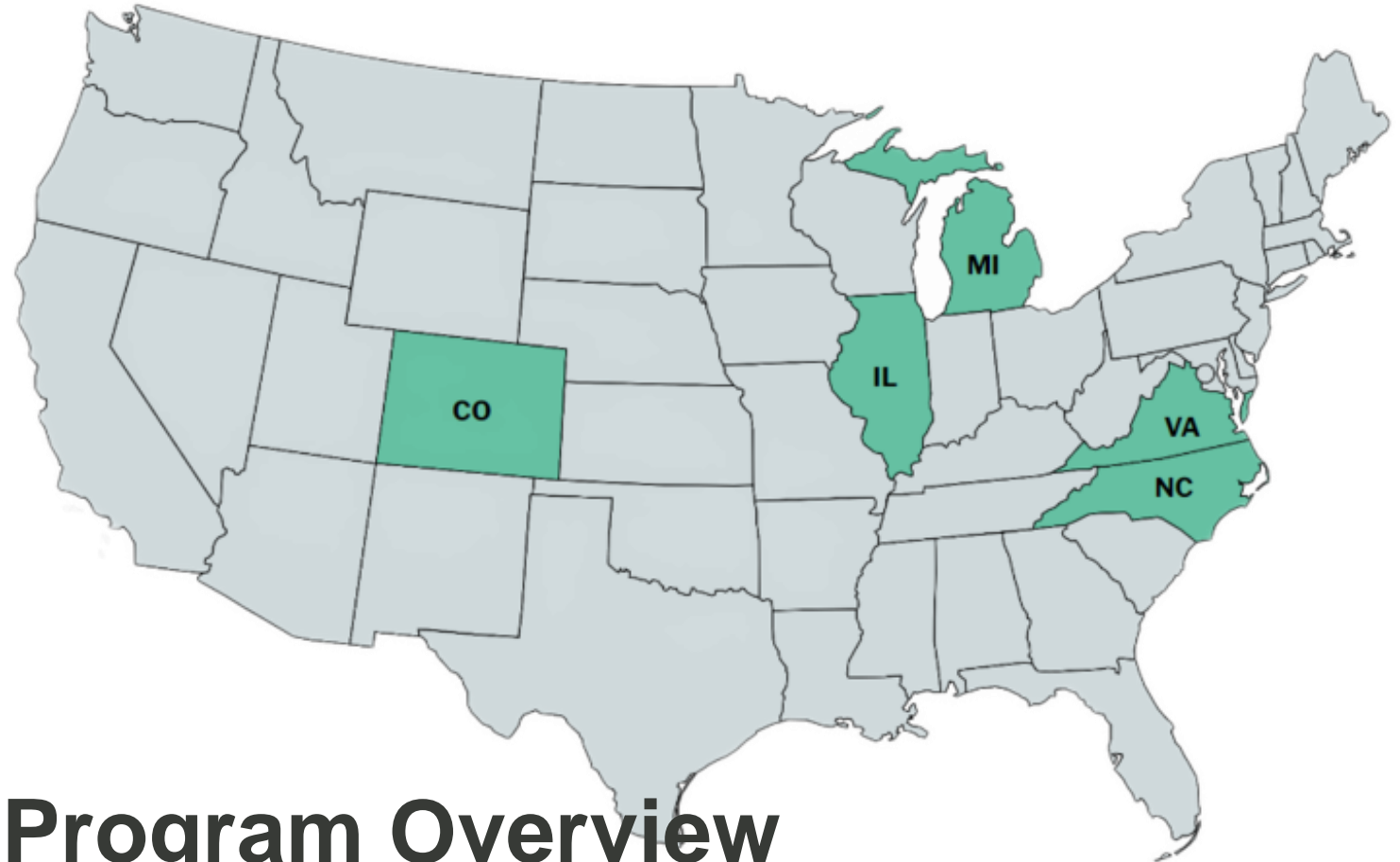
32 organizations in 5 states (and growing!)



Facilitation partners:
Forth Mobility
Greenlining Institute



Anonymous funder



Program Overview

Toward Equitable Electric Mobility (TEEM) is a Community of Practice created in 2021 to improve equitable clean transportation by enabling cohort members to **share policy goals, learn together, build capacity, and develop a sense of belonging and mutual commitment** towards advancing racial equity and climate change goals in electric mobility. TEEM brings together grassroots and grasstops organizations.

Evaluation Approach

Year 2 (March 2022-March 2023)



LEARNING QUESTION #1

What does it take for TEEM to support offensive, proactive work for equitable policies?



LEARNING QUESTION #2

How can TEEM move towards collective ownership of state-level and national strategies?



LEARNING QUESTION #3

How can TEEM operationalize equity across the community of practice?

