THE THREE MISSING ELEMENTS OF COLLECTIVE IMPACT

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Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

Common Agenda
- **Common understanding** of the problem
- **Shared vision** for change

Shared Measurement
- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

Mutually Reinforcing Activities
- **Differentiated approaches**
- Willingness to **adapt individual activities**
- **Coordination** through joint plan of action

Continuous Communication
- **Consistent** and **open communication**
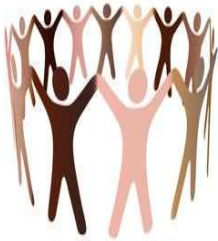- Focus on **building trust**

Backbone Support
- Dedicated **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews

3 Missing Conditions/Elements of Collective Impact: Why

Stakeholder and Community Engagement

- **Two levels of engagement**: stakeholder group engagement and community (resident and CBOs) engagement.
- Need broad-based agreement and support for the strategies and interventions to achieve population level change.

Equity in Collaboration and Interventions

- **Two dimensions of social problems**: poor outcomes for everybody, but even worse outcomes for sub-populations.
- Solutions for those experiencing the worst outcomes usually increases understanding of how to improve outcomes for all.
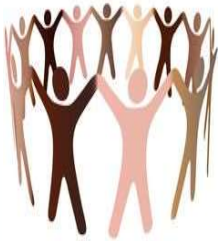
Shared Power

- **Sustainable change** more likely to occur when we develop structures which re-define the power relationships of stakeholder groups and communities.
- **Re-distribution of power** and resources to include those impacted by problems is a safeguard against retreat and retrenchment.

3 Missing Conditions/Elements of Collective Impact: What

Stakeholder and Community Engagement

- Have we organized our work to **ensure a wide cross-section of stakeholder groups can participate** in all aspects our planning and action?

Equity in Collaboration and Interventions

- Have we organized our work to **reduce or eliminate the disparities in opportunities and outcomes f**or those most distant from equitable opportunities and outcomes?
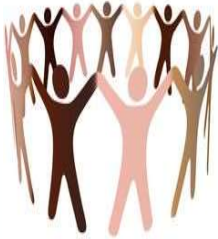
Shared Power

- Have we created **new structures and decision-making rules which redistribute power** to ensure residents and CBOs share decision making power with other stakeholder groups?

3 Missing Conditions/Elements of Collective Impact: How

Stakeholder and Community Engagement

- **Widely communicate** with community about work and opportunities to participate
- **Identify and engage** a cross-section of stakeholder group representatives in planning and action
- Create a **variety of participation methods** for stakeholders and residents

Equity in Collaboration and Interventions

- Design and implement the initiative with a **priority placed on equity**
- **Ensure equity** in policies and practices of the collaborative
- **Embed equity** in the strategies and interventions

Shared Power

- **Develop structures and decision rules that share power** across stakeholder groups and collaborative bodies
- **Include community members as decision-makers** in the collaborative
- **Train participants** and build a culture of collaborative decision-making

STAKEHOLDER AND COMMUNITY ENGAGEMENT

KEY STAKEHOLDER GROUPS FOR COLLECTIVE IMPACT

GOVERNMENT

Local, county, state and federal government often have both a mandate and public resources to address problems that are the focus of collective impact. Their engagement is crucial to the program and systems change needed to create sustainable change and improved outcomes.

PHILANTHROPY

Philanthropy is often the initial catalyst, convener and investor in social change efforts and can help bring the resources, (financial and human) and influence (bully pulpit) needed to bring stakeholders to the table to work together to create sustainable change.

FOR-PROFIT BUSINESS

For-profit businesses exist to make profit. Often the focal issues for community change efforts have an impact, directly or indirectly, on their profitability. Businesses also bring a variety of resources and capacities that can support change efforts. Community change efforts must make the "business case" for their engagement.
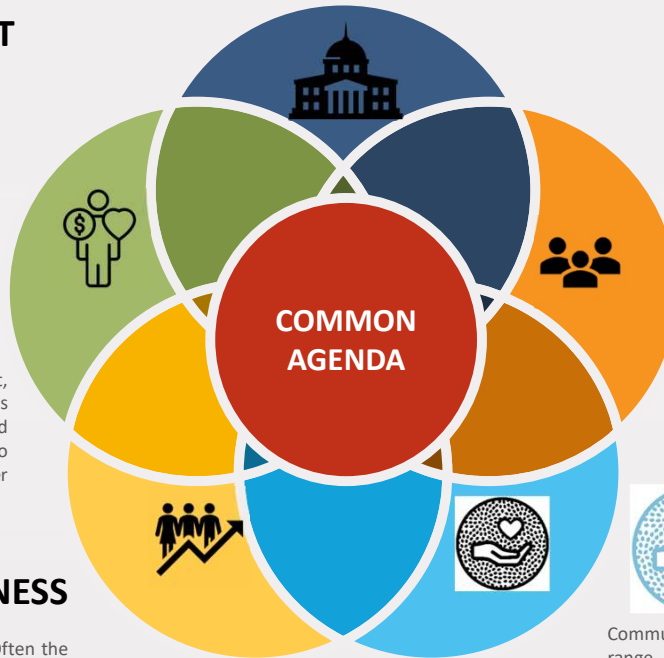
RESIDENTS

