



**COLLECTIVE  
IMPACT FORUM**



**CAP Virtual Annual Convening Conference  
August 26, 2020**



## Status Check: How are you doing?



**Red** = Feeling totally Overloaded, stressed, and on edge.  
Support or space needed to change status.



**Orange** = Juggling many things. Difficult to focus beyond main priorities, hard to take in new info or make changes.



**Yellow** = Lots going on, but still managing okay.



**Green** = Feeling positive and balanced, and have mental space to reflect, assess, be creative, or try new things.



**Blue** = Feeling sadness, depression, grief, or loss of control.



**Gray** = Listless, bored, unfulfilled, or numb.

# Poll Question; How familiar are you with Collective Impact?



**Not at all Familiar**



**I've heard of "collective impact" but am not sure how it differs from other forms of partnership**



**I know about the CI approach but am not currently involved in an initiative**



**My organization is involved in a collective impact initiative**

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



**Collective Impact is the commitment of a group of important actors from different sectors and the community to a common agenda for solving a specific social problem at scale.**



# 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

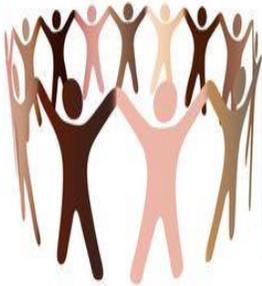
- **Consistent** and **open communication**
- Focus on **building trust**

## 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.





## 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

# We understand the importance of being intentional about advancing equity through CI

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## Principles to Advance 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 collective impact **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

## 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**

## Shared measurement

- Thinking about **how data will be disaggregated to reveal disparities** by neighborhood, race/ethnicity, income level, gender, and other important characteristics

## 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 address structural and systemic barriers**

## 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**

## 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

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



# Collective Impact Only Makes Sense Under Certain Circumstances

## APPROPRIATENESS

- ✓ Addressing the issue will require leaders and organizations from **multiple sectors or systems**
- ✓ Addressing the issue will require **different kinds of interventions or strategies** at the systems level – and not just replication of programs and services
- ✓ The issue impacts a **significant part of the population\***

\* Defining “significant” is more art than science

## READINESS

### Influential Champions



### Urgency for Change



### Availability of Resources



### Basis for Collaboration



# Collective impact efforts unfold over five phases

<b>Components for Success</b>	<b>Phase I Assess Readiness</b>	<b>Phase II Initiate Action</b>	<b>Phase III Organize for Impact</b>	<b>Phase IV Begin Implementation</b>	<b>Phase V Sustain Action and Impact</b>
<b>Governance and infrastructure</b>	Convene community leaders	Identify champions and form cross-sector Steering Committee "SC" to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups "WGs" and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
<b>Strategic planning</b>	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for Implementation; identify quick wins	Refine strategies; mobilize for quick wins
<b>Community engagement</b>	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders; engage community in mapping the landscape	Incorporate perspective, build community members into initiative structure	Engage community more broadly and build public will	Continue engagement and conduct advocacy
<b>Evaluation and improvement</b>	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)



# Roles By Phases of Collective Impact Initiatives

<i>Components of Success</i>	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Review and Renew
<i>Focus of Phase</i>	Pre start-up Focus: Engagement and Exploration	Start-Up Focus: From Ideas to Formation	Growth Focus; Earlier Experimentation	Growth Focus: Scaling Effort	Maturity Focus: Sustain and Renew
<i>Organizational &amp; Individual Roles</i>	<ul style="list-style-type: none"> <li>• Initiator →</li> <li>• Early Convener-Facilitator →</li> <li>• Champion/Advocate →</li> <li>• Funder/Investor →</li> <li>• Backbone Support →</li> <li>• Collaborative Leader →</li> <li>• Collaborative Participant →</li> </ul>				



## Roles and Activities

<b>Initiator (Early Exploration of Approach, Appropriateness and Readiness Assessments)</b>	Guide Exploration of Approach and Issue Focus for Community; Key informant; Interviewer; Advisor
<b>Early Convener-Facilitator</b>	Facilitate Meetings; Provide Space; Convening Support; Data Support; Seed Funding for Exploration
<b>Champion/Advocate</b>	Publicly champion and advocate for: <ul style="list-style-type: none"><li>• process (CI), strategies and outcomes</li><li>• equity and resident-grassroots engagement</li><li>• creation of a shared decision-making structure and new leaders supports</li><li>• Recruitment of residents, grassroots leaders and CBOs to participate in, lead and support the CII</li></ul>
<b>Funder/Investor</b>	Seed/start-up funding; Backbone funding; Strategy/Intervention/Pilot/Program funding; Evaluation funding
<b>Collaborative Leadership</b>	Steering/Executive Committee Member; Steering Committee Chair/Co-Chair; Work Group Chair/Co-Chair
<b>Collaborative Participant</b>	Work Group Member; Event Participant; Event/Initiative Volunteer; Event/Initiative Donor
<b>Backbone Support</b>	Next slide



