



COLLECTIVE ACTION HANDBOOK

2024 DRAFT





UNDERSTANDING THE **BIGGER PICTURE**

The Sarva Shiksha Abhiyan (SSA) of 2001 and the Right to Education (RTE) Act of 2009 stand as significant milestones implemented by the Indian government over the past two decades. Together, they have substantially contributed to increasing enrollment rates in formal schooling, particularly for children aged 6 to 14. By 2016–2018, various reports, including those from UNESCO and ASER, indicated that over 96% of children in this age group were enrolled in schools. While the RTE Act emphasizes fair access, equity, and quality in education, a notable gap remains in the actual quality of education provided.

Currently, around 250 million children aged 6 to 18 are enrolled in India's formal schooling system, with a significant number struggling to meet grade-level expectations, particularly in foundational skills like reading and arithmetic. This reflects broader estimates of school enrollment and highlights challenges noted in recent reports such as ASER 2023 (Annual Status of Education Report, conducted by the Pratham NGO), which focus on learning outcomes despite high enrollment rates.

Although both public and private schools face learning gaps, public schools have experienced a decline in performance over the past decade, with marginal improvements observed. To address these challenges, numerous non-profit organizations have implemented innovative educational programs, supported by significant investments from funders. Collaborations between the government, non-profits, and donor organizations have facilitated the execution and funding of such programs. While progress has been made in enhancing infrastructure, implementing interactive learning technologies, and creating child-friendly learning environments, achieving reach and providing access to quality education remain a challenge for most initiatives.

Comprehending obstacles in ongoing idea of Collective Action

Despite the rise in collaborations and educational initiatives over the last two decades, many of these efforts are marked by a singular organization striving to achieve significant impact with limited resources. This approach, known as Isolated Impact, is prevalent in the nonprofit sector and typically involves a single robust program, funding source, or organization. However, such a traditional model often results in initiatives with minimal or unmeasurable outcomes, limited scalability, unsustainable interventions, and short-lived successes that fail to generate substantial benefits for the intended recipients.

Collective action - An approach to solve Education Problems

Collective impact is a concept gaining increasing importance, regarded as one of the best approaches to solving complex social problems. It addresses many issues associated with isolated impact and traditional collaborations, defined as "The commitment of a group of key actors from different sectors to a common agenda for addressing a specific social problem."

Collective Action - Handbook

Mantra4Change and ShikshLokam have experience in setting up and orchestrating three active state collectives in Punjab, Karnataka, and Telangana, as well as multiple district-level collectives through Shikshagraha ; this handbook aims to consolidate all our learnings.

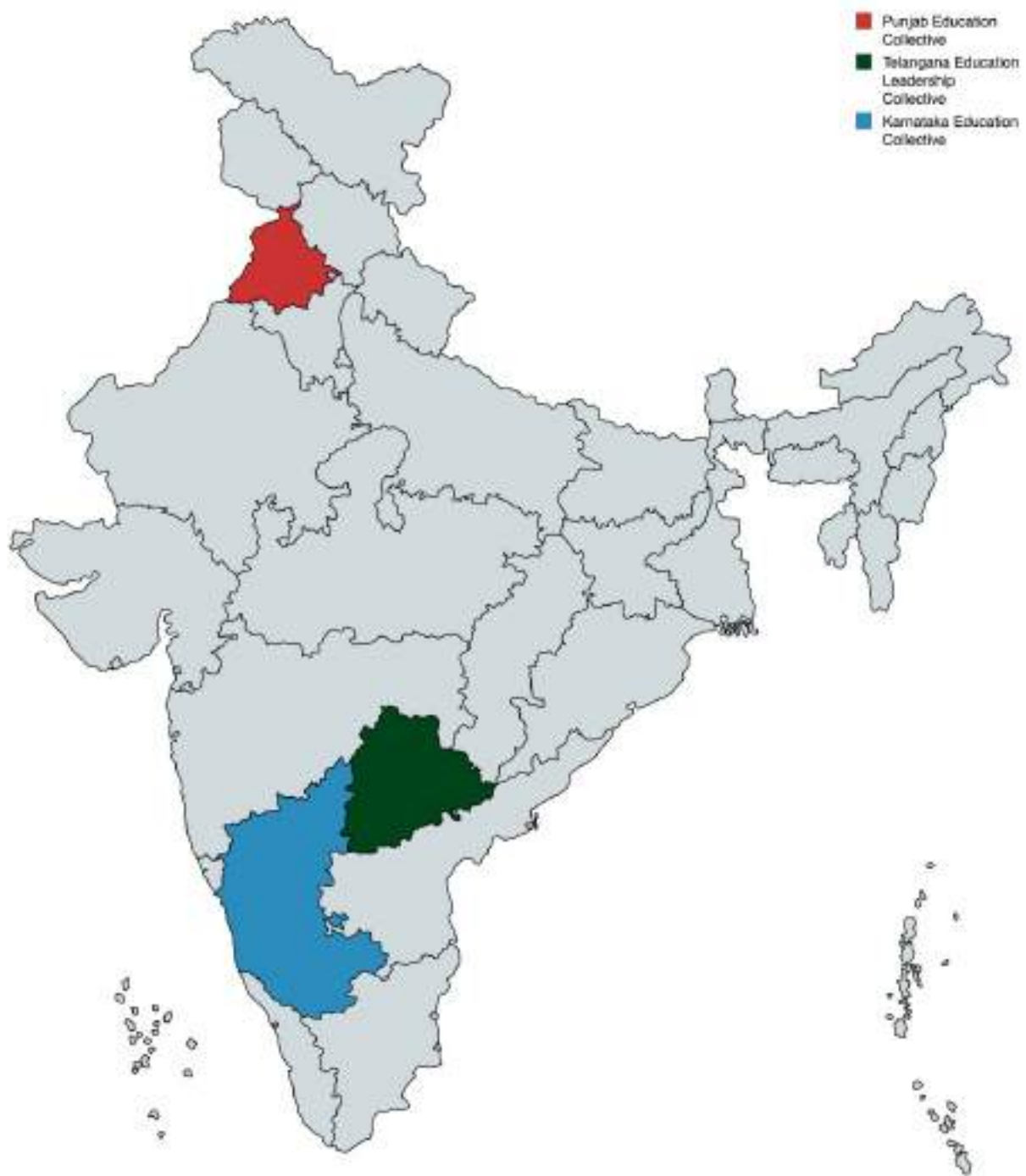
How to use the Handbook?