Residents represent the most important stakeholder group since they often experience the adverse effects of the problem and are the intended beneficiaries of the change efforts. They possess the most direct knowledge of the problem and often insights into the best solutions. When all is said and done, they must live with the results of change efforts whether successful or not and, therefore, should be among those making decisions

COMMUNITY-BASED ORGANIZATIONS

Community-Based Organizations (CBOs) represent a wide range of types of organizations from service providers to faith-based groups to organizers to advocates to social organizations who voluntarily work to support the needs of families and residents in their communities. They often have the most direct and trusting relationships with residents who are the intended beneficiaries of change efforts.

COMMON AGENDA

The Spectrum of Community Engagement

OBJECTIVE

MESSAGE

EXAMPLES

Increasing Impact on Decision-Making

| INFORMING	CONSULTING	INVOLVING	COLLABORATING	EMPOWERING
Providing balanced and objective information about new programs or services, and about the reasons for choosing them	Inviting feedback on alternatives, analyses, and decisions related to new programs or services	Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making	Enabling community members to participate in every aspect of planning and decision-making for new programs or services	Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles
We will keep you informed	We will keep you informed, listen to your input and feedback, and let you know your ideas and concerns have influenced decisions	We will ensure your input and feedback is directly reflected in alternatives, and let you know how your involvement influenced decisions	You will be true partners in making and implementing decisions for the community, your advice and recommendations will be incorporated as much as possible	We will implement what you decide
Fact sheets, newsletters, websites, open houses	Surveys, focus groups, community meetings and forums	Community organizing, leadership development, workshops	Advisory boards, seats on governing boards, engaging and funding as partners	Support full governance, leadership, and partnership

Representation Wheel

Source: Paul Schmitz, Community Engagement Toolkit
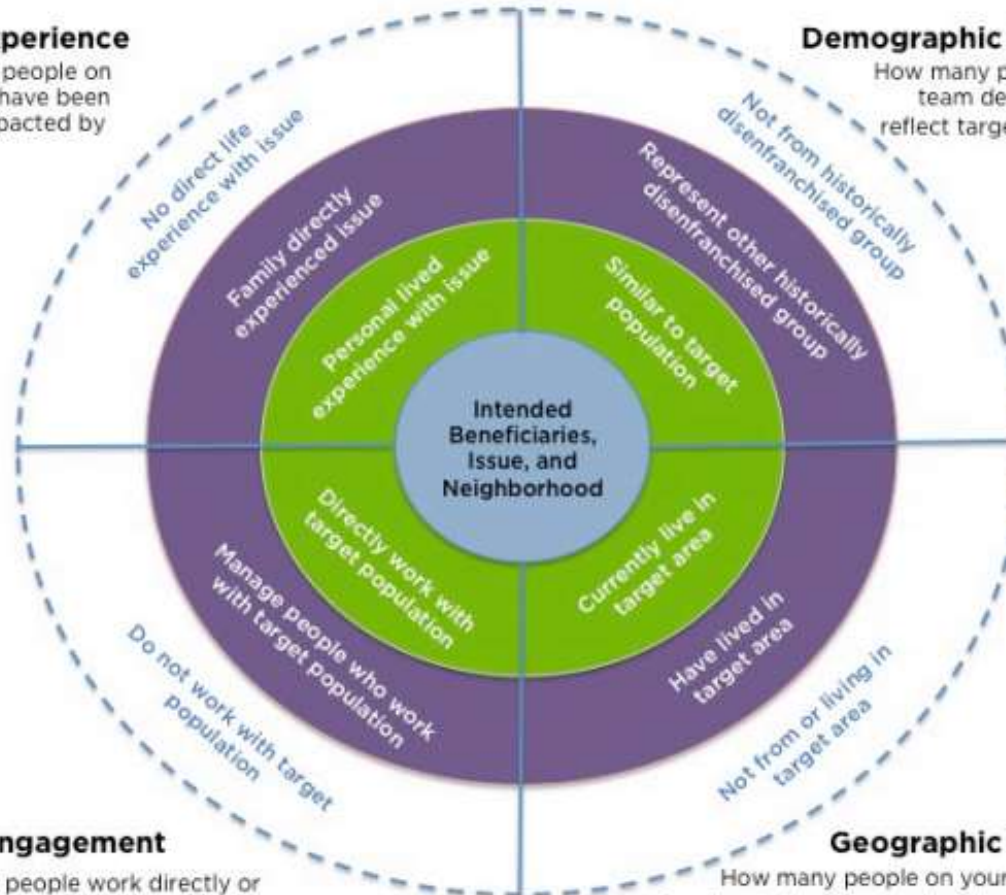
EMBEDDING EQUITY

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 **redressing** disparities through targeted actions.

