



Welcome!





Collective Impact
Planning to Address Complex Issues
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Collective Impact

Planning to Address Complex Issues

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Introductions

Who is in the room?

Name & Personal pronouns

Organization

Sector (nonprofit, government, private sector, philanthropy, and/or community member)

Your experience, either in the past or currently, with collaboration.



A photograph of four people standing on a grassy hill at sunset. They are seen from behind, with their arms around each other's shoulders, suggesting a group of friends or family. The sun is low on the horizon, creating a warm, golden glow and long shadows. The background shows a vast landscape with rolling hills under a clear sky. The overall mood is peaceful and communal.

What is Collective Impact?

What is Collective Impact?

Collaboration for Social Change

Published by John Kania & Mark Kramer in 2011, updated in 2016, and conducted a rigorous study in 2017.

A long-term, structured, cross-sector collaboration
committed to a common agenda
to address a specific complex social problem and/or
environmental challenges
that results in population-level outcomes and social change.

Collective Impact Principles of Practice

How to successfully put collective impact into action.



Focus on equity

Design and implement the initiative with a priority focus placed on equity.



Include community members

People who's lives are directly impacted by the problem



Co-create with cross sector partners

Including all (or most) sectors creates a systems level view



Use data

Use data to continuously learn, adapt, and improve.



Cultivate leaders

Cultivate leaders with unique system leadership skills.



Focus on program and system solutions

Mutually reinforcing activities that focus on collective program and system solutions



Foster relationships

Build a culture that fosters relationships, trust, and respect across all participants.



Customize for local context.

Deeply understand the local context of the selected problem and customize strategies to local needs

Five Conditions for Success

The core of the Collective Impact approach



Common Agenda

All participants have a shared vision for change



Mutually Reinforcing Activities

Coordination of differentiated activities via a shared plan of action



Shared Measurement

Agreement on how success will be defined, measured, and reported



Continuous Communication

Frequent, structures, and open communication across all players



Backbone Support

On-going, support by one or more independent, funded staff position(s)

Backbone Organizations

The core of the Collective Impact approach

Common Activities of Backbone organizations:

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement practices
4. Build public will
5. Advance policy
6. Mobilize funding