METHODS

After-Action Reflections

Monthly facilitated conversations with the Facilitation Group on successes, experiments, and challenges in TEEM

Reflection Session

Session with most TEEM participants on defining proactive work and identifying barriers and supports for it

Survey

Assessing collective ownership and operationalizing equity in TEEM

Sensemaking Sessions

Facilitated reflections with the Facilitation Group and funder on intermediate and final findings

Evaluation Experience

Year 2

Reflection from Alexa (TEEM facilitator)

“TEEM’s growth over the past two years is in large part due to dedicated evaluation led by Innovation Network. This evaluation approach has allowed us to effectively understand the nuances of learning, which is a critical part of TEEM, while also understanding how the members of our program want to see this work evolve. I’ve also appreciated that intentionality to assess equity within our program and approaching this assessment in a way that is approachable and engaging for the program participants.”

Defining Shared Power



Centering grassroots organizations, including having processes to facilitate their participation in TEEM



Bringing together historically siloed organizations to fold equity into electric mobility



Building relationships and trust based on a shared commitment to equity





Creating Shared Power

Building the container for TEEM

- Facilitators set expectations around equity, and all members are expected to adhere to TEEM's Equity Principles and Commitments.
- TEEM recruited and compensated organizations with experience furthering equity even if they had no experience in electric mobility.

Building relationships across diverse groups

- Facilitators spotlight grassroots organizations with equity experience in TEEM calls to emphasize their voices.
- In the beginning, facilitators focused on members sharing experiences and questions that sparked conversation.

Creating Shared Power

Building capacity

- To account for the varying levels of experience and understating around equity and electric mobility among members, TEEM built in peer learning opportunities as well as more formal opportunities with external speakers.

Building consensus around priorities

- State cohorts work together to identify what key policy priorities to pursue. Facilitators hold members accountable to their equity principles and commitments to ensure that both grassroots and grassroots interests and priorities are represented.
- Facilitators serve as active mediators and advocates for grassroots organizations when conflict arises.



Lessons Learned: What Works



Level-setting and an upfront commitment to equity by all participants



Emphasis on relationships



Building an inclusive environment



Supporting member capacity when necessary

*TEEM members in one state were **able to be vulnerable** with the Facilitation Group and each other when discussing their “blind spots” and concerns with engaging with TEEM. The Facilitation group attributes this strongly to **people being able to connect face-to-face** at the annual convening.*

Lessons Learned: Challenges



External urgency and timelines



Power and resource differentials



Capacity for participation

*TEEM has supplemented the capacity of state cohorts, but members shared that **they continue to face competing priorities.***

Evaluation Approach

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Thank You.

Milestones for Collective Power in Child Care NEXT: Case Study

Eval22 | November 9, 2022

@4EarlySuccess

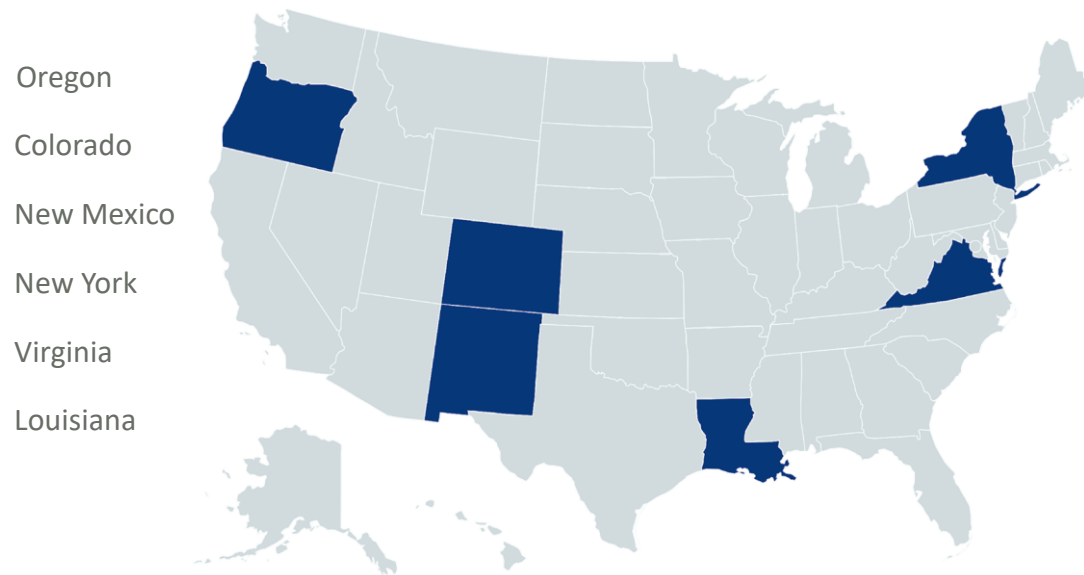


Overview of Child Care NEXT

Mission: Support states that are ready to mount long-term campaigns to achieve transformative change in their child care policies and funding.

