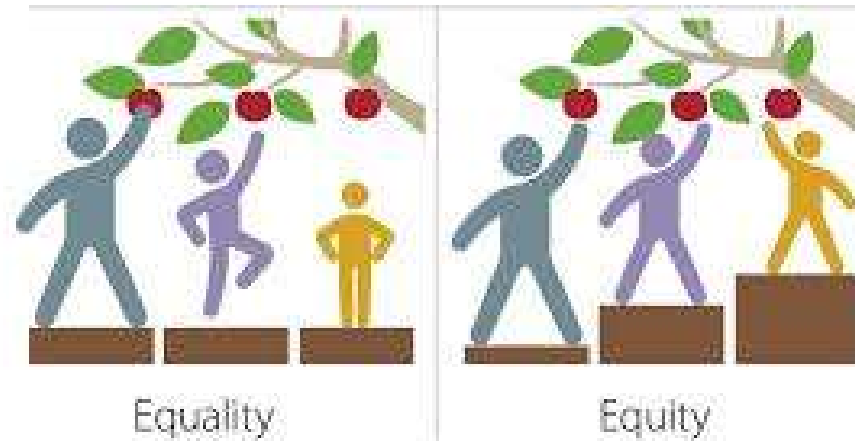




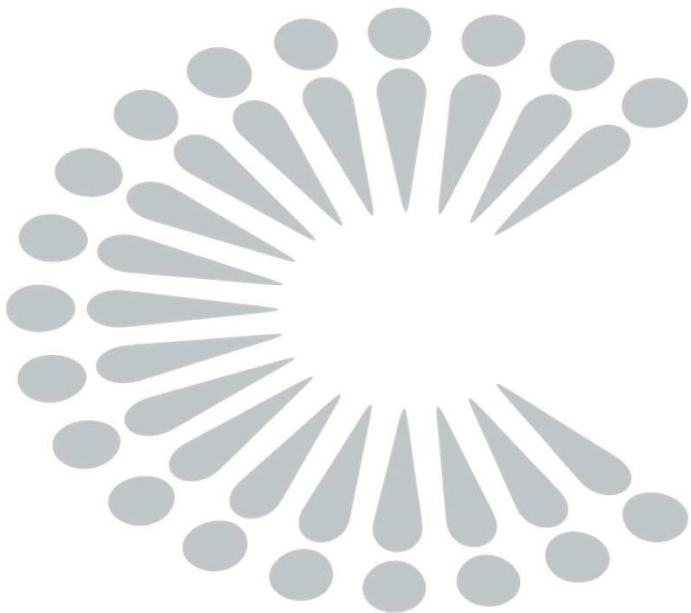
A PRIMER ON EQUITY IN COLLECTIVE IMPACT ©



**Developed by:
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Collective Impact Forum
April 23, 2020**



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I. Definitions (Slides 3-9)

II. Levels of Equity Focus & Critical Decisions (Slides 10-12)

III. Principles (Slides 13-17)

IV. Equity Practices (Slides 18-19)

V. Equity Resources (Slides 20-22)



Defining Equity

PolicyLink Definition

Equity is just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

[Equity Manifesto](#)

Urban Strategies Council Definition

Equity is fairness and justice achieved through systematically assessing disparities in opportunities and outcomes and ~~addressing~~ **redressing** disparities through targeted actions.

<http://www.urbanstrategies.org/equity/equitydocument.php>





Defining Diversity and Inclusion

DIVERSITY...

refers to the extent to which an organization or social setting includes broad representation of the individual and social differences in the population from which it draws its members or focuses its work.