# Successful backbone support structures six key functions

<b>Guide Vision and Strategy</b>	<ul style="list-style-type: none"><li>• Build a common understanding of the problem that needs to be addressed</li><li>• Provide strategic guidance to develop a common agenda; serve as a thought leader / standard bearer for the initiative</li></ul>
<b>Support Aligned Activities</b>	Ensure mutually reinforcing activities take place, i.e., <ul style="list-style-type: none"><li>• Coordinate and facilitate partners' continuous communication and collaboration Convene partners and key external stakeholders</li><li>• Catalyze or incubate new initiatives or collaborations</li><li>• Provide technical assistance to build management and administrative capacity (e.g., coaching and mentoring, providing training and fundraising support)</li><li>• Create paths for, and recruit, new partners so they become involved</li><li>• Seek out opportunities for alignment with other efforts</li></ul>
<b>Establish Shared Measurement Practices</b>	<ul style="list-style-type: none"><li>• Collect, analyze, interpret, and report data</li><li>• Catalyze or develop shared measurement systems</li><li>• Provide technical assistance for building partners' data capacity</li></ul>
<b>Cultivate Community Engagement and Ownership</b>	<ul style="list-style-type: none"><li>• Frame the problem to create a sense of urgency and articulate a call to action</li><li>• Support community member engagement activities</li><li>• Produce and manage communications (e.g., news releases, reports)</li></ul>
<b>Advance Policy</b>	Advocate for an aligned policy agenda
<b>Mobilize Resources</b>	Mobilize and align public and private resources to support initiative's goals

# In Collective Impact, Leadership Is Distributed Across Many Partners (Not Centralized with the Backbone)

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## Steering Committee

- Provides **strategic direction** for the initiative
- **Champions** the work
- **Aligns own work** to common agenda
- Some Steering Committee members serve on **working groups**

## Backbone

- Provides **dedicated staff**
- Supports the work of partners by assisting with **strategic guidance**, supporting **aligned activity**, establishing **shared measurement**, building **public will**, advancing **policy**, and mobilizing **resources**

## Working Group

- Comprised of **cross-sector community partners targeting particular element of common agenda**
- **Typically led by co-chairs**, supported by the backbone
- Designs and implements strategies, involving non-working group members as needed

## Community partner

- **Individual organizations and members of the community** (e.g, nonprofit, funder, business, public agency, student, parent,)
- Partners should have **access to a variety of opportunities to learn about and engage** in the initiative, and will be key to implementing strategies
- Ultimate “power” resides within the **community at large**



# Considerations for Finding the Right Roles

Collaborative work requires different decision-making and leadership culture

Recognize differences between organizational roles and individual roles (people from an organization may be playing different roles and participating in different ways)

Play to organizational/individual strengths and assets

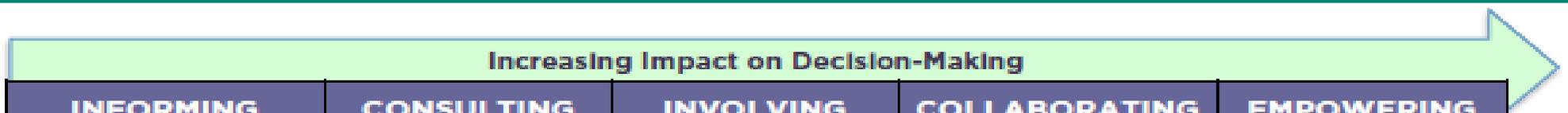
Clarify and clearly express organizational interests

Avoid conflicts of interest, especially in backbone support, leadership roles and service provision