Est.: 2021

Members: Six state teams selected through a competitive process.



CC NEXT Core Principles

1. Building and sustaining political power, organizing, and advocacy capacity at all levels
2. Transformational child care policies and systems
3. Those who are most impacted by child care policies and programs to have a meaningful role in shaping the solution and campaign
4. Racial equity

Evaluation Approach

Evaluation of the CC NEXT Planning year began in 2021 and concluded in August 2022. We are currently planning the next phase of the evaluation.

Collective Power Learning Questions

WHAT DOES IT LOOK LIKE TO MAKE PROGRESS IN BUILDING COLLECTIVE POWER?

1. How are states building collective power?
2. What are the milestones on the pathway to building collective power?
3. What facilitates or hinders building collective power?
4. How can the Alliance support states to build collective power?

Methodology

Document Review

High-level review of states' materials

13 Key Informant Interviews

Two interviews with each state coalition, including an interview with one “traditional” and ‘non-traditional’ member of the coalition.

CC NEXT Reflection Meeting

Presented interview data at the CC NEXT Summer Convening for reflection.

Collective Power Definition

Members of CC NEXT were mostly aligned in how they described collective power:



Centering the most impacted populations to lead changes in childcare. WHO is included matters so that the change is meaningful for those who experience it.



Building strength by bringing diverse groups together. More and diverse involvement creates a critical mass that leads to real change.

“We collectively do little without all agreeing on it.”

- CC NEXT member in New York

Milestones for Collective Power



Setting the table



Directed by parents and providers



Safety and trust across members



Advocacy impact



Cohesion



Impact for children and families



Financing

Lessons Learned for Collective Power

All states needed to focus on foundation building

Foundation building included:

- **Creating common coalition values;** for members of CC NEXT states, these were aligned with the core principles.
- **Transparency and open communication.** Openly addressing issues as they arise, including on topics of race.
- **Creating conditions where all can contribute,** regardless of language, role in the coalition, and geography.
- **Relationship and trust building.**

Colorado sometimes leads meetings in Spanish. This disrupts the power dynamics for those attending, using language not only to communicate but as political education for its members.

Lessons Learned for Collective Power

Elevating non-traditional voices required changes in processes

States are making efforts to change who makes decisions as part of the coalition, particularly to those who traditionally have less power: parents and providers.

States are:

- Elevating those with less power into leadership positions.
- Setting expectations of those who traditionally hold power to do things differently.

In Louisiana, parents facilitate steering committee meetings and receive the support they need to do so.

Lessons Learned for Collective Power

States struggled to identify sustainable strategies for engaging all voices

States are struggling to **achieve diverse geographic representation** across all states.

They are also struggling to bring those **most impacted by child care**, particularly parents, into their coalitions in a meaningful way. Specifically, they are struggling with:

- **Accessibility** for impacted people in advocate spaces,
- Those most impacted are disproportionately affected by **other hardships** (e.g., COVID-19) as well which affects their capacity and engagement,
- Building **respect for the voices and needs of those most impacted**, particularly outside their coalitions.

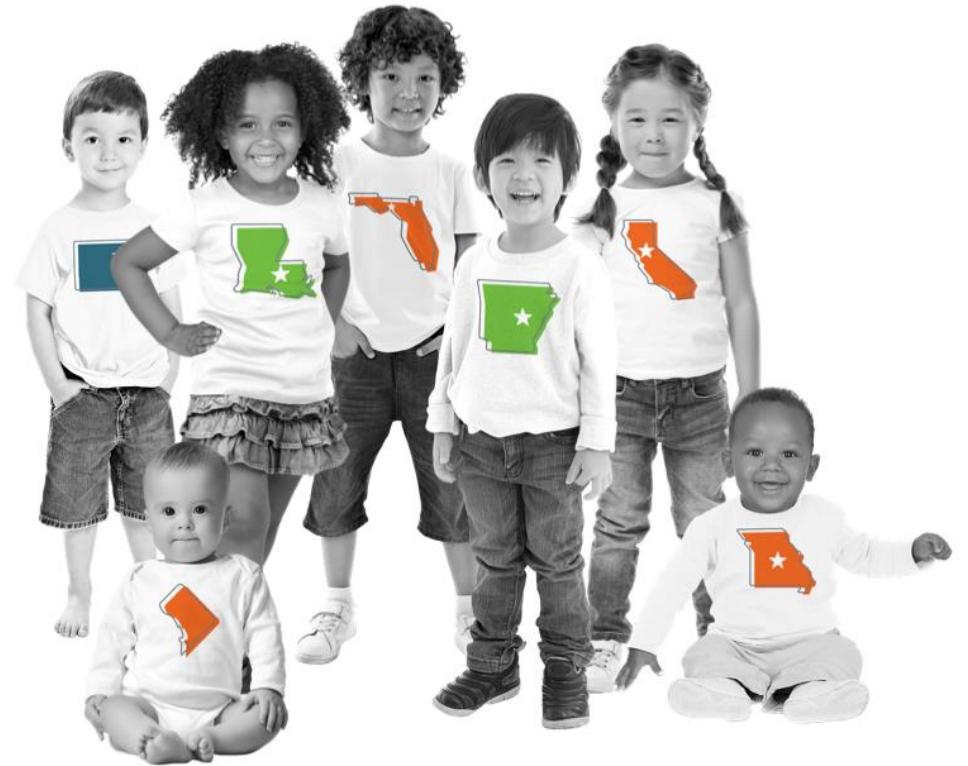
Colorado has found geographic diversity to be a challenge: most advocates focused on policy are in the metro Denver area.