INCLUSION... BELONGING...

involves creating a climate where people with different identities not only feel welcomed and valued but **they co-create new systems/practices**, so their presence is leveraged to produce better outcomes



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Defining Intersectionality

Intersectionality refers to the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group and is regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Social categorizations are both immutable (don't change) and changeable (change with time or circumstances)

<https://www.citelighter.com/sociology/sociology/knowledgecards/intersectionality-theory>



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Defining Targeted Universalism

“Fairness is not advanced by treating those who are situated differently as if they were the same...A targeted universal strategy is one that is inclusive of the needs of both the dominant and marginal groups but pays particular attention to the situation of the marginal group.”

john a. powell, Post-Racialism or Targeted Universalism, 86 Denv. U. L. Rev. 785 (2008), Available at: <http://scholarship.law.berkeley.edu/facpubs/1633>



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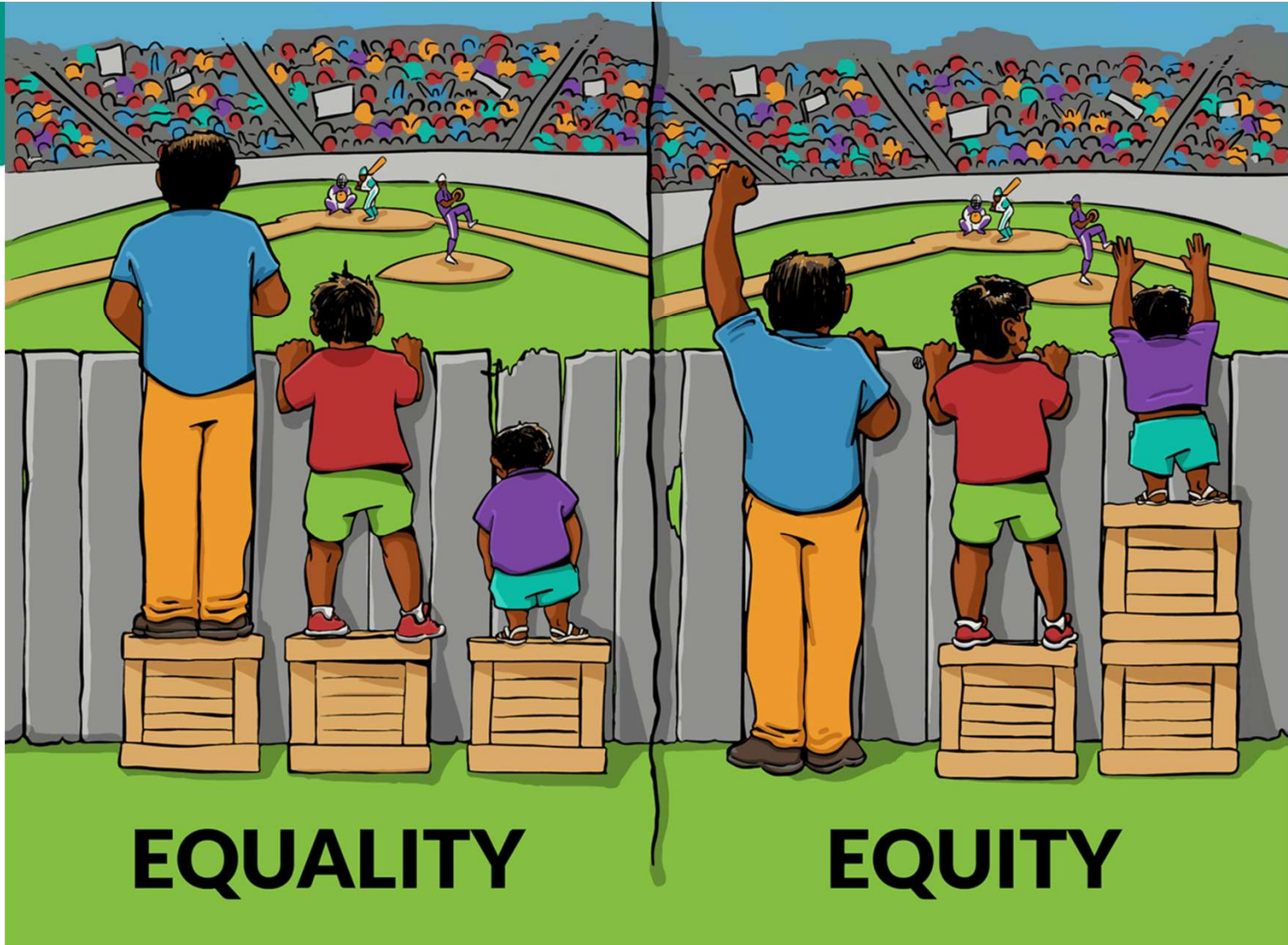
TARGETED UNIVERSALISM