At Mantra and ShikshaLokam, we strongly believe in collaborative efforts involving Samaj, Sarkar, and Bazar. Our work in Punjab, Telangana and Karnataka has demonstrated the power of collective action. Drawing from our experiences in Punjab, India, we've witnessed the transformative impact of collective contributions, leading to significant improvements in educational performance and elevating the state's ranking in NAS 2021 from 13th to the top.

This handbook serves as a comprehensive guide to operate in a collective. It encapsulates insights gleaned from our work in three collectives and the valuable input from our supportive partners.

If you're a CSO interested in collective action, particularly in education, and unsure about how to operate within a collective, this handbook offers step-by-step guidance.

Designed to be adaptable, this handbook can be tailored to suit your specific context, needs, and organizational requirements. Feel free to customize it accordingly to maximize its effectiveness in your endeavors.



Created with mapchart.net



TABLE OF CONTENTS

Module 1: Coalescing a
collective

1

Module 2: Strengthening
the collective

8

Module 3: Strategy,
cocreation & alignment

18



MODULE 1:

COALESCING A COLLECTIVE

This first module is focused on setting up a collective - and what to focus on in the early stages. Specifically, the module delves into identifying and onboarding partners for the collective, keeping certain criteria in mind, followed by going deeper into the focus areas of work for the collective, and culminating into how a joint Memorandum of Understanding (MoU) may be developed.

Module 1A: Finalizing partners for the collective	Checklist to understand NGO personas
	Proposed Parameters for CSOs to join a collective
	Partner finalization
Module 1B: Signing MoU	Draft MoU
Module 1C: Finalizing focus area	State Diagnostic & Strategy

MODULE 1A.A:

CHECKLIST TO UNDERSTAND NGO PERSONAS

The following checklist serves as a comprehensive tool to identify the nature and characteristics of various NGOs. It is designed to provide guidance in evaluating potential partners, allowing you to focus on aspects that are most suitable to your specific needs and objectives. Feel free to skip any criteria that may not align with your specific needs, streamlining the process of identifying the most suitable collaborators for your initiatives.

Checklist	
• Passionate Leadership: Driven by expertise and insight	
• Domain Expertise: Leverage domain knowledge for scalability	
• Sustainable Involvement: Committed for the long term	
• Ambitious Goals: Striving for significant impact	
• Operational Proficiency: Demonstrates efficiency in operations	
• Collaboration Belief: Emphasize collective action with diverse stakeholders	
• Learning-Oriented: Open to feedback and adaptable	
• Diverse Portfolio: Engage in a wide range of activities within focus areas.	
• Established Communication Channels: Understanding the organization's communication channels, including its media and social media presence. Consider how effectively they communicate about their work, documentation, etc.	
• Systemic Knowledge: Awareness of how to work within systems	

MODULE 1A.B:

PROPOSED PARAMETERS FOR CSOS TO JOIN A COLLECTIVE

After gaining an understanding of the nature of NGOs you wish to collaborate with, you can then set up a few parameters on the following criteria to assist in shortlisting CSOs to establish a collective.

1. Organizational considerations:

- **Experience:** CSOs interested in joining the collective must demonstrate a minimum of X years of operational experience, along with all required compliances.
- **Scale:** Depending on the scale of intervention, CSOs should be actively involved in public education initiatives at either the block/district or state level.
- **Financial Capacity:** Organizations should have successfully managed a minimum budget of at least ₹XX lakhs INR in the preceding financial year.
- **Working towards Education:** Eligible partners must be actively engaged in initiatives aimed at enhancing the quality, accessibility, or equity of the public education system.
- **Thematic considerations:** Organizations should be working on one of the following domains from the SQAF (School Quality Assessment Framework). Refer to the annexure for SQAF domains and subdomains.

2. Staff Commitment: Each organization in the collective, should be able to dedicate staff who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the collective to function smoothly.

MODULE 1A.C:

FINALIZING PARTNERS FOR THE COLLECTIVE

Introduction: One of the most crucial steps in setting up and nurturing a collective is to get the right people on onboard. And while this may largely happen in the beginning - it's also likely that there would be new partners added throughout the journey. Though we form formal and informal connections with partners and potential areas of collaboration naturally emerge, it is also important to take a step back, consider what are some important criteria for successful partnerships, and then onboard partners. Here's a snapshot of the journey:



1. Research on potential / present partners - This step is to get a sense of all partners who are present in the geography, or generally in the sector, so as to have a database of potential partners we can engage with. You never know how different partners may become a part of the journey! It's great to stay updated about who's doing what.

2. Now that you have an idea of different partners out there, it's equally important to think about what kinds of partnerships you're interested in, and would make the project a success. While it's useful to build on existing partnerships and connections, it's helpful to have a set of criteria which would guide decision making.

3. Now that you have a database (and some data!) to work with, it's time to talk with these partners and align on whether they'd like to be a part of the mission, and in what capacity. In making your decisions, it's also important to consider some of these aspects:

- Recommendations from mentors or trusted networks
- Availability of funding and fundraising opportunities
- Scope for deeper and future collaborations
- and most importantly, value alignment

MODULE 1B:

SIGNING AN MOU

Introduction: Now that you have a set of partners who would be a part of the mission, it's time to formalize the partnership, especially if there are other parties or governments involved. Commonly, this is done through a Memorandum of Understanding (MoU). This details out the terms of partnership, and the roles that partners would play. Here are a few considerations to think about when drafting the MoU:

- Will this be a joint MoU (multiple partners together signing an agreement with the government) or would each partner sign a separate document?
- How would the aspect of collective action feature in the MoU
- Common responsibilities and terms across partners in the collective



Here's an example of the way you can put the database together.



Here is an example of how some criteria might look like.