Next for CC NEXT

Implementation and continued learning

Year two of Child Care NEXT has state teams implementing **campaign plans in service of their transformational visions**. Strategies include coalition building, policy & advocacy, implementation, communications, grassroots organizing, and more.

Role modeling in some ways the initiative's core principle of shared power, the Alliance and Innovation Network are **working in partnership with states to identify learning questions** to guide our evaluation over the next several years.



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Cross-Case Reflections

What are we learning about what it takes
to build collective power?

#Eval22 | @Innonet_Eval

Hello!



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 @Innonet_Eval



Alissa Marchant, Interim Co-Director
Lead evaluator on CC NEXT and TEEM
Ice cream enthusiast

 @WheresMAIissa

Hello!



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@Innonet_Eval



Alissa Marchant



Cory Georgopoulos



Kathy Brennan



Lilit Hakobyan

Research around collective impact and equity



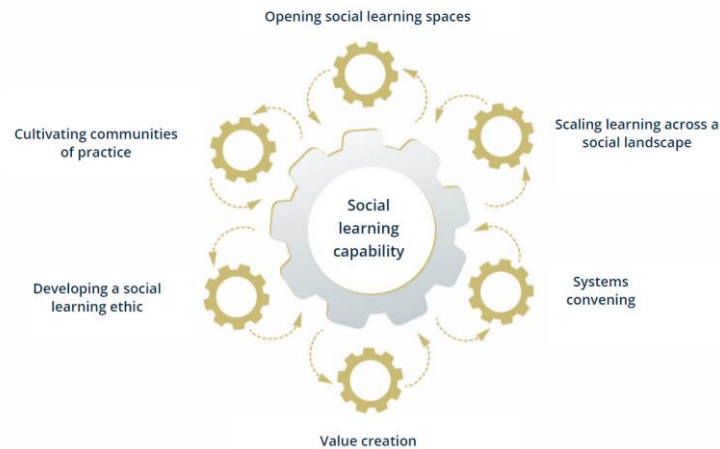
Equitable
evaluation

Power in Places Framework

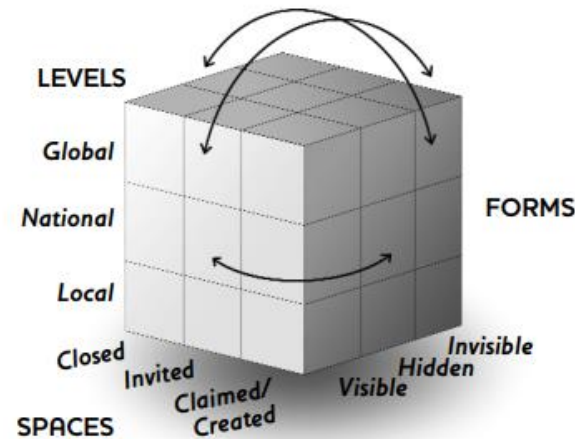


Power
building

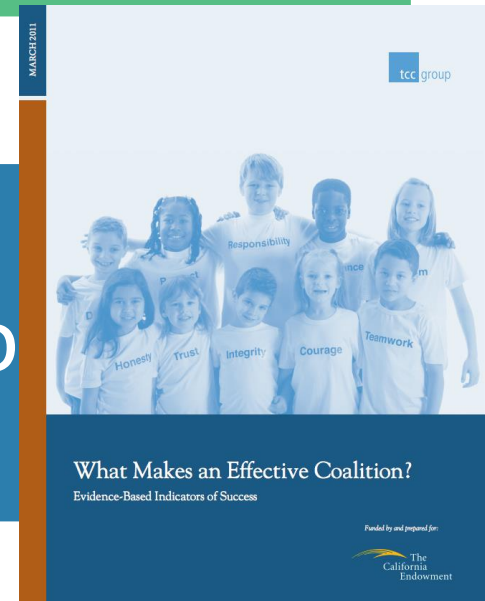
Collective
impact



Practice



Co



Strategies for centering equity in collective impact

Stanford Social Innovation Review published an [article](#) outlining strategies for centering equity in collective impact:

1. Ground the work in data and context, and target solutions
2. Focus on systems change, in addition to programs and services
3. Shift power within the collaborative
4. Listen to and act with community
5. Build equity leadership and accountability

What does this look like?

