

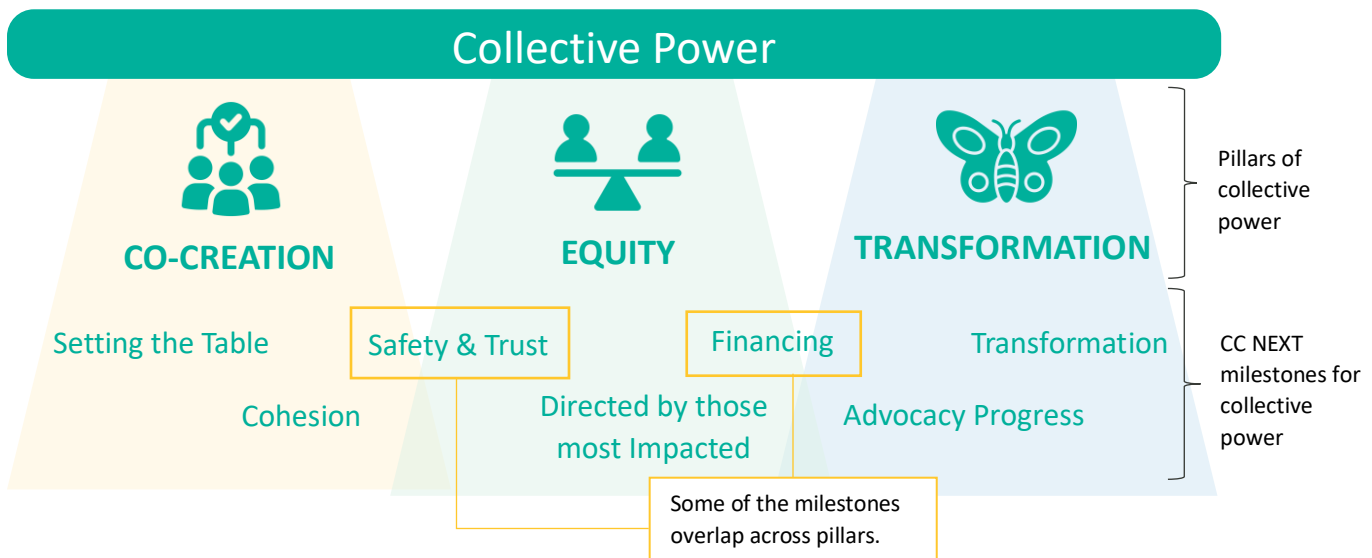
# INDICATORS FOR REDISTRIBUTING POWER IN COALITIONS

Evaluation 2023

## Collective Power Framework

When we found no existing frameworks for collective power that centers equity, we looked to the advocates who are building collective power as part of their regular practice. In the past three years, we followed two collectives - [Towards Equity in Electric Mobility \(TEEM\)](#) organized by the Greenlining Institute and Forth Mobility, and [Child Care Next \(CC NEXT\)](#) organized by the Alliance for Early Success - who brought together traditional policy organizations with equity and grassroots organizations.

Taking into account their similarities and differences, **we identified three intersecting pillars that make up our draft framework for collective power** (Figure 1).



The next phase of framework refinement (and the focus of this conversation) is to develop indicators for this framework that can help us assess and measure collective power within groups.

**While the framework was based on both TEEM and CC NEXT, we will be emphasizing our work with CC NEXT as we are currently working on indicators with them that measure collective power.** These indicators are based on the seven milestones for collective power that were developed with CC NEXT. In Figure 1, we mapped the milestone for collective power on our framework pillars to demonstrate how the pillars were distilled and shaped from our work with CC NEXT (in addition to our work with TEEM, not pictured here). Thus, we anticipate that the indicators developed for CC NEXT will be extremely relevant to our overall collective power framework (despite being specific to CC NEXT right now).

In the sections below, we have included detailed descriptions of each pillar and the milestones for collective power developed in CC Next.

## 3 Pillars of Collective Power

---

1. **Equity.** *The recognition that everyone at the table holds different levels of power, and there needs to be a concerted, intentional effort to shift and build the power of members who come in with less. While all these components are important, co-creation and transformation rest upon the presence of equity in a group and would not be possible without it.*
  - a. A commitment and vision for equity is at the heart.
  - b. Members respect, appreciate, and leverage the different strengths other members bring. There's acknowledgment that each member brings their own unique value.
  - c. The coalition openly addresses and strives to mitigate inequitable power dynamics.
  - d. 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.
  - e. Participants have the resources to engage in the coalition.
  
2. **Co-creation.** *The space is owned, shaped, and created by members in collaboration with each other. This shows up not just as a function of effectiveness, but as shared decision-making and a spirit of collaboration in the coalition.*
  - a. Members feel like they have a voice to share their honest opinion and that it is valued.
  - b. The coalition strives for group-based decision-making that reaches for or achieves consensus.
  - c. There's a spirit of collaboration in how members approach realizing their shared vision rather than competition.
  