MODULE 1C:

STATE DIAGNOSTIC & STRATEGY

Introduction: In long term, systemic partnerships, it's crucial that partners have a collective understanding of how the current context is – all the strengths, challenges, and opportunities. While some partners may be from the context, not all partners may have that deep understanding. If there is a gap in partners' understanding of the context, it is important to carry out an exercise of visiting the field, talking to important stakeholders, and analysing available data, so that programs and policies are based on realities of the context. You may look at existing frameworks and tools, or develop one of your own to aid this exercise – perhaps a local partner may already have some tools!



Refer to [this](#) resource for a sample framework that you could follow to conduct an in-depth study of your geography, focused on education as an area.



Refer to [this](#) resource for a sample MoU that you could modify to suit your context.



MODULE 2:

STRENGTHENING THE COLLECTIVE

This module will delve deeper into strengthening a collective by outlining potential roles and the criteria each organization can use to determine its role. It will emphasize the importance of the orchestrator and orchestration, culminating in the establishment of a collective with three essential roles firmly in place. This module will also list strategies for co-creation and how to draw alignment between partners, providing a nuanced picture of the everyday operational structure of a collective.



Module 2A: Different roles in the collective	Checklist for Orchestrator
	Checklist for Implementation champion
	Role of Ecosystem team
Module 2B: Orchestrating a collective	What does it take to orchestrate a collective?
	Who makes an effective orchestrator?
Module 2C: Strategy, co creation and alignment (In person)	Introduction to Collective Strategy
	Why bring partners together?
	Session Template - Introductory Partner Meet
	Why have a collective north star?
	Vision, mission and values of the collective
	Structure of a Collective
	Structure of a Collective
	Roadmap and R&R
	Health of a Collective
	Workflow maps
	Partner interaction
	Clear KPIs for each partner
	Support Structures for Individuals
	Debunking Myths

MODULE 2A:

DIFFERENT ROLES IN THE COLLECTIVE

Each organization in a collective plays a distinct role, leveraging its strengths to achieve a shared impact. While all work towards the same goal, their roles differ based on their unique strengths. Understanding these roles is crucial for seamless collaboration and maximizing effectiveness.

There are 3 key roles:

- Orchestrator
- Implementation Champion
- Ecosystem Enabler

Identifying which organization will fulfill these roles ensures efficient operation. The following checklists will also determine the best fit for each role.

Orchestrator (Lead CSO)

'Orchestrator' is the lead CSO, typically the collective's founding organisation. However, in certain instances, another CSO may assume the role of lead CSO based on specific needs, expertise, or other parameters.

In a report entitled 'Collective Impact' in the Stanford Social Innovation Review (2011), it is stated that – “Expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails. The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly”.

Therefore, the success of the orchestrator becomes a crucial element of the infrastructure that enables multi-organisational collaborations, drives coordinated efforts, and ensures the achievement of shared goals and outcomes. Thus, the role of the orchestrator is significant.

CHECKLIST FOR ORCHESTRATOR

Checklist	Status
• Education focussed	
• Minimum 5–8 years old	
• Strong presence in the state with current formal government partnerships	
• Has past experience working with State/district	
• Has expertise in program design, government liaising and program management	
• Is aware of the priorities of the selected state/district	
• Aligned to the idea of Micro-Improvements	
• Believes in co-creation and usage of open source technology for education initiatives	
• Has a strong network of NGO ecosystem in the geography	
• Is willing to dedicate time and resources (minimum 1 full time member) towards implementation	
• Can fundraise for their team/partners working in the geography	
• Is willing to mentor other organizations	
• Extend support in mobilizing funds and resources for other organizations	



1.



Orchestrators must be apolitical, independent, and resource-sustainable to support collective impact.

2.



The steering committee or senior leadership must include individuals passionate about the place and collective impact.



IMPLEMENTATION CHAMPION

The Implementation Champion is the organization responsible for overseeing on-ground implementation within the designated geography. This role becomes especially critical when other organizations lack a physical presence in the area. The Implementation Champion handles tasks such as conducting field visits, liaising with the department, and increasing face time with the department on behalf of the entire collective.

CHECKLIST FOR IMPLEMENTATION CHAMPION

Checklist	Status
• Education focussed	
• Preferably locally based	
• Minimum 3 years old	
• Has expertise in program design, government liaising and program management	
• Has past experience working with the geography	
• Is aware of the priorities of the selected state/district	
• Aligned to the idea of Micro-Improvements	
• Is aware of the priorities of the selected geography	
• Has a running partnership (formal/informal) with the geography	
• Is willing to work in the geography	
• Believes in co-creation and usage of open source technology for education initiatives	
• Is willing to dedicate time and resources (minimum 2-3 full-time members) towards implementation	

ECOSYSTEM ENABLER

This role can be played by either the Orchestrator or the Implementation Champion.

The Ecosystem team in a collective plays a crucial role in ensuring the initiative's success by focusing on relationship-building, resource management, and fostering collaboration. They create opportunities for partners to leverage the ecosystem, offer mentorship and advisory support to other organizations, and facilitate platforms for discussing initiatives. By fostering a culture of collaboration where every participant is seen as an equal partner, the Ecosystem team ensures that resources are effectively mobilized and allocated, relationships are strengthened, and the collective operates smoothly and successfully.

CHECKLIST FOR ECOSYSTEM ENABLER

Checklist	Status
• Education-focused	
• Strong network and connections in the education sector	
• Minimum 3 years of operational experience	
• Expertise in relationship-building and resource management	
• Experience in providing mentorship and advisory support	
• Proven track record of successful collaboration with multiple stakeholders	
• Capable of creating and facilitating platforms for open discussions	
• Committed to fostering a collaborative culture and viewing all participants as equal partners	
• Willing to invest time and resources in supporting the collective	
• Has a history of successful partnerships or collaborations with other organizations	

MODULE 2B:

ORCHESTRATING A COLLECTIVE

This module delves into the intricacies of leading a collective, discussing the initial efforts, ongoing activities, and strategies necessary for establishing and sustaining a collective, as well as the ideal qualities of an effective orchestrator.

WHAT DOES IT TAKE TO ORCHESTRATE A COLLECTIVE?

1. Initial efforts:

- Continue to search for an active partner ecosystem in various states and build relationships with NGOs.
- Continue to search for a funding ecosystem (to fund the collective's efforts or the state).