These evaluations **continue to build the field's understanding** of what it takes to center equity in collective advocacy efforts.



**COLLECTIVE
IMPACT FORUM**



Comparing TEEM and CC NEXT

TEEM

CC NEXT

Both are new, est. in 2021

Both have a national cohort, and 5-6 state cohorts

Both funded by Foundations

Invite-only

Competitive process

Grassroots groups receive modest stipends to participate

Each state receives substantial funds to distribute to its coalition

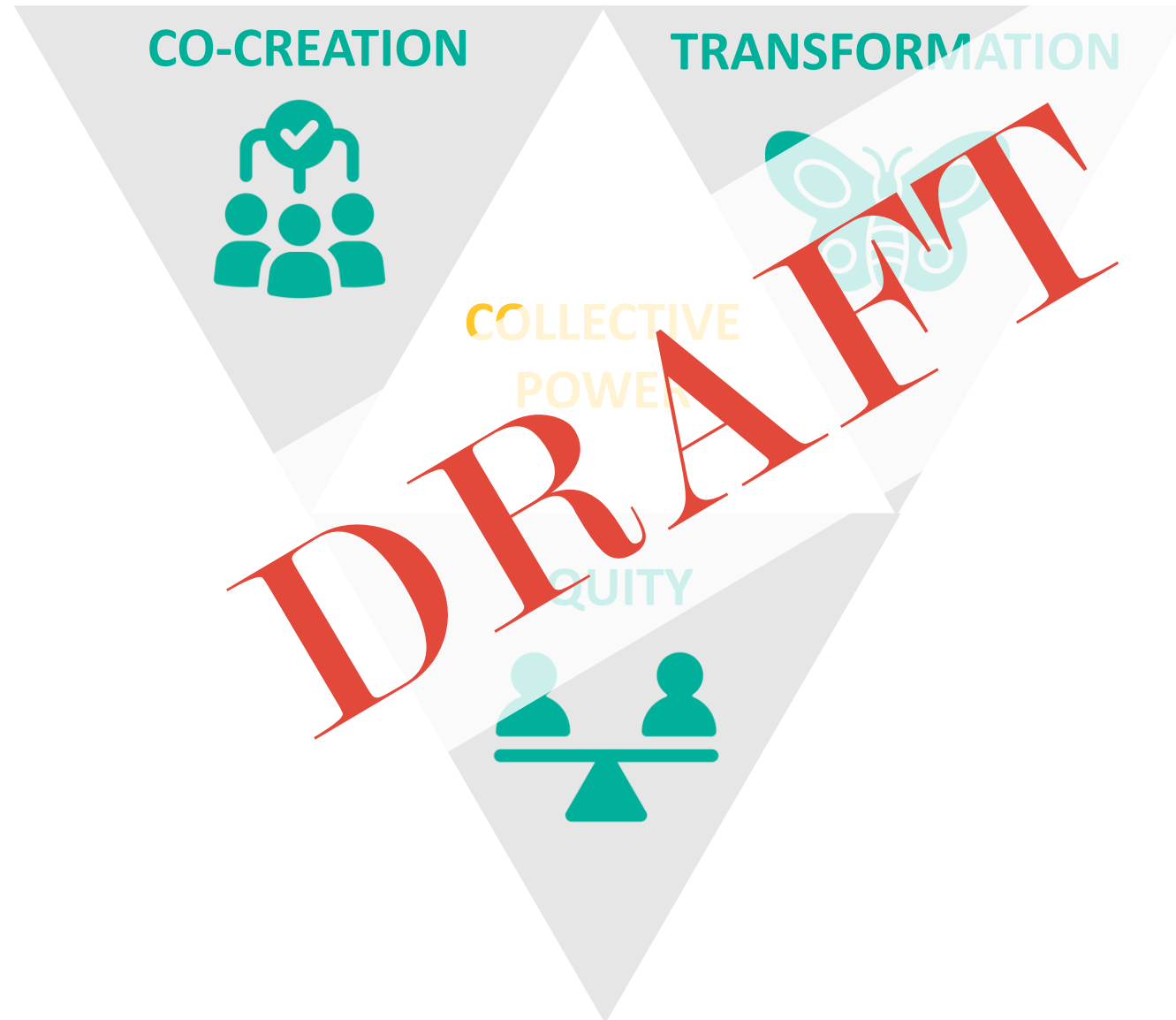