Targeted Universalism means setting universal goals that can be achieved through targeted approaches for segments of the population

5 STEPS FOR IMPLEMENTATION

- 1. Define Universal Goal** -Establish a universal goal
- 2. Measure Overall Population** -Measure how overall population fares relative to universal goal
- 3. Measure Population Segments** -Measure performance of population segment relative to universal goal
- 4. Understand Group-Based Factors** - Understand how structures and other factors support or impede group's progress toward universal goal
- 5. Implement Targeted Strategies** –Create and implement targeted strategies so each group can achieve universal goals







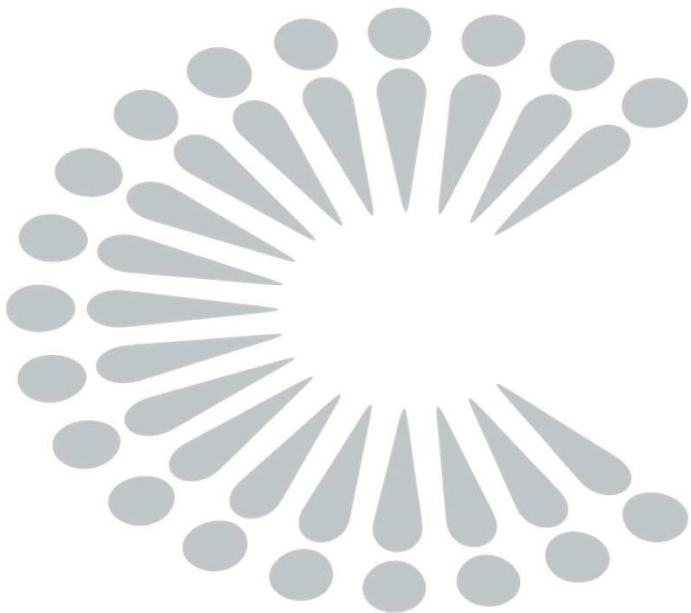
In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.