2. Once set up, to **sustain the momentum**, look for opportunities to provide consistent value addition to the collective, such as:

- The orchestrator is part of design activities towards educational leadership in the state.
- Providing mentorship and advisory support to other organizations (in the form of finance, onboarding people, design, and technology, etc.).
- Supporting in grooming the collective leader (program manager).

3. Good to have for **accelerating the process** of setting a collective:

- Already established connections (for example, with the central and state governments)
- Prior experience in setting collectives or working with a group of organizations to deliver programs.
- Flexibility in terms of program design.

MODULE 2B:

ORCHESTRATING A COLLECTIVE

WHO MAKES AN EFFECTIVE ORCHESTRATOR?

01 Keeper of culture

Someone good at building teams(maintaining synergies between orgs), setting values and work ethics, conflict resolution, negotiation etc.

02 Present in multiple geographies

Someone working in multiple geographies and has an understanding of education ecosystems across those areas.

03 Technical Skills

Experience in program design, government liaison, and key skills in decisiveness, alignment, delegation, empathy, and solutions.

04 Networking & Stakeholder Management

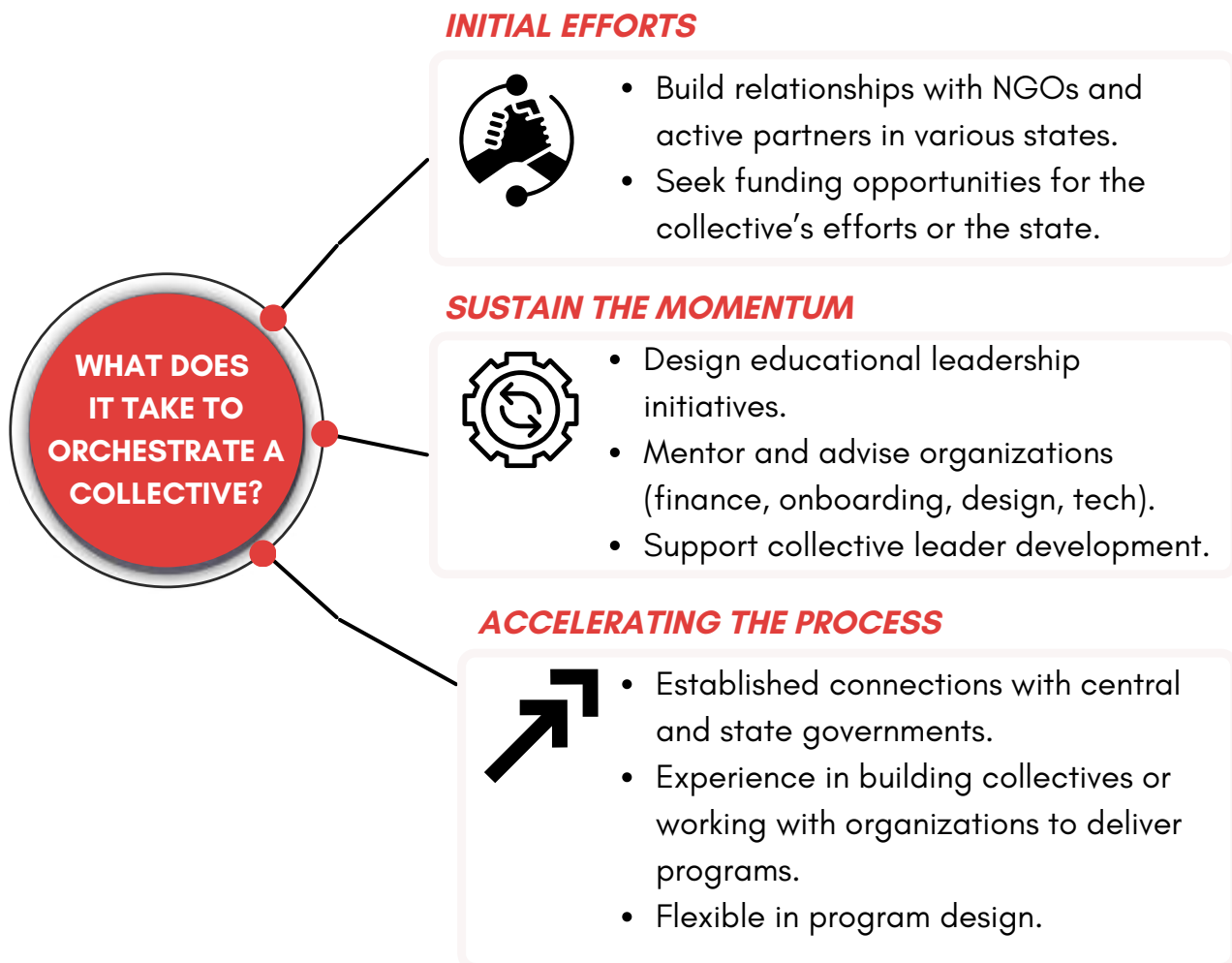
Someone who can represent the collective in all the dept meetings, and knows how to liaison and present their work to the dept.

05 Leading & Mentoring

Leads and manages a team



WHAT DOES IT TAKE TO ORCHESTRATE A COLLECTIVE?





MODULE 3:

STRATEGY, COCREATION & ALIGNMENT

The module covers some ideas and steps that would enable partners to work together. It will cover how an orchestrator can hold spaces that would help the partners strategise, co-create and draw alignment collectively.

WHY BRING PARTNERS TOGETHER?

When NGOs form a collective to tackle education challenges on a large scale, they bring a wealth of diverse expertise, resources, and networks to the table, making their efforts more innovative and effective. This collaboration not only allows for a multi-faceted approach to complex problems but also ensures that strategies are implemented more swiftly and comprehensively. By working together, these organizations can avoid duplicating efforts, share best practices, and strengthen their collective voice in advocating for policy changes. The result? A faster, more significant impact on improving educational outcomes.

SESSION TEMPLATE - INTRODUCTORY PARTNER MEET

When organizations decide to operate in a collective, it's crucial for them to clearly articulate their work and aspirations for joining the partnership. This session template provides guidance on how to effectively communicate these details, helping to ensure that all partners understand each other's goals and expectations from the start.

WHY HAVE A COLLECTIVE NORTH STAR?