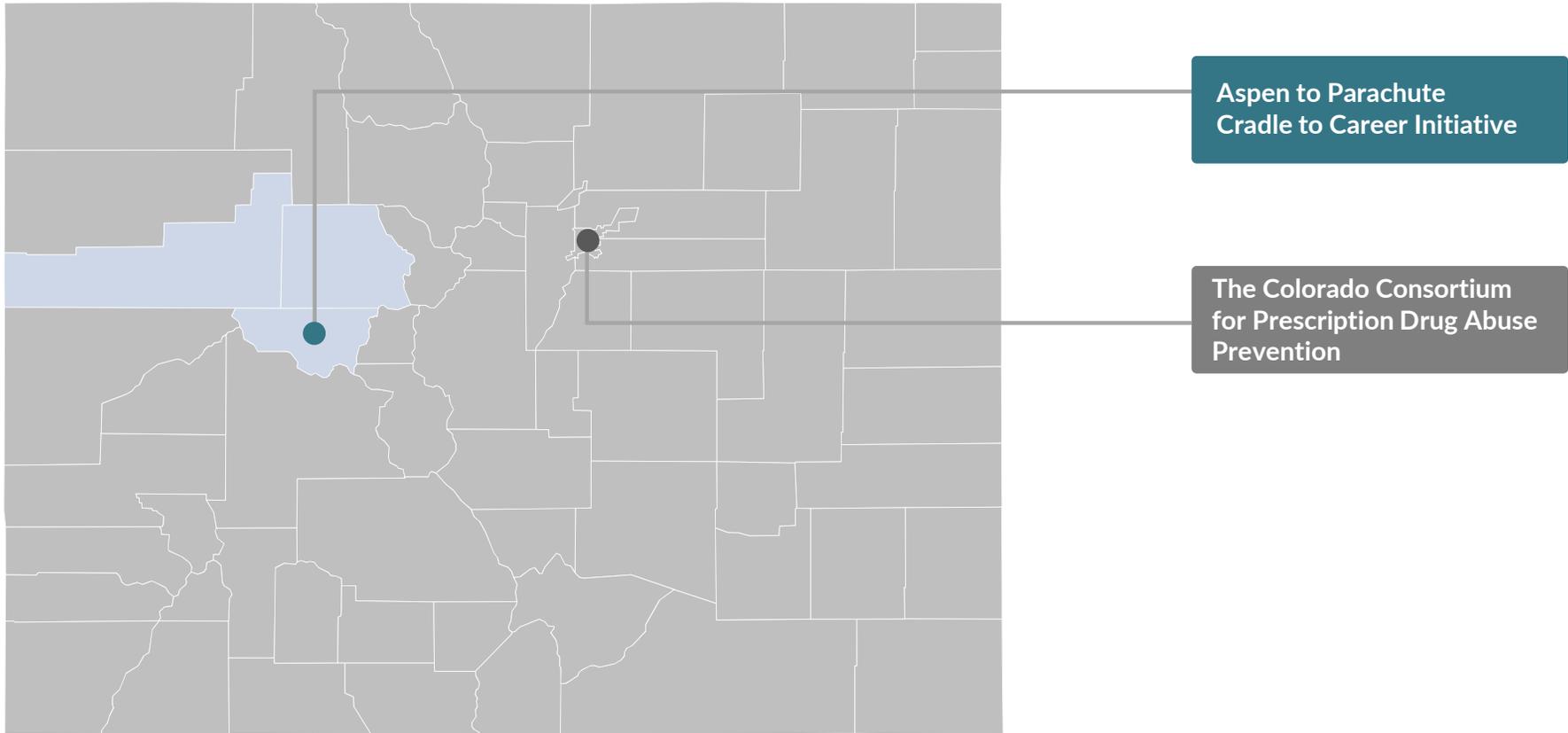
Common Characteristics of Backbone Organizations

- Visionary
- Results-Oriented
- Collaborative Relationship Builder
- Focused, but Adaptive
- Charismatic and Influential Communicator
- Political
- Humble



Examples of Collective Impact in Colorado

CI in action!





Getting Started with Collective Impact



Form Cross-Sector Groups!

Build your coalition!

1. Nonprofit
2. Government
3. Private sector
4. Philanthropy
5. Community member

Share the story of your name with your group.

Form Cross-Sector Groups!

Decide on your problem!

Define a specific, population-level problem
that your group wants to address.



Silos



**Outdated
Policies**



**Little
Innovation**



Inequity



**Lack of
Scale**

Is Collective Impact right for you?

Complete Readiness Assessment



01

Is CI the appropriate approach?

Do you need to solve a complex, large social or environmental problem at scale?



02

Do the pre-conditions for CI success exist?

Do you have champions, resources, and urgency?