Power is centralized

Power is concentrated in states

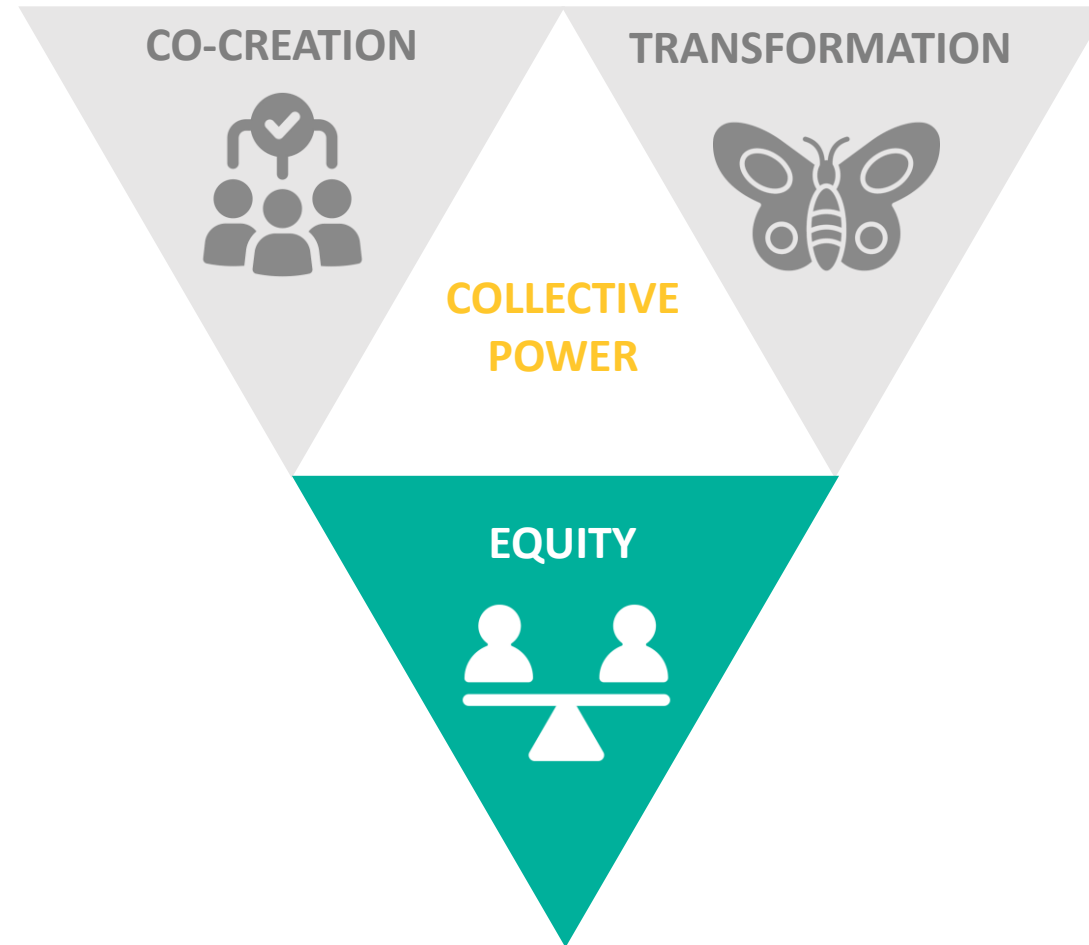
Some Caveats

- The framework is based on **only 2 coalition examples**—even if they operate across several different states.
- Innovation Network worked on both of these coalitions—as evaluators **we have most definitely had a hand in shaping the definition and understanding of collective power** in both these spaces.
 - We also tend to choose who we work with based on shared values and conceptions of evaluation.