Having a collective north star is crucial because it provides a shared vision and guiding principle that unites all partners towards a common goal. Here's why it's important:



ALIGNMENT

It ensures that all members of the collective are working towards the same objective, aligning their efforts and resources effectively.



DIRECTION

It offers clear direction and purpose, helping partners stay focused and navigate through challenges by referring to a unified goal.



MOTIVATION

A well-defined north star can inspire and motivate partners by giving them a sense of shared mission and impact.



COORDINATION

It facilitates better coordination among partners, reducing the risk of duplicated efforts and ensuring that activities complement each other.



DECISION-MAKING

It aids in making strategic decisions by providing a reference point for evaluating actions and initiatives against the collective's overarching goal.

VISION, MISSION OF THE COLLECTIVE

Outline the collective's vision & mission statement that defines its primary objectives and the change it seeks to bring about. This should encapsulate the core purpose and activities of the collective and a common goal for a collective to work on.

VALUES OF THE COLLECTIVE

Clearly articulate the fundamental principles guiding the collective's actions and decisions. These values should reflect the ethical standards and beliefs the collective holds dear, serving as a moral compass for all members and stakeholders involved. For example, based on ShikshaLokam's experience in orchestrating the Karnataka Education Collective, here are some conclusions we reached when attempting this exercise:

Values	Structures	Practices
Shared Purpose	Common Vision & Mission Statement	
Autonomy	Roles and Responsibility Chart	
Bonding	In-person Bi-Weekly Meet	• Gratitude & Hopes
Transparency		• Share what happens in dept • Field visits journal • Email and WhatsApp for communication
Positive Attitude		• Team building exercises/icebreakers • Appreciation • Sharing achievements and celebration
Equality		• Team responsibilities should be evenly shared among all members, including: Rotating the role of documentation lead • Collaborating on brainstorming

		sessions • Facilitating weekly sync-up meetings, and so on.
--	--	--



Refer to this resource to draft your vision and mission statement for forming a sustainable collective.



Tip: View the Tamarack Institute’s tool and customize it to facilitate a 60 min session for your collective on building values and principles of working together.

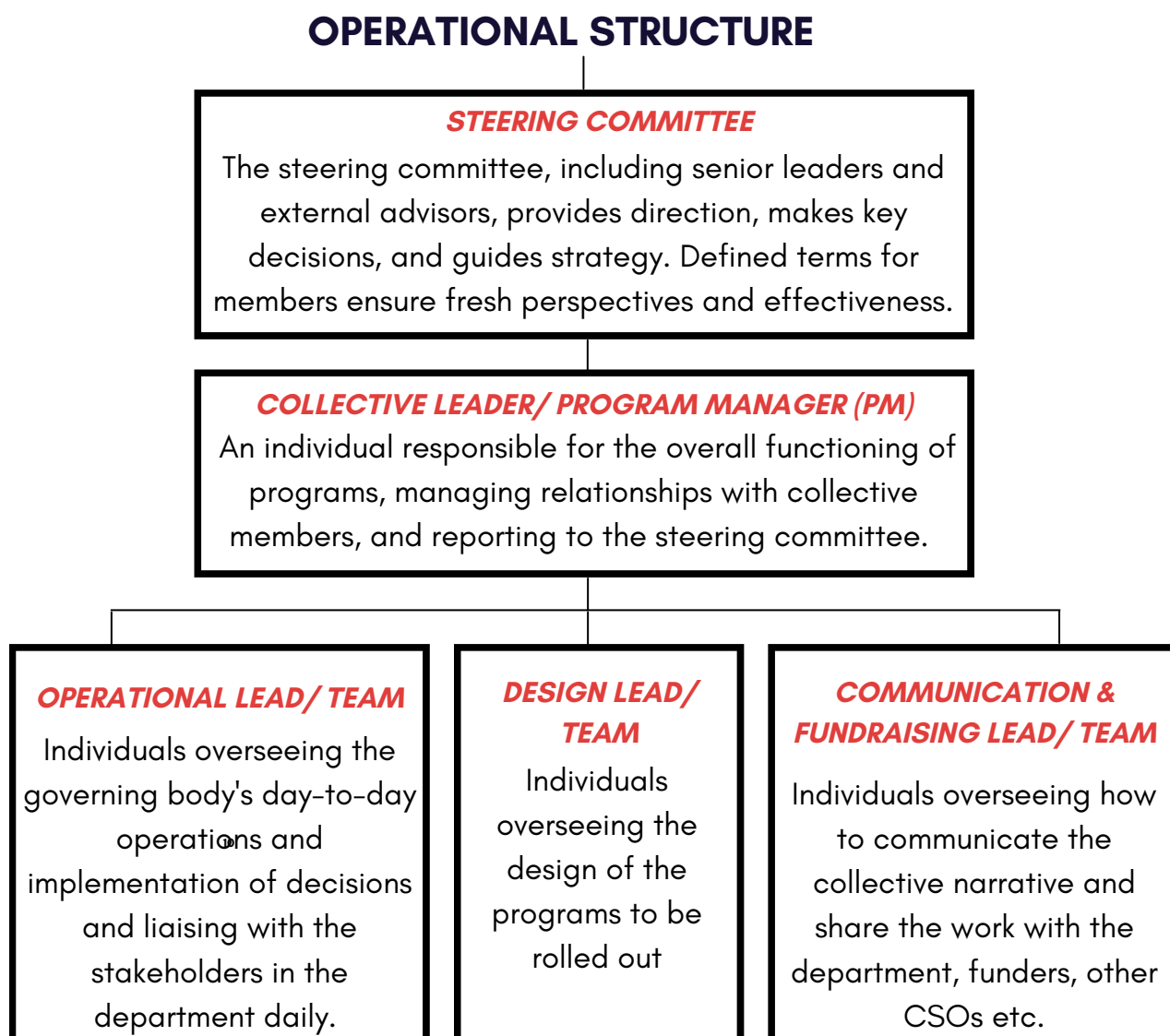
STRUCTURE OF A COLLECTIVE

Designing a collective structure involves creating a framework that facilitates three essential functions – **Effective Co-creation, Decision-making, and Goal Achievement.**

While the specific structure may vary based on the nature and goals of the collective, here is the suggested structure:

- Operational Structure
- Governance Structure
- Roles and Responsibilities

FIGURE 1: ORGANOGRAM OF THE SUGGESTED OPERATIONAL STRUCTURE



1. OPERATIONAL STRUCTURE:

It refers to different departments and roles one can play as a collective.