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

In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.
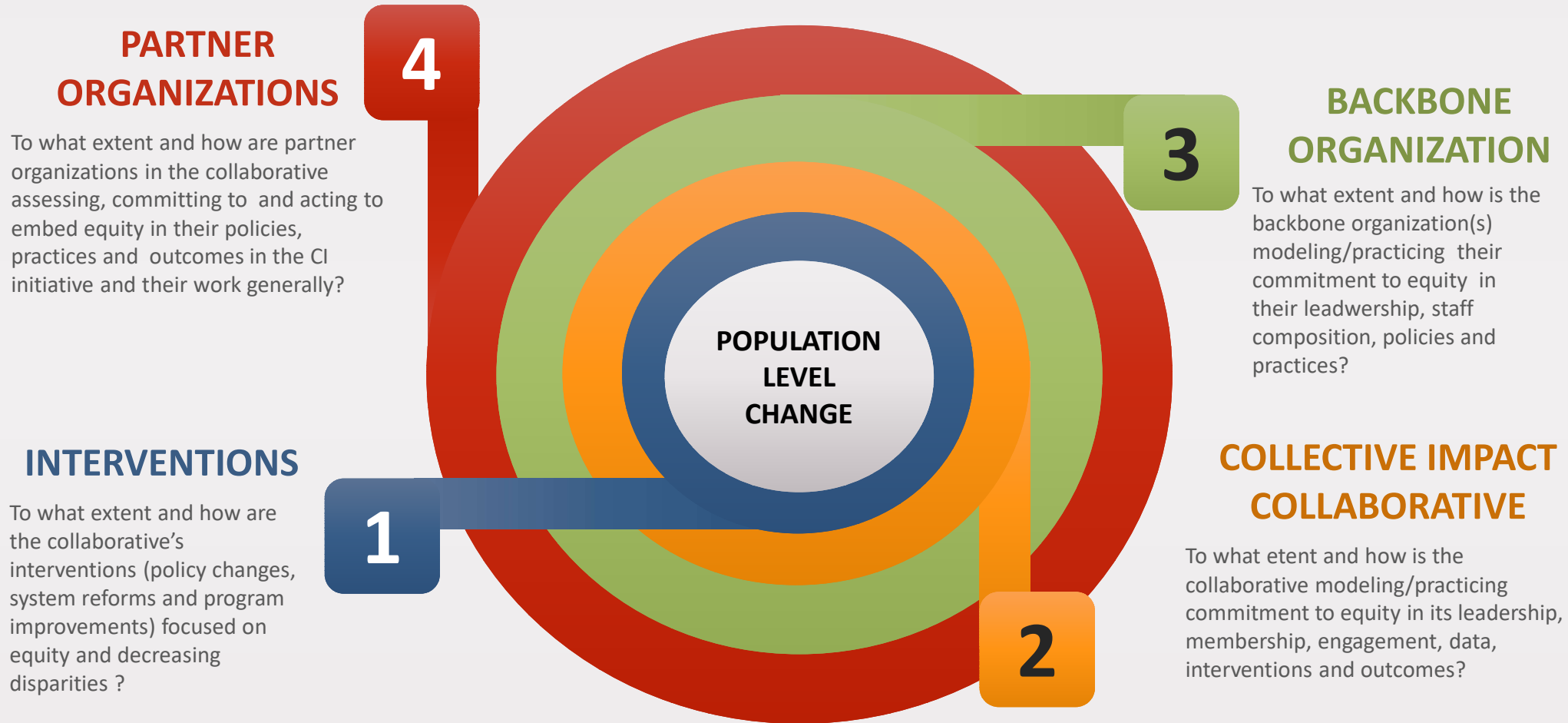
In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

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.

Critical Decisions for Strategic Focus on Equity Work 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 work and how is it 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 strategy and intervention programmatic, policy, systems change?

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

Reduce/Eliminate Disparities?
- Are there specific, quantifiable outcomes for the interventions to reduce or eliminate disparities for focal population?

