Eight Steps to Building an Effective Coalition

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www.preventioninstitute.org
STOP YOUTH VIOLENCE IN OAKLAND
How many coalition members does it take to screw in a light bulb?

- 1-2
- 3-5
- 6-10
- 11-15
A Coalition Is A Tool To Get Things Done
DILBERT

DOGBERT, I NEED YOU TO FACILITATE SOME MEETINGS.

WHAT KIND OF MEETINGS?

WE'RE CREATING A PROCESS TO FIX OUR PRODUCT DEVELOPMENT PROCESS. BUT FIRST WE'RE HAVING SOME PREPLANNING MEETINGS...

...TO DECIDE ON A PROJECT NAME.

HOW ABOUT "DEATH SPIRAL"?
What makes coalitions hard?
Coalitions may be...

- Time intensive
- Inefficient
- Frustrating
- Poorly utilized

"Another meeting? I'd like to attend but I have real work to do."

"This coalition used to be worthwhile, but now it is a waste of time."
What are the benefits of forming a coalition?
Effective coalitions allow you to...

- Accomplish a broad range of goals
- Broaden buy-in
- Identify areas for focus
- Concentrate on comprehensive approaches
The Spectrum of Prevention

- Influencing Policy & Legislation
- Changing Organizational Practices
- Fostering Coalitions & Networks
- Educating Providers
- Promoting Community Education
- Strengthening Individual Knowledge & Skills
Developing Effective Coalitions:
The 8-Step Process

1. Analyze program objectives, determine whether to form a coalition
2. Recruit the right people
3. Devise preliminary objectives and activities
4. Convene the coalition
5. Anticipate necessary resources
6. Develop a successful structure
7. Maintain coalition vitality
8. Improve through evaluation
Developing Effective Coalitions

Analyze your program’s objectives and determine whether to form a coalition.

- Clarify current objectives
- Examine approaches which might be effective
- Assess current community strengths and needs
Reframing the nutrition & physical activity debate from simply a matter of individual choice... to corporate & government responsibility.
Recruit the right people.
What do you need to consider when identifying partners?
Recruit the right people.

- Identify people working on the issue
- Consider who has influence
- Determine who will be supportive
- Identify who may put obstacles in your path
- Consider how many people should be involved
Equity Matters

- **More than just placeholders**
  - Simply inserting a person of color or a person from a low-income community into the process is not enough

- **Diverse and divergent perspectives**
  - Engage in how perspectives differ and how those differences may influence decisions and solutions

- **Buy-in for change**
  - Including community members can strengthen the process and support
Forming Broader Partnerships to Meet Mutual Goals
Multi-Field Collaboration is Hard Work

**Diverse partners:**

- View the world differently
- May lack understanding of other field’s issues, values, capabilities, and goals and priorities
- Speak different languages
- Follow different mandates
- Must juggle issues between the “home” agency and the collaborative
Collaboration Multiplier

Collaborator 1
Expertise:

Desired Outcomes:

Key Strategies:

Collaborator 2
Expertise:

Desired Outcomes:

Key Strategies:

Collaborator 3
Expertise:

Desired Outcomes:

Key Strategies:

Collaborator 4
Expertise:

Desired Outcomes:

Key Strategies:

Shared Outcomes

Partner Strengths

Joint Strategies
Partnerships across Sectors
6 Wins for Social Equity Network

- Alliance of Californians for Community Empowerment (ACCE)
- Asian Pacific Environmental Network (APEN)
- Breakthrough Communities
- California WALKS
- Causa Justa/Just Cause
- Center for Sustainable Neighborhoods
- Council of Community Housing Organizations
- Ditching Dirty Diesel Collaborative
- East Bay Housing Organizations (EBHO)
- Genesis
- Housing Leadership Council of San Mateo
- North Bay Organizing Project
- Rose Foundation - New Voices are Rising
- TransForm
- Urban Habitat
- Working Partnerships USA
Set preliminary objectives and activities.

- Propose a variety of activities to meet members’ needs and skills
- Identify short-term successes
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Coalition Members Wear 2 Hats

Photo credit: Martin Ujlaki
The Tension of Turf
The conflict between organizations with seemingly common goals.

--Peck and Hague
Why Do Turf Issues Arise?
Why Do Turf Issues Arise?

- Coalitions tend to be made up of passionate members
- Non-coalition related issues are brought into the coalition
- Conflicting agendas
- Previous bad relations
- Control over the coalition (identity, ideology, and strategy)
- Who gets recognition and resources
How to Manage Turf: Tips for Coalition Leaders

- Acknowledge potential turf issues.
- Shape collective identity.
- Secure funding.
- Remind participants of the big picture.

Photo Source: www.independent.co.uk
Convene the coalition...

through an invited meeting
through a training
through a conference
Developing Effective Coalitions

Convene the coalition...

- through an invited meeting
- through a training
- through a conference
Anticipate the necessary resources.
Anticipate the necessary resources.