Steering Committee: The steering committee should comprise senior leadership from all participating organizations, tasked with providing overall direction, making key decisions, and guiding strategic planning. Additionally, external experts may be included as advisors. It is also recommended that the steering committee members serve defined terms to ensure fresh perspectives and sustained effectiveness.

Collective Leader/ Program Manager (PM): An individual responsible for the overall functioning of programs, managing relationships with collective members, and reporting to the steering committee.

Operational Lead/ Team: Individuals overseeing the governing body's day-to-day operations and implementation of decisions and liaising with the stakeholders in the department daily.

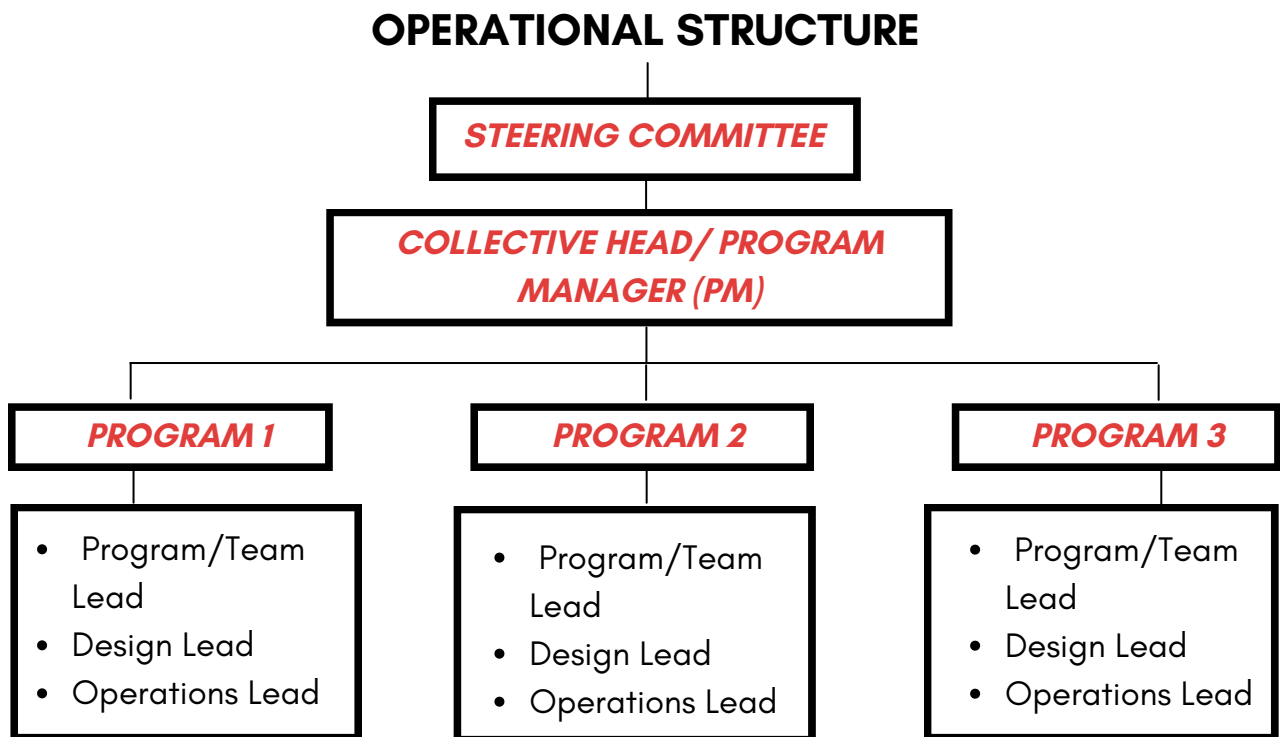
Design Lead/ Team: Individuals overseeing the design of the programs to be rolled out

Communication & Fundraising Lead/ Team: Individuals overseeing how to communicate the collective narrative and share the work with the department, funders, other CSOs etc.



Here is the sample of JD; you can create a copy of the document and use it for your collective.

FIGURE 2:
ORGANOGRAM OF SUGGESTED OPERATIONAL STRUCTURE



2. GOVERNANCE STRUCTURE:

It refers to the framework and processes guiding the work in the collective, ensuring transparent decision-making and alignment to the objective and values. Refer to the section on Governance Structure below.

Governance Structure - External	
Hierarchical mapping of team members to a department official: It is important to engage and build relationships not just at the top level (Eg. with the Education secretary) but also with all the department officials (eg. SCERT Director, SPD) who we work with and for. This ensures shared meaning-making and dialogues and creates spaces for aligning values, mindsets and goals. Hence we suggest that every operational lead is mapped to a key department official to liaise and work with based on their hierarchical levels. This will enhance communication and decrease our reliance on one person for liaison. Visit the department every day.	Sample Template
Collective's In-person meeting with the department: In-person meeting with the senior department officials for all the collective members to share the updates, progress on goals and next steps. The frequency of this can be quarterly.	
Periodic review with the department: This can happen between the PM, the collective team working in the state and key department officials. The frequency of this meeting can be monthly (to increase face time with Dept HODs). This could also extend to having weekly reports and other structures for continuous updates on a live project.	
Sharing program progress with the department: Frequent communication is essential for sharing program progress effectively. Therefore, it is advisable to provide a progress report via email and hard copy to all pertinent government officials. The frequency of these updates should be determined by the intensity of the projects, with a preference for fortnightly or weekly reporting.	