03

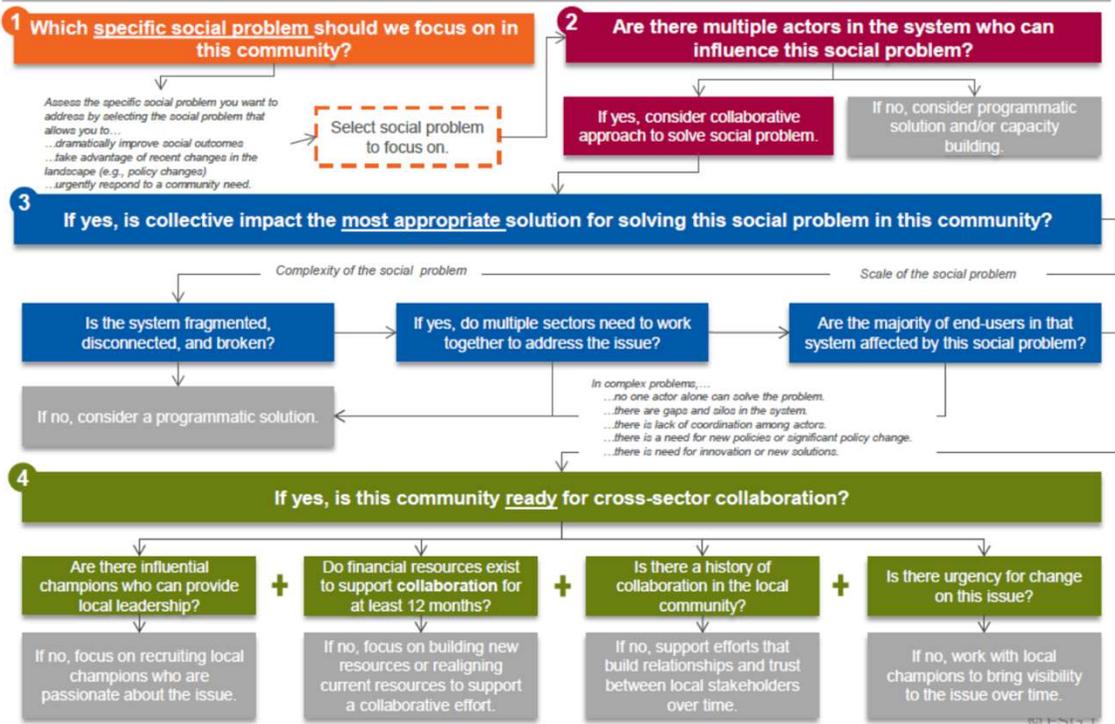
Are the nuts and bolts for CI already in place?

Do you have a culture of collaboration, a neutral convener, a potential backbone, relationships, and commitment to use data?

Feasibility Framework

Another test for fit!

Collective Impact Feasibility Framework



Steering Committees

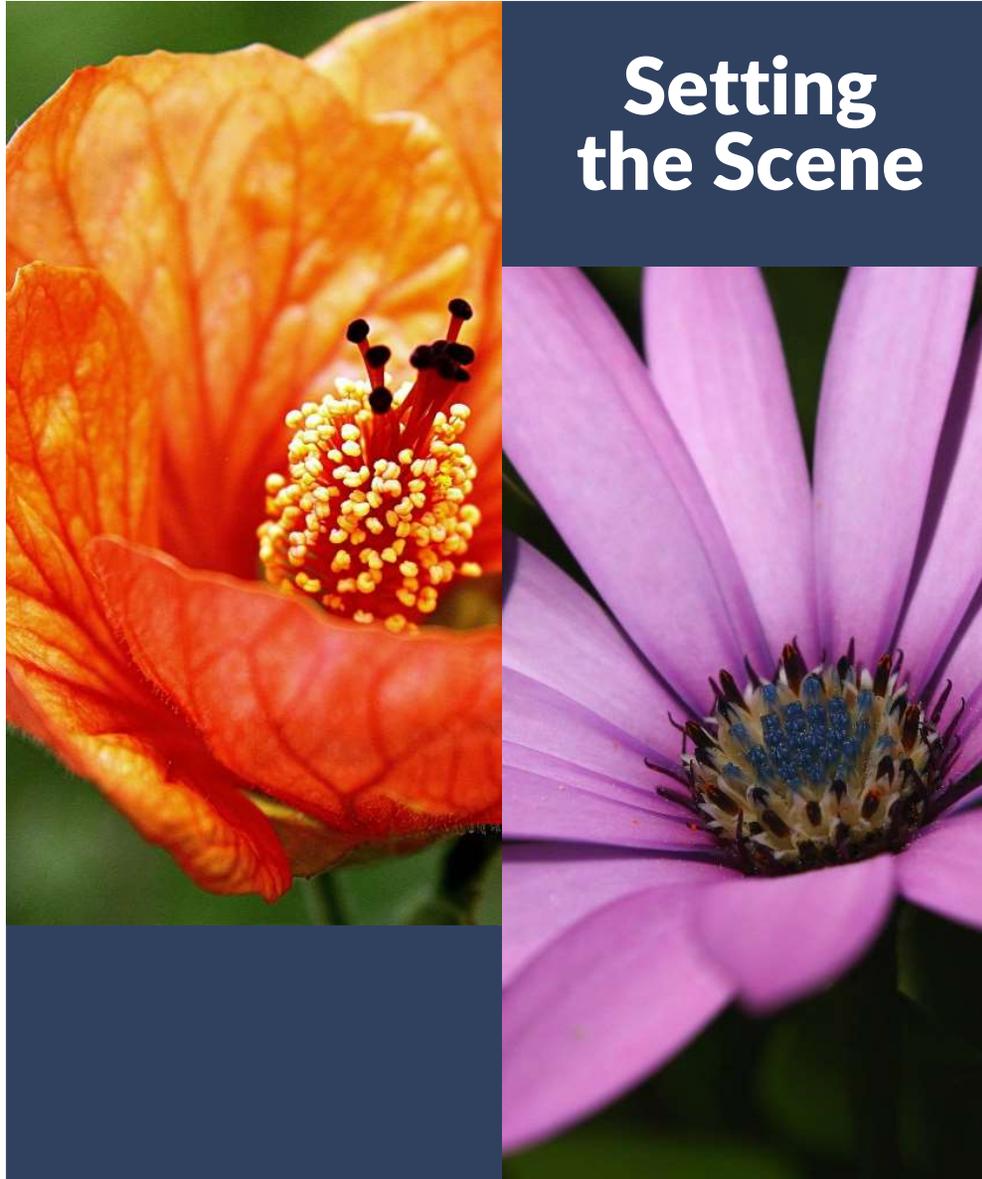
Responsibilities include:

- Providing strategic guidance, vision, and oversight
- Providing leadership

Best-practices:

- Two co-chairs
- Quarterly meetings
- Diverse membership
- Coordinated activities
- Regular communication
- Community report-outs

Setting the Scene



Community Engagement

Community engagement happens along a spectrum.

Engagement goals:

- Understand system challenges
- Co-create solutions
- Verify the direction
- Expand reach
- Build community capacity to lead change

Identify your Steering Committee!

Who to invite?

1. Demographics

What does your community look like?
Who does the problem impact?

2. Important Stakeholders

Which organizations participate in the systems you are targeting?
Who can bring others along?

3. Information About the Problem

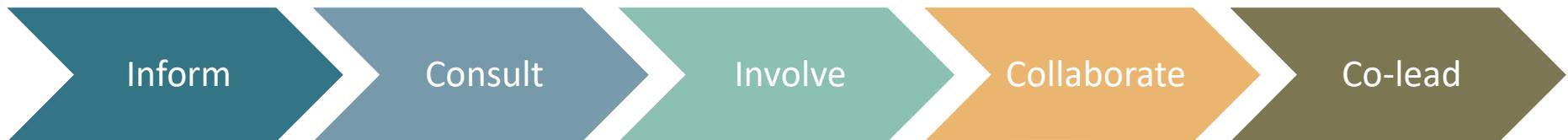
What is the geographic extent of the problem?
What are the major drivers of the problem?

Ideal Characteristics:

- Decision makers
- Representative
- Influential champions
- Committed
- Passionate with a sense of urgency
- Focused on the greater interest
- Content expertise/practitioners
(Lived experience is expertise)

Community Engagement

Who to invite?



Key Challenges

Understanding who and engage and how

Balancing efficiency and effectiveness with building and maintaining relationships

Overcoming obstructive norms and cultural barriers

Work at the speed of trust.

Essential Steps

Defining your community: Who is impacted by the problem every day? What demographic and geographic area are impacted?

Addressing Tension: Are there groups that haven't been engaged? Why not? How can you create a more inclusive space?

Getting Feedback: Has your community felt heard? Are you accountable to them? Adjust as you go!

Choosing the right methods: Determine your intent or goal first, then choose your method of engagement

Invite your Steering Committee!

Who to invite?

