Welcome!
Collective Impact
Planning to Address Complex Issues
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Ona Crow, MSW
Regional TA Consultant, Western Slope
720-519-7942
ocrow@omni.org
She/her/hers pronouns
Collective Impact
Planning to Address Complex Issues

1. What is Collective Impact?

2. Getting Started with Collective Impact

3. Next Steps for Collective Impact

4. Resources
**Name & Personal pronouns**

**Organization**

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

Your experience, either in the past or currently, with collaboration.
What is Collective Impact?
What is Collective Impact?
Collaboration for Social Change


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

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

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

Continuous Communication
Frequent, structures, and open communication across all players

The core of the Collective Impact approach
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!

Aspen to Parachute
Cradle to Career Initiative

The Colorado Consortium for Prescription Drug Abuse Prevention
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.
Define a specific, population-level problem that your group wants to address.
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

1. **Which specific social problem should we focus on in this community?**
   - Assess the specific social problem you want to address by solving the social problem that allows you to:
     - Dramatically improve social outcomes
     - Take advantage of recent changes in the landscape (e.g., policy changes)
     - Urgently respond to a community need.
   - Select social problem to focus on.

2. **Are there multiple actors in the system who can influence this social problem?**
   - If yes, consider collaborative approach to solve social problem.
   - If no, consider programmatic solution and/or capacity building.

3. **If yes, is collective impact the most appropriate solution for solving this social problem in this community?**
   - Complexity of the social problem
   - Scale of the social problem
   - Is the system fragmented, disconnected, and broken?
     - If no, consider a programmatic solution.
   - If yes, do multiple sectors need to work together to address the issue?
     - Are the majority of end-users in that system affected by this social problem?
     - In complex problems:
       - No one sector alone can solve the problem.
       - There are gaps and silos in the system.
       - There is a need for new policies or significant policy change.
       - There is a need for innovation or new solutions.

4. **If yes, is this community ready for cross-sector collaboration?**
   - Are there influential champions who can provide local leadership?
   - Do financial resources exist to support collaboration for at least 12 months?
   - Is there a history of collaboration in the local community?
   - Is there urgency for change on this issue?
   - If no, focus on recruiting local champions who are passionate about the issue.
   - If no, focus on building new resources or realigning current resources to support a collaborative effort.
   - If no, support efforts that build relationships and trust between local stakeholders over time.
   - If no, work with local champions to bring visibility to the issue over time.
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
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?

Identify your Steering Committee!
Who to invite?

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

Inform  Consult  Involve  Collaborate  Co-lead
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?

- **Goal**
  How will you define success?

- **Problem Definition**
  What is in and what is out?

- **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 its 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
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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