3. **Transformation.** *Not only are members of the group striving to affect their chosen issue (i.e., electric mobility, childcare), they are changing the way the work is done and looking at long-term social change. The coalition is less focused on policy wins and more on the experience of and impact for those most affected by the issue.*
  - a. 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.
  - b. 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.

These three components underpinned how the coalitions were facilitated and how members showed up in relationship with each other: not as a competition but as a place where each member has decision-making power and differences of perspective are valued rather than erased.

## 7 Milestones for Collective Power (CC NEXT)

---

The following milestones were created in collaboration with CC NEXT and its members.

MILESTONE	SAMPLE INDICATORS
<b>SETTING THE TABLE</b> <i>Intentional membership and leadership of their coalitions. Diverse membership, starting with grassroots groups.</i>	<ul style="list-style-type: none"><li>• Diversity of the table</li><li>• Extent to which new members are invited and welcome to the coalition</li><li>• Extent to which coalition members feel they can engage in the coalition in the way/to the extent they want</li></ul>
<b>SAFETY AND TRUST ACROSS MEMBERS</b> <i>To achieve safety and trust, the environment must be accessible and center parents and providers. There are feedback loops, relationship-building, and honesty that allows states to experiment and disagree. When there is safety and trust, participants feel included and find consensus.</i>	<ul style="list-style-type: none"><li>• Types of relationships across coalition members</li><li>• Extent to which members feel they can show up with authenticity and honesty</li><li>• Extent to which members feel the coalition operates transparently and with clear rules of engagement.</li></ul>
<b>COHESION</b> <i>State coalitions are coming together by building common goals, policies, and processes. In building these internal structures they seek flexibility that recognizes partners' unique needs and prioritizing parent ownership. If successful, cohesion can result in relationship-building and reduced silos.</i>	<ul style="list-style-type: none"><li>• Extent to which members can articulate the coalition's vision and theory of change.</li><li>• Extent to which members feel mutual support, solidarity, and collaboration toward a common purpose and vision</li></ul>
<b>FINANCING</b> <i>States need funding and resources to form and strengthen their coalitions, particularly funds devoted to address barriers to participation.</i>	<ul style="list-style-type: none"><li>• Level and type of financial compensation to parents and providers</li><li>• Extent state coalition uses resources to support and increase funding streams for grassroots organizations</li><li>• Extent to which participants contributed and agree with the decisions for how funds were distributed</li></ul>
<b>DIRECTED BY PARENTS AND PROVIDERS</b> <i>Success for this milestone involves ensuring that parents and providers are equipped to lead in coalition roles and are present during engagement with Legislators and community leaders.</i>	<ul style="list-style-type: none"><li>• Extent to which parents and providers have increasing leadership and decision-making power</li><li>• Extent to which state coalitions prepare parents and providers to lead</li></ul>
<b>ADVOCACY PROGRESS</b> <i>This milestone focuses on what progress will look like in childcare advocacy within each state. Findings on this milestone will be indicated by continued action and advocacy efforts in conjunctions with legislative support to help progress toward childcare funding.</i>	<ul style="list-style-type: none"><li>• Level of campaign engagement</li><li>• Extent to which coalition grows racially diverse partnerships.</li><li>• Level and type of racial equity data that is collected and used to inform coalition activities.</li><li>• Perception of support for child care issues</li></ul>
<b>IMPACT FOR CHILDREN AND FAMILIES</b> <i>Collective power should result in real impact for children and families through more quality care for all types of families that is accommodating to their individual needs. Such needs include affordability, race/gender inclusive, language inclusive, geographically inclusive, time inclusive, location inclusive, and disability inclusive.</i>	<ul style="list-style-type: none"><li>• Extent to which provider pay is prioritized and accounted for</li><li>• Increased funding for child care solutions</li><li>• Extent to which families feel their interests are centered in policy and advocacy efforts</li></ul>

## Continuing Refinement of the Framework

---

While we hope this framework is useful to other evaluators, it is still a draft with many missing parts and remaining questions, and our intention in sharing it is not to provide answers but to spark discussion. **What other components are integral to collective power? How does this framework resonate with other coalitions?** We hope to explore these questions — and revisit and revise the framework — as we continue to partner with these groups and others, but we also want to hear from you: what has your experience been in measuring and building collective power?

We would love to hear your thoughts and experiences!

---

### Contact information

#### **Cory Georgopoulos**

Associate

[cgeorgopoulos@innonet.org](mailto:cgeorgopoulos@innonet.org)

#### **Alissa Marchant**

Director

[amarchant@innonet.org](mailto:amarchant@innonet.org)

#### **Shelli Golson-Mickens**

Senior Associate

[sgolsonmickens@innonet.org](mailto:sgolsonmickens@innonet.org)

### About Innovation Network

Innovation Network is a 501(c)(3) consulting firm that provides research, evaluation, and learning support to organizations working for equitable social change. For more information, please visit [www.innonet.org](http://www.innonet.org).