- Clerical
- Meeting planning, preparation and facilitation
- Membership recruitment, orientation and encouragement
- Research and data collection
- Participation in activities and projects
Devise a successful coalition structure.

- Should coalition be ad hoc or ongoing?
- How long and frequent should meetings be?
- Should agencies officially join the coalition?
- How will decisions be made?
- How will agendas be structured?
- How much will members realistically participate between meetings?
How long and how frequent should coalitions meet?
It Depends!
Maintain the coalition’s vitality.

Difficulties generally arise due to:

- poor group dynamics
- inadequate membership participation
- ineffective coalition activities
- external changes which affect the coalition’s mission
How do you know when a coalition is floundering?
Avoid Burnout...
STEP 8

Developing Effective Coalitions

Make improvements through evaluation.

- Ask for feedback
- Evaluate the effectiveness of specific activities
- Know when it is time to dissolve, disband, or change the structure of the coalition

Photo credit: Emily Barney
The Benefits of Evaluation

- Assistance in making work more effective
- Identify and reveal best practices
- Provides evidence to warrant continuation or replication of the work of the collaboration
- Funders like to see outcomes
How good a coalition member are you?

How good a coalition are you a part of?
## Collaborative Assessment Activity

Take about 5 minutes to complete the tool according to directions on the previous page.

<table>
<thead>
<tr>
<th>Priority (H, M, L)</th>
<th>Less Developed</th>
<th>More Developed</th>
<th>Effectiveness (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clarity of mission/Strength of vision</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Collaborative members lack a clear understanding of the collaborative’s mission/vision</td>
<td>All collaborative members have a clear understanding of the collaborative’s mission/vision</td>
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<tr>
<td>The collaborative takes actions that are not related to the mission</td>
<td>The collaborative bases its actions on a focused mission</td>
<td></td>
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</tr>
<tr>
<td>The collaborative has defined the mission narrowly to carry out one activity</td>
<td>Our mission is comprehensive and looks broadly to carry out our activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communication/Links to others</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The collaborative works largely in isolation of the community</td>
<td>The collaborative’s work is effectively integrated with the community, including meaningful participation by the constituency we serve</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The collaborative’s efforts do not translate into meaningful influence in the larger community</td>
<td>The collaborative influences key decision makers, government agencies, and other organizations</td>
<td></td>
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</tr>
<tr>
<td>The collaborative is seen largely as self-serving or irrelevant</td>
<td>The collaborative has successfully maintained or increased its credibility</td>
<td></td>
<td></td>
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<tr>
<td><strong>The Collaborative Environment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members of the collaborative are unmotivated and lack inspiration</td>
<td>Members of the collaborative are motivated and inspired</td>
<td></td>
<td></td>
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<td>Members distrust one another and/or the collaborative leadership</td>
<td>The collaborative has an honest and open environment, and lines of communication are always open</td>
<td></td>
<td></td>
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<td>The collaborative allows conflicts to go unresolved and avoid conflict</td>
<td>The collaborative effectively addresses and resolves conflicts</td>
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<td><strong>Building Membership Capacity</strong></td>
<td></td>
<td></td>
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<td>Members are recruited haphazardly</td>
<td>Members are recruited based on the goals of the collaborative</td>
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<td>The collaborative seems to be controlled by just a few people</td>
<td>The collaborative encourages inclusivity and participation by all members by working to empower them</td>
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<td>New members are uncertain about how to integrate themselves into the group</td>
<td>New members are welcomed and effectively oriented to the group</td>
<td></td>
<td></td>
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<tr>
<td>The collaborative does not draw on the specific skills, capacity, and experiences of members and perspectives of members</td>
<td>The collaborative develops specific roles and responsibilities for members based on their skills and needs</td>
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<td><strong>Management</strong></td>
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<td>The administrative structure of the collaborative is not clear</td>
<td>The collaborative maintains clear roles, responsibilities, and procedures</td>
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<td>Deadlines are rarely met and staffing is insufficient to meet goals</td>
<td>Activities, staffing and deadlines are effectively coordinated to meet goals</td>
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<td>Meetings are perceived as unproductive</td>
<td>Meetings have clear objectives that meet the group’s needs</td>
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Recognize Unintended Successes

“Coalition organizers should avoid getting so caught up in any one effort as to view it as ‘make or break.’ Every effort prepares for greater and more sustained efforts in the future.”

-- Cherie R. Brown
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Adverse Community Experiences and Resilience

A FRAMEWORK FOR ADDRESSING AND PREVENTING COMMUNITY TRAUMA

Kaiser Permanente

This paper was supported by a grant from Kaiser Permanente Northern California Community Benefit Program
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A Decade of Advocacy

The Strategic Alliance for Healthy Food and Activity Environments

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The UNITY Policy Platform
What cities need to prevent violence before it occurs
BCBSNC Foundation along with Prevention Institute provide an introduction to the Community-Centered Health Home concept from Prevention Institute founder Larry Cohen.

It can be viewed here: http://youtu.be/2zo9H Gn5tW0