Governance Structure - External	
Hierarchical mapping of team members to a department official: It is important to engage and build relationships not just at the top level (Eg. with the Education secretary) but also with all the department officials (eg. SCERT Director, SPD) who we work with and for. This ensures shared meaning-making and dialogues and creates spaces for aligning values, mindsets and goals. Hence we suggest that every operational lead is mapped to a key department official to liaise and work with based on their hierarchical levels. This will enhance communication and decrease our reliance on one person for liaison. Visit the department every day.	Sample Template
Collective's In-person meeting with the department: In-person meeting with the senior department officials for all the collective members to share the updates, progress on goals and next steps. The frequency of this can be quarterly.	
Periodic review with the department: This can happen between the PM, the collective team working in the state and key department officials. The frequency of this meeting can be monthly (to increase face time with Dept HODs). This could also extend to having weekly reports and other structures for continuous updates on a live project.	
Sharing program progress with the department: Frequent communication is essential for sharing program progress effectively. Therefore, it is advisable to provide a progress report via email and hard copy to all pertinent government officials. The frequency of these updates should be determined by the intensity of the projects, with a preference for fortnightly or weekly reporting.	



Here is the sample template referred above.

3. ROLES AND RESPONSIBILITIES

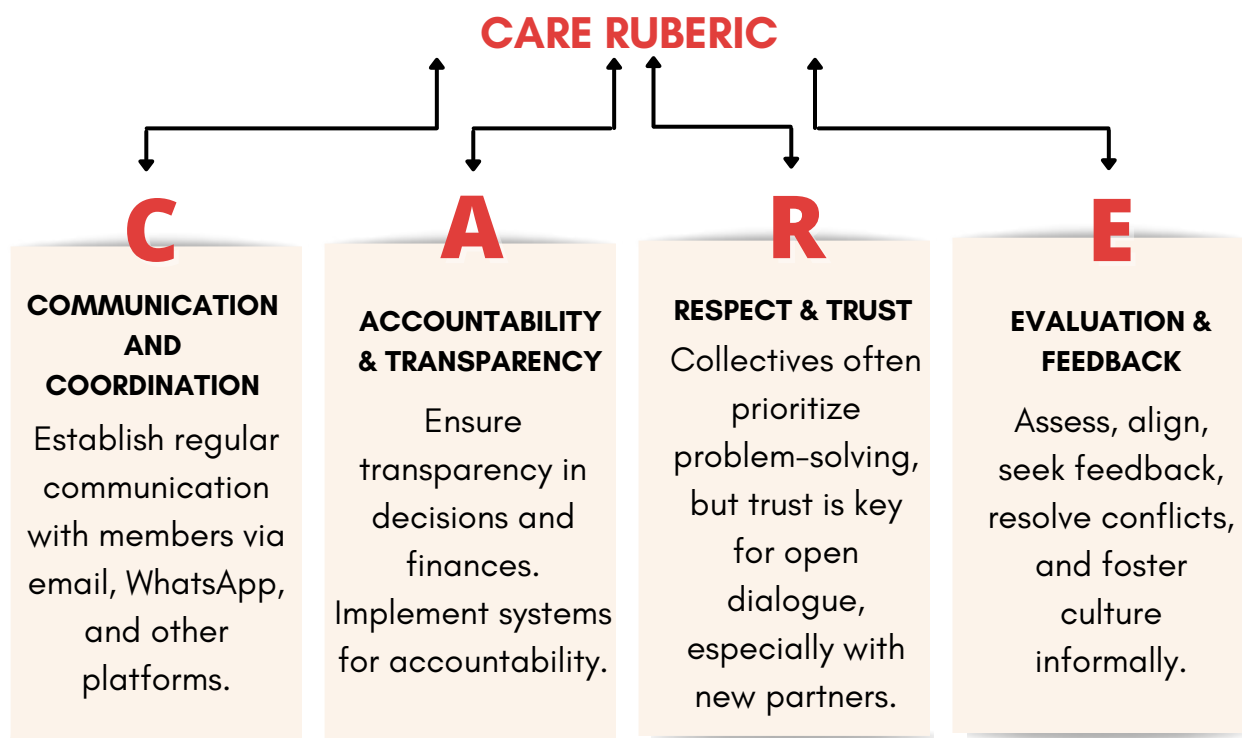
Clearly defining roles and responsibilities for each member in the collective, ensures that everyone understands their contributions and duties within the collective.

Role	Role Description	Qualifications & Experience
ETO Director	• Lead and co-create overall state reforms strategy • Identify and onboard potential partners • Nurture the Punjab Education Collective through dialogue & support • Ensure synergy among partners through co-creation and review spaces • Coach and mentor ETO Leads in managing partners & govt. Liasoning • Mobilize funding for the Collective	• Post-graduate or equivalent in management studies or social sciences or related discipline • Minimum 5 years of experience in project management • Experience of leading at least three large scale state education reform projects
ETO Leads	• Facilitate department ownership & accountability • Lead and manage strategic partnerships • Support & develop partner capacity (as required) • Facilitate collaboration among initiatives/workstreams	• Minimum 5 years of work experience, preferably in working with Govt. stakeholders or in the education sector • Awareness of the state-level initiatives towards education transformation in different parts of India is preferable • Strong Communication skills – Written and Oral; knowledge of Hindi / Punjabi is preferred

ETO Lead (Data)	• Lead the data strategy across the state • Support and liaison with respective nodals/officers/departments • Support & develop partner capacity (as required) • Facilitate collaboration to ensure an integrated data strategy	• Post-graduate or equivalent in economics / public policy / statistics or related discipline • Minimum 2-3 years of experience in data analysis and visualization. • Experience of working on at least one education projects
ETO M&E Associates	• Support state officials and partners in implementing M&E framework • Supplement secondary data through interviews, FGDs, observations • Support & develop partner capacity (as required) • Develop critical reports and insights to support programs & impact	• Post-graduate or equivalent in economics / public policy / statistics or related discipline • Minimum 3-5 years of experience in monitoring and evaluation

HEALTH OF A COLLECTIVE

It refers to a collective's overall well-being and functioning. It encompasses various aspects such as the strength of relationships, communication effectiveness, the ability to achieve shared goals, and the overall morale and satisfaction of the members. A healthy collective demonstrates robust collaboration, effective problem-solving, and a positive, supportive atmosphere conducive to productivity and growth. Refer to the following CARE rubric.



C - Communication and Coordination - Establish effective channels for regular communication with members, such as emails, WhatsApp and other platforms.

A - Accountability & Transparency - Maintain transparency in decision-making processes and financial matters. Establish mechanisms for holding members accountable for their commitments and tasks.