SHARED POWER

Challenges of Shared Power

1. **Will institutional players, especially public agencies/elected, be willing to share, or even lose, power?**

2. **Who will support capacity development of: a) residents to build and effectively exercise power; and b) institutional players to share power?**

3. **What will be the relationship of the collective impact initiatives to base building/organizing groups?**

4. **How and who will decide on which residents and community representatives join decision-making tables?**

5. **How will conflicts over shared power be constructively resolved?**

Discussion in Groups of 2 or 3

- **What are the opportunities/challenges to increase engagement of different sectors and stakeholder groups?**
- **What are the opportunities/challenges to embed equity into the work and reduce disparities in outcomes?**
- **What are the opportunities/challenges to share power among the stakeholder groups?**

Full Group Q&A

SUPPLEMENTAL SLIDES

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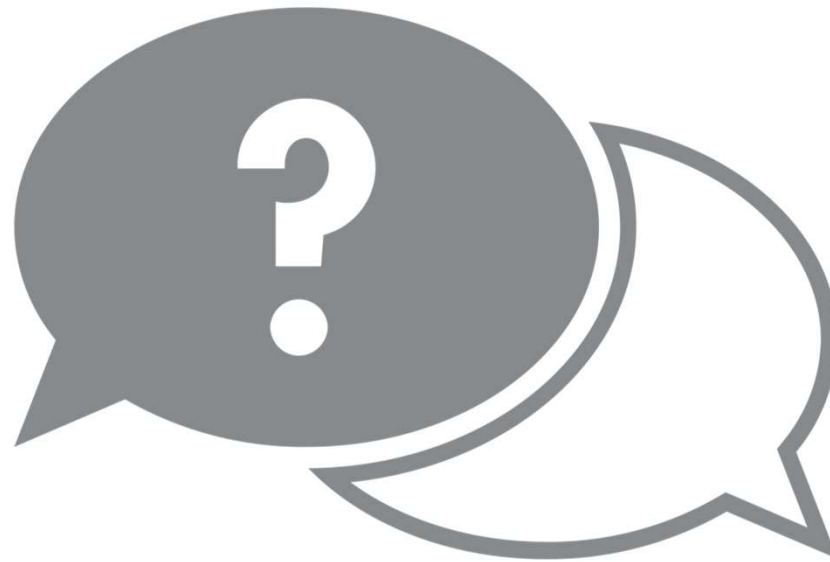
Defining Targeted Universalism

"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

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

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

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

Condition	Description	Example
Common Agenda	• 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 change • Explicitly setting goals to reduce disparities	• *"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"*
Shared Measure-ment	• Thinking about how data will be disaggregated to reveal disparities by neighborhood, race/ethnicity, income level, gender, and other important characteristics	• *Disaggregate high school graduation rates by race, gender, country of origin, and other forms of identity*
Mutually Reinforcing Activities	• Tailoring activities to benefit the broader population while also focusing on a particular subset of the population who face significantly large barriers • Pursuing activities that address structural and systemic barriers	• *Design strategies to improve math skills of all students, AND have a ESL-specific math tutoring program*

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

Condition	Description	Example
Continuous Communication	• Ensuring that communication is accessible (in vehicle, language, etc.) and that those with lived experience are active participants in co-creating the work together	• *Individuals with lived experience participate in initiative's steering committee* • *Website and meeting materials, including data and analysis, made available in English and other prominent local language (e.g., Spanish)* • *Live translation for community meetings and focus groups*
Backbone Support	• Building credibility with the communities affected by inequities • Developing skills and capacity for the backbone and partners to address disparities and authentically engage others	• *Backbone staff build authentic relationships with community they are working with* • *Backbone team has individuals with lived experience on the team* • *Backbone staff deliver and/or commission training for local partners on racial equity*

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

Principles for Advancing Equity in Collective Impact

1. **COMMITMENT**: Equity must be a universal collaborative and individual partner organization commitment.

2. **ACCOUNTABILITY**: There must be individual and organizational accountability for achieving equitable outcomes

3. **ENGAGEMENT**: Equitable CI must engage people experiencing disparities and build their trust through transparent commitment and action to equity

4. **EQUITY LANGUAGE**: The collaborative must establish clear language about equity and the outcomes and measures for achieving equity; this language should be asset-based

5. **TARGETED ACTION**: 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. **DATA-DRIVEN**: Achieving equity requires a continual process of disaggregating data, learning from the data and questioning policies and practices associated with disparate outcomes

Urban Strategies Council's Equity Practices for Collective Impact

1. **DEFINITIONS**: Define equity (and related terms) and educate the community on its importance

2. **DATA SYSTEMS**: Build data systems to support equity and effectively use data

3. **OUTCOMES & ACCOUNTABILITY**: Establish explicit equity outcomes and individual/group accountability for achieving them

4. **ENGAGEMENT & LEADERSHIP**: Engage the community and ensure leadership is representative of the community

5. **OUTCOMES FOR EQUITY & ALL**: Focus on **_BOTH_** increasing equity and improving outcomes for all

6. **TARGETED ACTION**: Apply targeted universalism to address largest disparities

7. **ONGOING ASSESSMENT**: Continually assess for and address inequities

8. **SYSTEM ACCOUNTABILITY**: Hold systems accountable for reducing and eliminating disparities