I. Definitions

II. Levels of Equity Focus & Critical Decisions

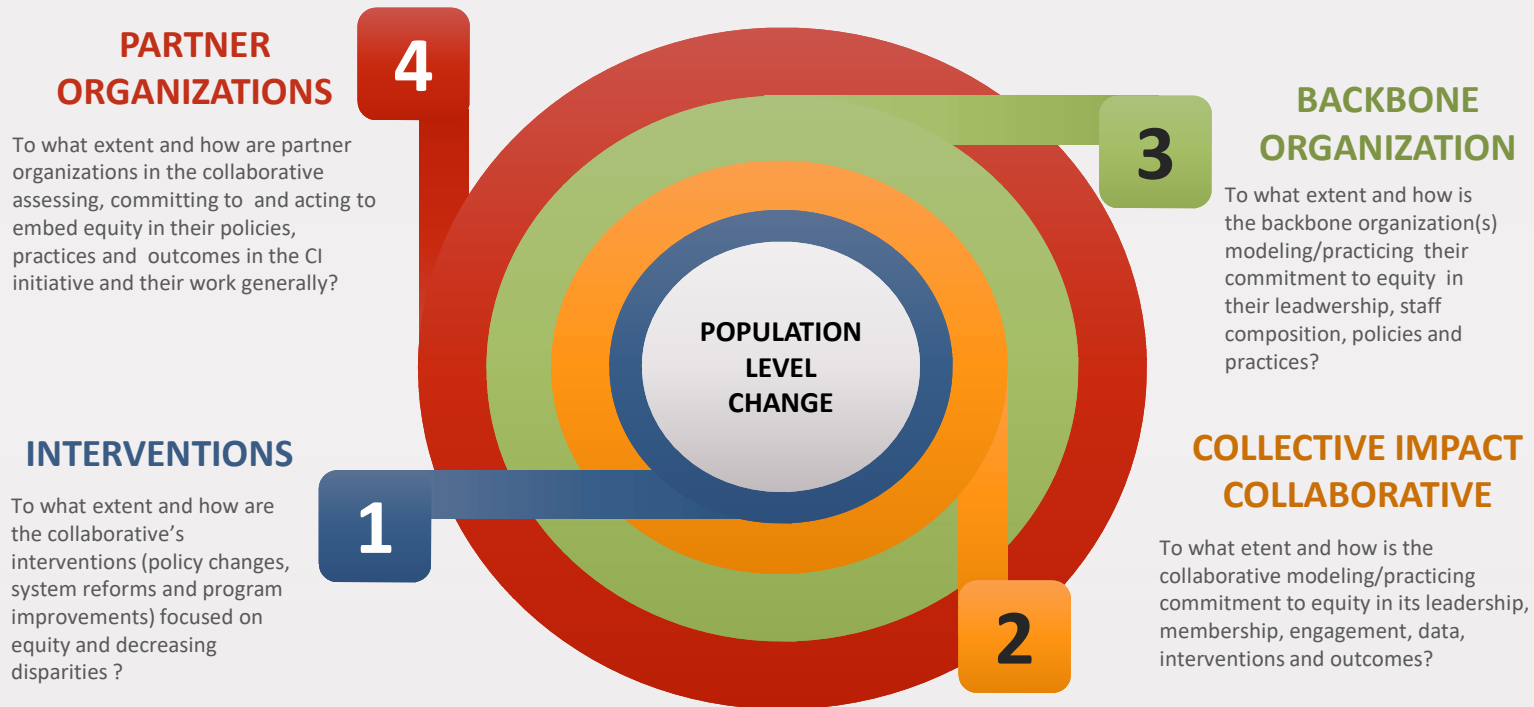
III. Principles

IV. Equity Practices

V. Equity Resources

Levels of Equity Focus for Collective Impact

Equity in CI requires attention to equity policies, practices and performance in four areas:





Critical Questions/Decisions in Developing Equitable Strategies and Interventions in Collective Impact

Organizational Level?

- Which level of the collective impact work will be the focus? Intervention, Collaborative, Backbone or Collaborative Member Organizations

Focal Issue-Problem?

- What is the issue/problem focus of the equity work and how is it quantified and summarized?

Focal Population(s)?

- What group(s) experience the greatest disparities or adverse impacts?
- Which group will be the primary/targeted focus on the interventions?

Strategy(ies)-Intervention(s)

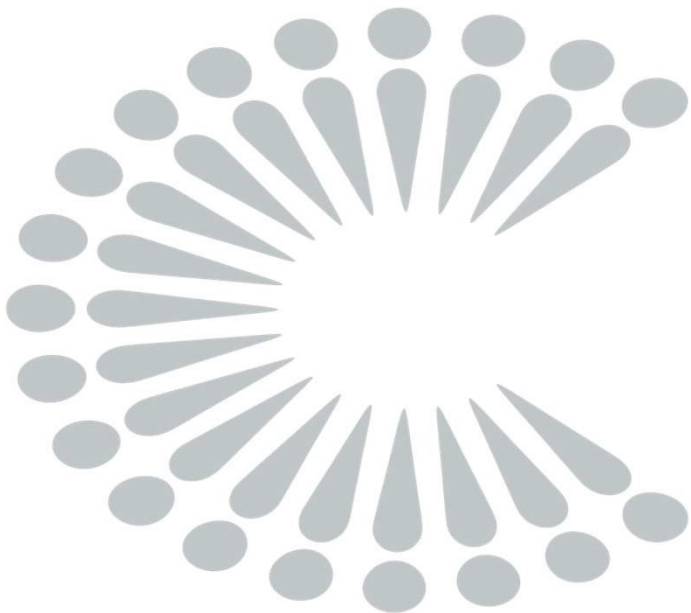
- Are the strategies and interventions programmatic, policy, or systems change?