R - Respect and Trust - Several collectives prioritize immediate problem-solving over establishing relationships, connections, and trust. However, emphasizing the cultivation of connections and trust holds significant importance, particularly when partners lack a shared history of collaboration or when power dynamics influence group dynamics. Cultivating an atmosphere of mutual respect and trust among members promotes psychological safety, allowing everyone to express their opinions and ideas without fear of judgment. ****([Learn more about this.](#))**

E - Evaluation & Feedback - Regularly assess the collective's progress and impact in achieving its shared goals. A shared sense of purpose and goals helps align all efforts and actions towards a common objective. Encourage feedback from members and stakeholders to identify areas for improvement and growth. Establish protocols for addressing conflicts and disagreements constructively and respectfully. Team members should indulge in activities that ensure the culture of the group like, hosting informal spaces for team building, quarterly in-person team step back, team outings and so on.



Only person liaisons with the department

One person should handle all Govt relationships across levels to clarify communications.



All members act as liaisons:

Govt is hierarchical and has several leaders at different layers of hierarchy. We need to create 1-1 mapping to build authentic relationships. Also, liaising and relationship building is everyone's responsibility.



Visiting the department only for programmatic purposes:

Once your program proposal is ready, visit the department and interact with a few stakeholders.



Visiting the department every day to build rapport with different stakeholders

Regular visits to the department naturally build your relationship with them, offering insights into their plans and establishing credibility on your behalf. This lets you create a more informed program proposal.



There are unclear roles and responsibilities within a collective

All members assume all roles and responsibilities. Tasks are always shared



In a collective, it is essential to clearly define roles and responsibilities based on person/organization's strength

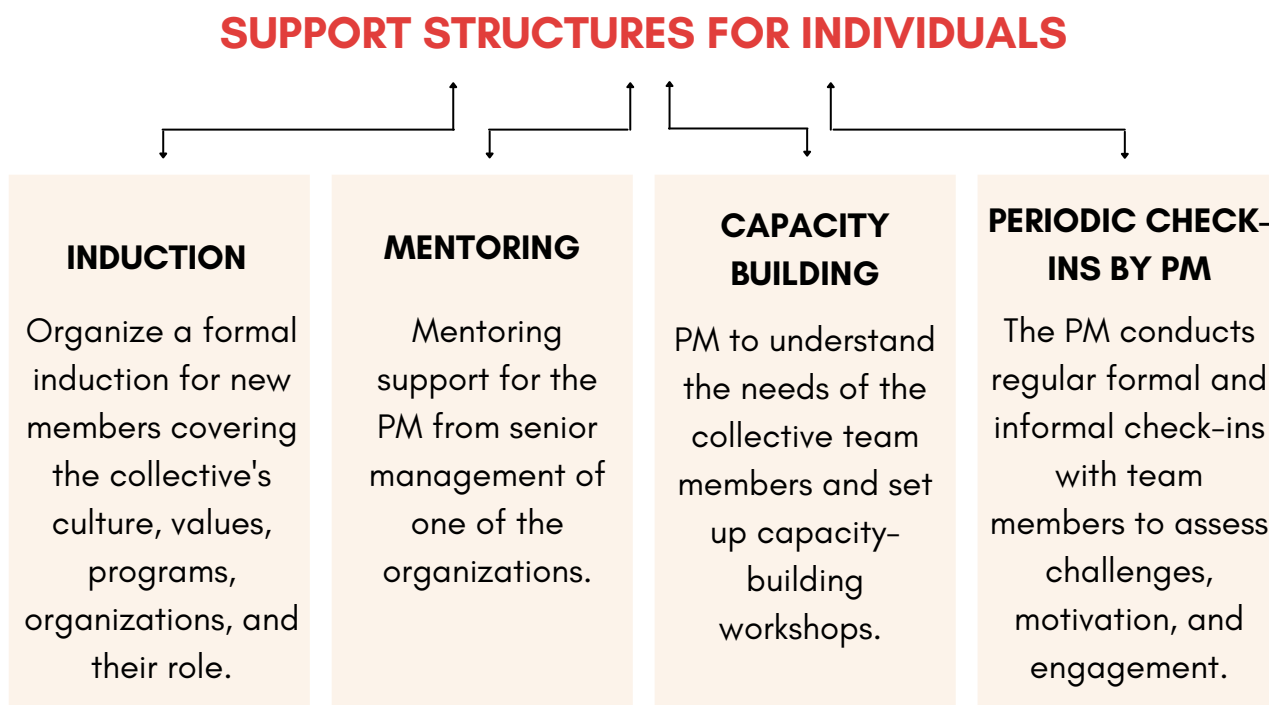
Clearly defining roles and responsibilities based on individual or organizational strengths is crucial in a collective setting to ensure efficient task allocation, leveraging each member's expertise effectively. It enhances productivity by assigning tasks aligned with each person's capabilities, fostering a collaborative environment focused on utilizing strengths for the collective benefit.



**Learn more about this.

SUPPORT STRUCTURES FOR INDIVIDUALS

It refers to a collective's overall well-being and functioning. It encompasses various aspects such as the strength of relationships, communication effectiveness, the ability to achieve shared goals, and the overall morale and satisfaction of the members. A healthy collective demonstrates robust collaboration, effective problem-solving, and a positive, supportive atmosphere conducive to productivity and growth. Refer to the following CARE rubric.



Induction: Organize a formal induction for all new members joining the collective on the culture and values of the collective, getting to know different organizations, different programs within the collective, and their role in the collective.

Mentoring: Mentoring support for the PM from senior management of one of the organizations.

Capacity building: PM to understand the needs of the collective team members and set up capacity-building workshops.

Periodic check-ins by PM: PM conducts periodic formal and informal check-ins with all the team members individually. These check-ins are to assess challenges, motivation and engagement within the collective.



LET'S WORK TOGETHER

We trust that this comprehensive program package will prove invaluable in your efforts to coordinate or participate in a collective. Our aim with this package is to strengthen collective action, representing one of several initiatives undertaken by our organizations.

Should you find this program package beneficial and wish to contribute your thoughts, suggestions, or feedback, please don't hesitate to reach out to yogitha@shikshalokam.org