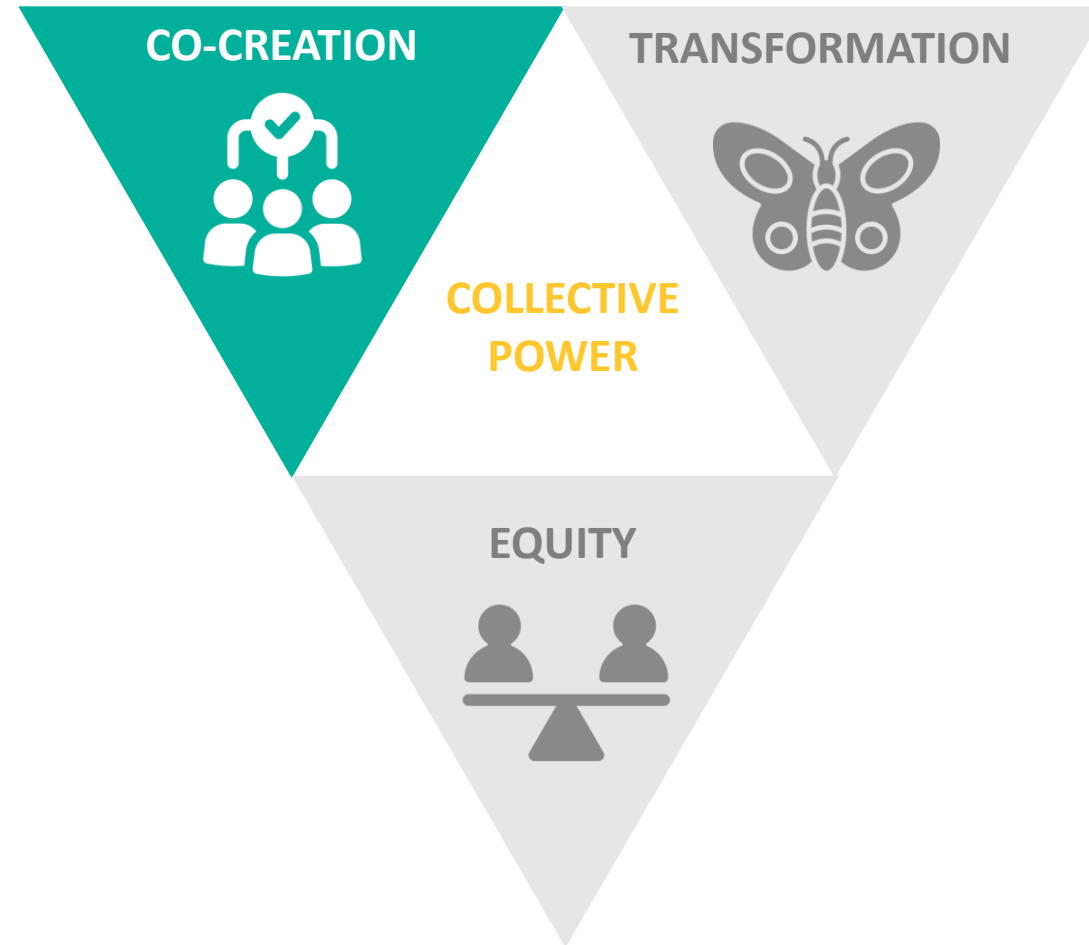
Toward a Collective Power Framework



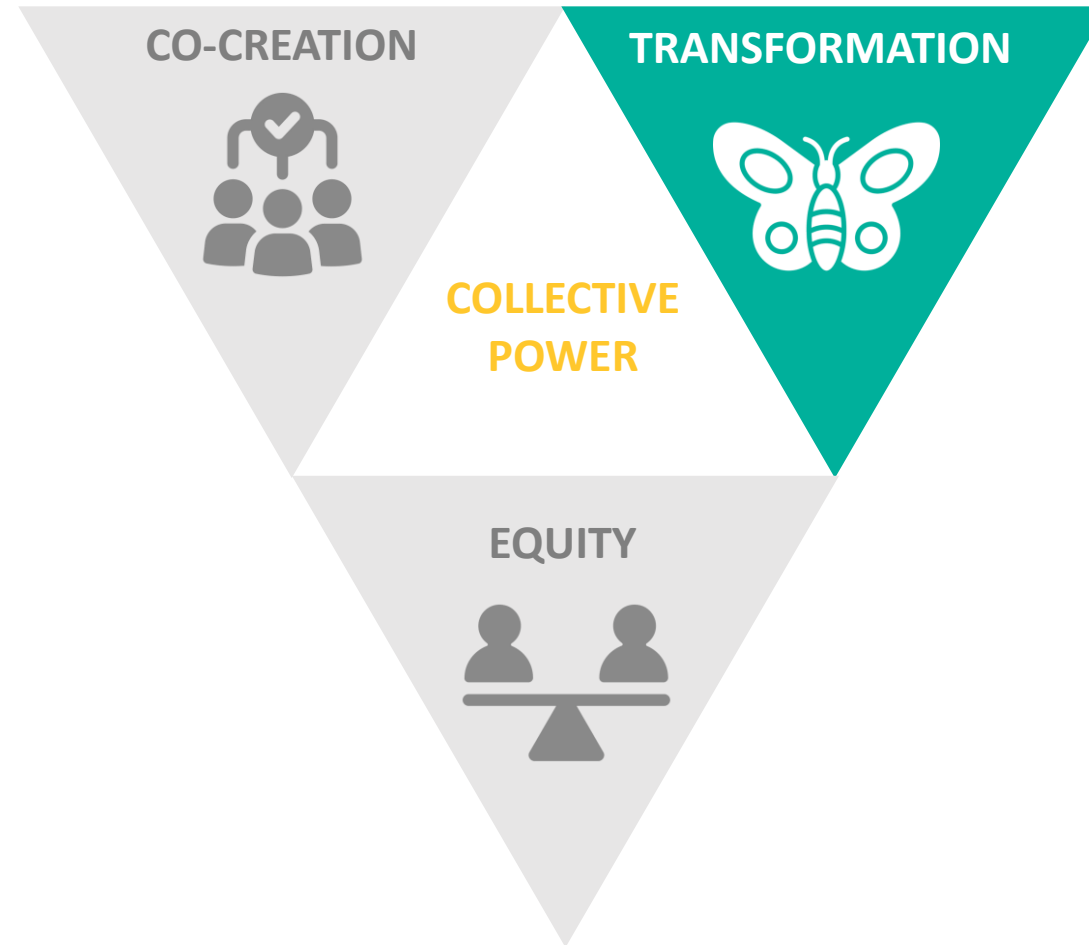
Toward a Collective Power Framework



Toward a Collective Power Framework



Toward a Collective Power Framework



Toward a Collective Power Framework



EQUITY

- A commitment and vision for equity is at the heart.
- Members respect, appreciate, and leverage the different strengths other members bring. There's acknowledgment that each member brings their own unique value.
- The coalition openly addresses and strives to mitigate inequitable power dynamics.
- Whatever the issue, those most impacted have power and weight over the coalition and its work equal to other groups or more. Within the coalition, this can mean active elevation of grassroots voices and leadership.
- Participants have the resources to engage in the coalition.



CO-CREATION

- Members feel like they have a voice to share their honest opinion and that it is valued.
- The coalition strives for group-based decision-making that reaches for or achieves consensus.
- There's a spirit of collaboration in how members approach realizing their shared vision rather than competition.



TRANSFORMATION

- Members are not only valued for their unique skills and the constituency they bring to the group, but for their perspective. The goals created by the group are bigger, more comprehensive, and visionary.
- Members can see their work and contributions make an impact. This impact could be concrete policy change but is often a transformational change in perspective as well.

Emerging Questions

1. What are the non-negotiables for building collective power? How does this draft framework relate to other equitable coalition work?
2. Whose responsibility is it to build collective power?
3. Difference in issue landscape - how does that affect collective power when you are starting from 0 vs from somewhere?
4. How can collective power be sustainable?

Contact Us

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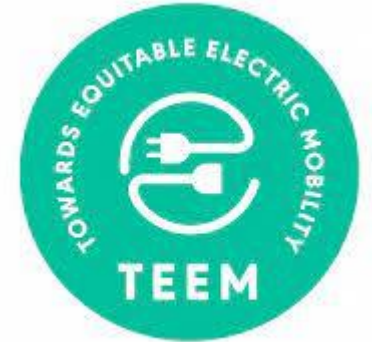
Cory Georgopoulos, MPP