Targeted Universalism?

- Are there specific, quantifiable outcomes for the interventions to reduce or eliminate disparities for focal population(s)?

Reduce-Eliminate Disparities?

- Will an intervention(s) be deployed or adapted to specifically focus on needs of the focal population, or will it be universal?



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Eight Principles of Practice Are the “How” of Collective Impact

1. Design and implement the initiative with a **priority placed on equity**
2. **Include community members** in the collaborative
3. Recruit and co-create with **cross-sector partners**
4. **Use data** to continuously learn, adapt, and improve
5. Cultivate leaders with unique **system leadership skills**
6. Focus on **program *and* system strategies**
7. **Build a culture that fosters relationships**, trust, and respect across participants
8. **Customize** for local context



Principles for Advancing Equity in Collective Impact

1. Equity must be a universal collaborative and individual partner organization commitment.
2. There must be individual and organizational accountability for achieving equitable outcomes
3. Equitable CI must engage people experiencing disparities and build their trust through transparent commitment and action to equity
4. The collaborative must establish clear language about equity and the outcomes and measures for achieving equity; this language should be asset-based
5. Policies, practices and resources must be designed to identify and accommodate differences in the needs and experiences of various groups —not to treat all people or groups the same.
6. Achieving equity requires a continual process of disaggregating data, learning from the data and questioning policies and practices associated with disparate outcomes





Doing Collective Impact Well Means Being Even More Vigilant about Equity and Inclusion

Condition	Description	Example
Common Agenda	<ul style="list-style-type: none">Asking how different parts of the community are affected by an issue and ensuring that the voices of those most affected are included in setting the agenda for changeExplicitly setting goals to reduce disparities	<ul style="list-style-type: none"><i>“Double the number of students in the district that are on track to graduate from high school career and college ready by 2025, while eliminating the achievement gaps for students of color”</i>
Shared Measurement	<ul style="list-style-type: none">Thinking about how data will be disaggregated to reveal disparities by neighborhood, race/ethnicity, income level, gender, and other important characteristics	<ul style="list-style-type: none"><i>Disaggregate high school graduation rates by race, gender, country of origin, and other forms of identity</i>
Mutually Reinforcing Activities	<ul style="list-style-type: none">Tailoring activities to benefit the broader population while also focusing on a particular subset of the population who face significantly large barriersPursuing activities that address structural and systemic barriers	<ul style="list-style-type: none"><i>Design strategies to improve math skills of all students, AND have a ESL-specific math tutoring program</i>

Source: “Bringing an Equity Lens to Collective Impact”, Junious Williams and Sarah Marxer, September 2014; “When Collective Impact Has An Impact”, ORS Impact and Spark Policy, March 2018



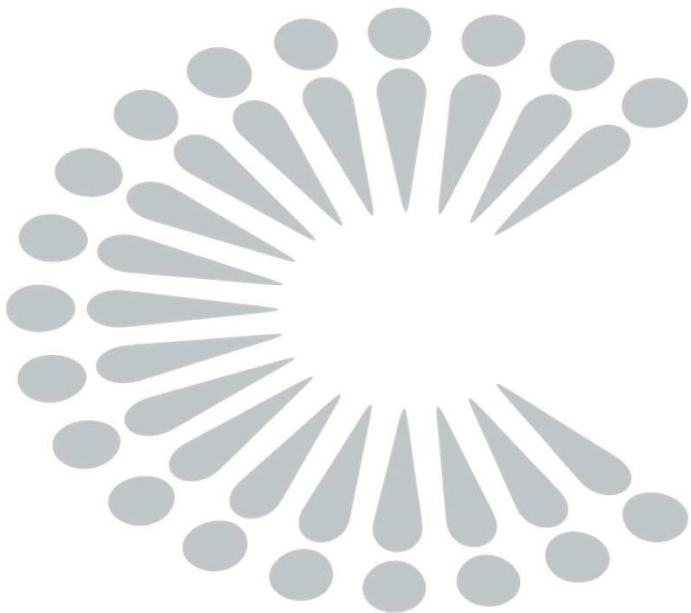


Doing Collective Impact Well Means Being Even More Vigilant about Equity and Inclusion