Best practices for your in-person invitation include:

- ✓ Describe the issue you are hoping to address
 - ✓ Describe the purpose for having a CI effort on this issue
 - ✓ Identify the unique perspective and/or expertise that the invitee will bring
 - ✓ Describe the role and responsibility of a steering committee member
 - ✓ Share the commitment expected in terms of time and leadership
- 



Next Steps



Setting a Common Agenda

Getting on the same page



Principles

How are you working together?



Problem Definition

What is in and what is out?



Goal

How will you define success?



Framework for Change

How are you going to split up work and prioritize?



Plan for Learning & Evaluation

How will you track progress and learn?

Equity

Using an equity lens

Equity Lens

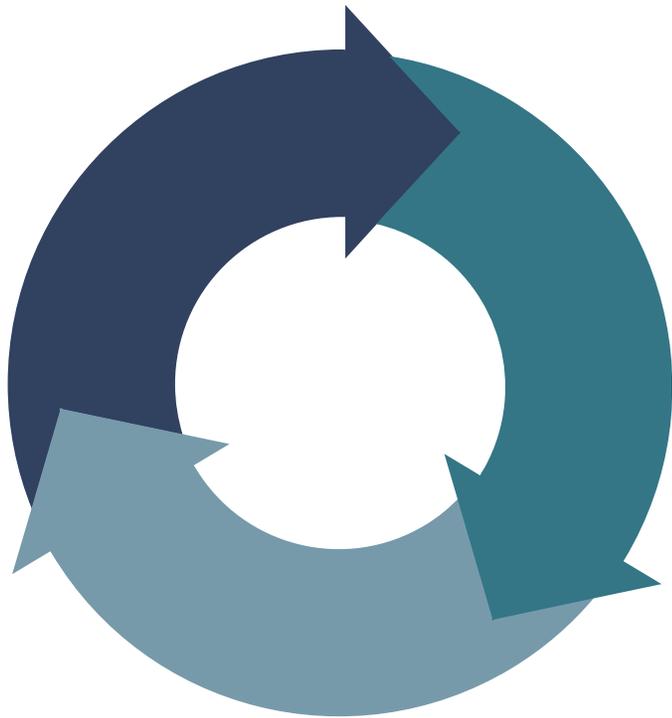
The lens through which you view conditions and circumstances to assess who experiences benefits and who experiences burdens as the result of a program, policy, or practice



Providing all people with fair opportunities to attain their full potential to the extent possible

Work Groups to Move from Vision to Action

Work group responsibilities



Strategy and Indicator Development

Review evidence and best practices, incorporate local data and context, and identify best strategies and indicator data

Implementation

Coordinate activities of work group members and relevant partners, identify resources, execute strategies

Leadership

Champion the effort in the community and align members organization with the goals, indicators and strategies of the work group and initiative where possible

Build on existing groups, collaborations, and coalitions!

Evaluating Collective Impact

Shared measurement



Utilize multiple approaches to evaluation

Measuring both the quality of the initiatives design and implementation as well as the shared measurement system

Carefully select evaluation questions

Focus on strategically on need-to-know answers to get critical data when it matters most

Assess progress throughout the Initiatives lifetime

Monitor to initial development and overall health of the initiative throughout it's lifetime to stay on track

Implement a data collection and utilization process

Collect and make sense of data, then use data to support strategic planning decisions and communicate successes



Resources



Collective Impact Resources



www.collectiveimpactforum.org/



www.omni.org

Take homes!!

- ✓ Write down 2-3 key things you learned from this workshop
- ✓ Get out your phone, and email yourself a list of 2-3 actions you will take based on your new knowledge over the next 4-6 weeks

Tell a partner or coworker what you plan to do!





Thanks!
Any Questions?

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References

In case you need more information

Collective Impact Forum. <https://www.collectiveimpactforum.org/>

Stachowaik & Gase (2018). Does Collective Impact Really Make an Impact? Stanford Social Innovation Review. Accessed at https://ssir.org/articles/entry/does_collective_impact_really_make_an_impact