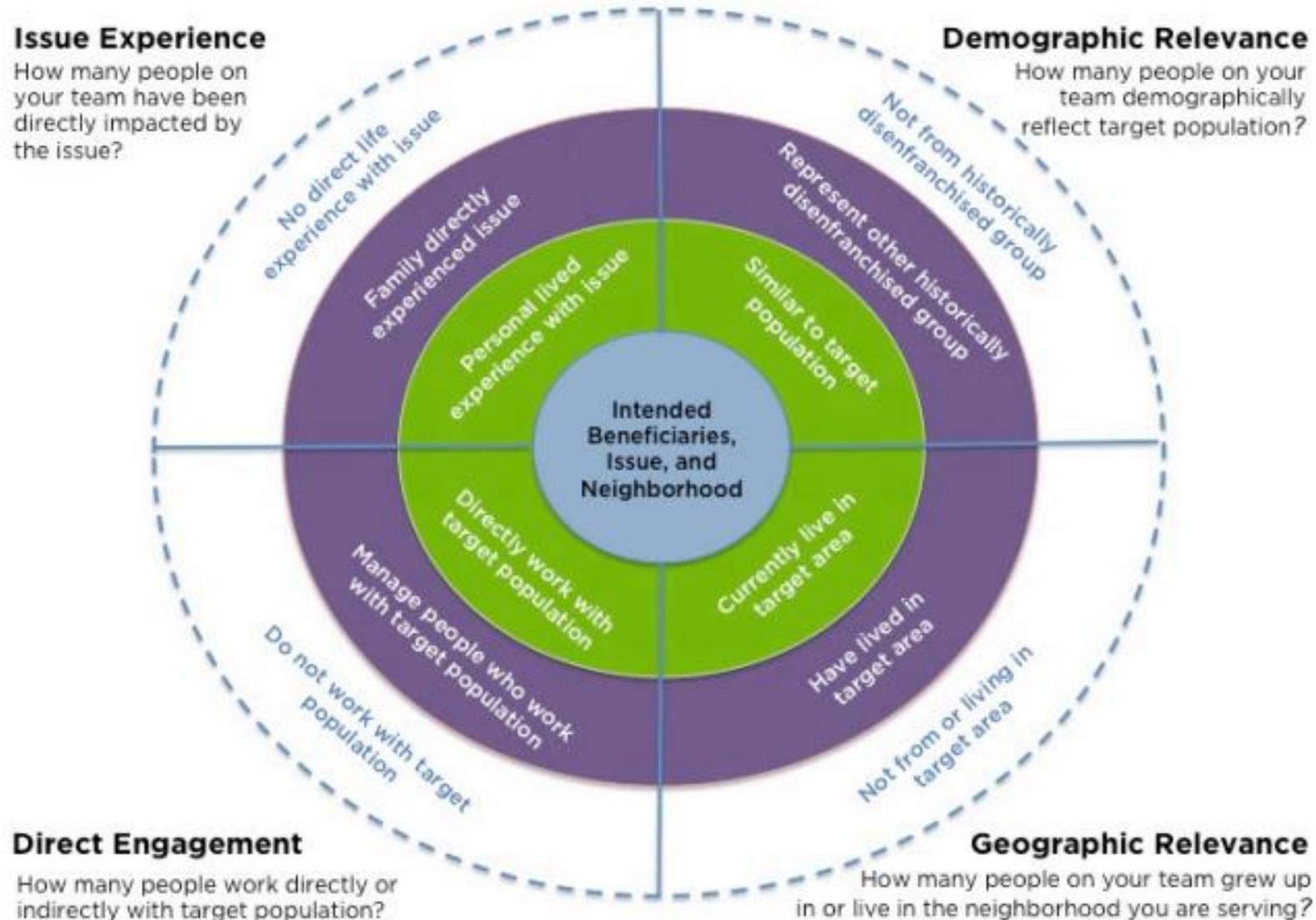
People & organizations leave and enter CII and their roles change over time



# The Spectrum of Community Engagement

Increasing Impact on Decision-Making 					
	INFORMING	CONSULTING	INVOLVING	COLLABORATING	EMPOWERING
OBJECTIVE	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
MESSAGE	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
EXAMPLES	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





# Collective Impact Also Depends on Essential Intangibles for Its Success



**Relationship** and **trust** building



Creating a **culture of learning**



**Leadership** Identification and development



Fostering **connections** between people

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



## There are several pitfalls to avoid in collective impact



Rushing through the common agenda development process



Not allowing disparate views at the table



Not celebrating quick wins along the way



Self-declaring as a backbone



Confusing program collaboration with systems change



Not embracing that collective impact means doing things *differently*



# Questions??



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