Condition	Description	Example
Continuous Communication	<ul style="list-style-type: none">Ensuring that communication is accessible (in vehicle, language, etc.) and that those with lived experience are active participants in co-creating the work together	<ul style="list-style-type: none"><i>Individuals with lived experience participate in initiative's steering committee</i><i>Website and meeting materials, including data and analysis, made available in English and other prominent local language (e.g., Spanish)</i><i>Live translation for community meetings and focus groups</i>
Backbone Support	<ul style="list-style-type: none">Building credibility with the communities affected by inequitiesDeveloping skills and capacity for the backbone and partners to address disparities and authentically engage others	<ul style="list-style-type: none"><i>Backbone staff build authentic relationships with community they are working with</i><i>Backbone team has individuals with lived experience on the team</i><i>Backbone staff deliver and/or commission training for local partners on racial equity</i>

Source: "Bringing an Equity Lens to Collective Impact", Junious Williams and Sarah Marxer, September 2014; "When Collective Impact Has An Impact", ORS Impact and Spark Policy, March 2018





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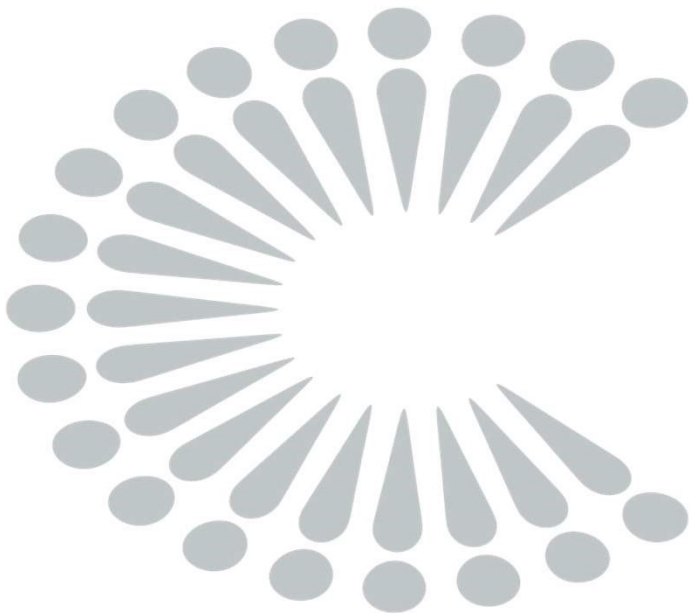
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Urban Strategies Council's Equity Practices for Collective Impact

1. Define equity and educate the community on its importance
2. Build data systems to support equity and effectively use data
3. Establish explicit equity outcomes and accountability for achieving them
4. Engage the community and ensure leadership is representative of the community
5. Focus on increasing equity and improving outcomes
6. Apply targeted universalism
7. Continually assess for and address equity
8. Hold systems accountable for reducing and eliminating disparities



I. Definitions

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Resources on Equity In Collective Impact

- [Bringing an Equity Lens to Collective Impact](#)
- [Three Steps for Advancing Racial Equity through Collective Impact](#)
- [Equity: The Soul of Collective Impact](#)
- [Equity in Collective Impact](#): 3-part series in SSIR from FSG, Aspen, and PolicyLink
- [When Collective Impact Has an Impact](#): this longer report includes a section on implementing collective impact with an equity approach.
 - Table A3 in the appendix has an “equity rubric” that might be of interest.
- For additional equity resources, go to this [Equity Resources](#) page from the Collective Impact Forum website.



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