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Questions?

Reflections?



Learn more and download this presentation!



Or visit <https://linktr.ee/innonet>

Reference Sources

In this evolving field, we drew on a number of articles and tools to inform our philosophy and approach to these evaluations. Below is a sampling of some of the resources we referenced:

EQUITY

1. Wolff, T., Minkler, M., Wolfe, S., et al. (2016). Collaborating for Equity and Justice: Moving Beyond Collective Impact. *The Nonprofit Quarterly*. [Link](#)
2. Kania, J., Williams, J., Schmitz, P., Brady, S., Kramer, M., & Juster, J. S. (2021). Centering Equity in Collective Impact. *Stanford Social Innovation Review*, 20(1), 38–45. https://ssir.org/articles/entry/centering_equity_in_collective_impact

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1. Preskill, H., Parkhurst, M., Juster J. S. (2014). Measuring Collective Impact. FSG. <https://www.fsg.org/resource/guide-evaluating-collective-impact/>
2. What Makes an Effective Coalition? Evidence-Based Indicators of Success. (2011). TCC Group. <https://www.tccgrp.com/resource/what-makes-an-effective-coalition-evidence-based-indicators-of-success/>

COMMUNITIES OF PRACTICE

1. Bertone, M.P., Meessen, B., Clarysse, G. et al. (2013). Assessing communities of practice in health policy: a conceptual framework as a first step towards empirical research. *Health Res Policy Sys*.
2. Wenger, E & Trayner, B & Laat, Maarten. (2011). Promoting and Assessing Value Creation in Communities and Networks: A Conceptual Framework. <https://wenger-trayner.com/wp-content/uploads/2011/12/11-04-Wenger-Trayner-DeLaat-Value-creation.pdf>

POWER BUILDING

1. Fox, K., & Post, M. Power Building in the Community Change Power in Places Initiative: Framework and Strategies. (2022). *Innovation Network*. <https://www.innonet.org/news-insights/resources/power-building-framework-and-strategies/>
2. Power Resource List compiled by Katie Fox. (2019). <https://www.innonet.org/news-insights/resources/power-resource-list/>

Thank You

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