

Join the 2022 Collective Impact Virtual Convening!

April 26 – 28, 2022



**COLLECTIVE
IMPACT FORUM**



Centering Equity in Collective Impact

February 17, 2022



Land Acknowledgement

We would like to acknowledge that this virtual coffee is presented and recorded on the traditional land of Wampanoag, Ojibwe, the Potawatomi, the Menominee, the Ohlone, the Coast Salish, Muckleshoot, Stillaquamish, Suquamish, and the Duwamish people past and present.

We honor with gratitude the land itself and the people of these tribes.

Thank you.



Participatory Land Acknowledgement

Please let us know the indigenous lands that you are on in the chat!

If you are not sure whose land you are on, and are based in the United States or Canada, you can either:

- Enter your location here: <https://native-land.ca/>
- Text your city and state or zip code to **1-907-312-5085**

This text service is an open source project created by Code for Anchorage



Ways to Strengthen Knowledge, Relationships, and Accountability to Support Indigenous Communities

First Steps: Learn about the Indigenous lands you are on and the Indigenous people who are part of your community.

Next Steps: Learn about the current context that is affecting Indigenous People and Tribes in your community; build knowledge and relationships with Indigenous-led organizations, coalitions, and organizing groups; support Indigenous-led work and movement-building.

Resources to Explore

Native Governance Center (nativegov.org) provides multiple resources to help move forward, including, “[Beyond Land Acknowledgement: A Guide](#),” and “[Beyond Land Acknowledgement Explainer Video](#).”



Welcome to the Session

- We want to hear from you! Share your **questions** in the question box and use chat to connect with other attendees.
- A **recording** of today's discussion will be made available within 24 hours. We'll send you an email once it's online.
- Download a PDF of this **presentation** with the Dropbox link in the Zoom chat. The presentation will also be shared after with the recording.
- Live captions are **automatically** on. If you wish to turn them off, go to **Live Transcript** in your webinar menu and choose "Hide Subtitle".
- Ask for assistance in the **Question box** or email tracy.timmons-gray@collectiveimpactforum.org

Collective Impact, 10 Years Later: 15 Unique pieces



[Centering Equity in Collective Impact](#), By [John Kania](#), [Junious Williams](#), [Paul Schmitz](#), [Sheri Brady](#), [Mark Kramer](#) & [Jennifer Splansky Juster](#)

[Interview: Bringing an Anti-Racist Approach to Collective Impact](#), By [Zea Malawa](#) & [Miya Cain](#)

[Roundtable: Reflecting on Collective Impact for Place-Based Social Change](#), By [Melody Barnes](#), [Jennifer Blatz](#), [Geoffrey Canada](#), [Rosanne Haggerty](#) & [Erik Stegman](#)



[10 Dangers to Collective Impact](#), By [Paul Schmitz](#)

[Centering Racial Justice and Grassroots Ownership in Collective Impact](#), By [Kat Allen](#), [Rachel Stoler](#), [Keyedrya Jacobs](#), [Ilana Gerjuoy](#), [Sage Shea](#) & [Leigh-Ellen Figueroa](#)

[Using Data to Disrupt Systemic Inequity](#), By [Jennifer Blatz](#)

[Data in Collective Impact: Focusing on What Matters](#), By [Justin Piff](#)



[Power and Collective Impact in Australia](#), By [Kerry Graham](#), [Liz Skelton](#) & [Mark Yettica Paulson](#)

[How Field Catalysts Accelerate Collective Impact](#), By [Sylvia Cheuy](#), [Mark Cabaj](#) & [Liz Weaver](#)

[How Funders of Collective Impact Initiatives Can Build Trust](#), By [Victor Tavaréz](#), [John Harper](#) & [Fay Hanleybrown](#)

[Roundtable: Embracing Collective Impact at United Way](#), By [Ayeola Fortune](#), [Jill Pereira](#), [Bill Crim](#) & [Regina Greer](#)



[The Relational Work of Systems Change](#), By [Katherine Milligan](#), [Juanita Zerda](#) & [John Kania](#)

[Working in Partnership With Opportunity Youth](#), By [Monique Miles](#) & [Lili Allen](#)

[The Leading Edge of Collective Impact: Designing a Just and Fair Nation for All](#), By [Michael McAfee](#)

[A Learning Agenda for Collective Impact](#), By [Jennifer Splansky Juster](#) & [Cindy Santos](#)

What is equity?

*“Equity is **fairness and justice achieved** through **systematically assessing disparities** in opportunities, outcomes, and representation and **redressing [those] disparities through targeted actions**,” Adapted from Urban Strategies Council**

Original Definition of Collective Impact, 2011

Collective impact is the **commitment** of a group of important actors from **different sectors** to a **common agenda** for addressing a **specific complex problem** at scale

New Definition of Collective Impact, 2021

Collective impact is a network of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change

Examining the New Definition

Collective Impact 2011

- Doesn't mention equity
- Emphasizes sectors
- Focuses on common agenda, and specific problem and scale
- Seeks population level (large scale) change
- Equity and community engagement part of the principles of practice

Collective Impact 2021

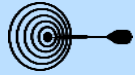
- Centers equity as the aim of the work
- Emphasizes community members, organizations and institutions
- Focuses on learning together, and aligning and integrating actions
- Seeks population **and** systems level change
- Equity and community engagement are foundational and embedded into definitions and core strategies

Poll

To what extent has your collaborative put equity at the center of its work?

- a) Not even thinking about equity yet
- b) Just beginning discussing equity
- c) Developing a plan for equity
- d) In the early stages of equity plan implementation
- e) Deep into equity plan implementation, making adjustments
- f) Beginning to see results from equity plan implementation
- g) Don't know

Five strategies for centering equity in collective impact



Ground the work in **data and context**, and **target solutions**



Focus on **systems change**, in addition to programs and services



Shift **power** within the collaborative



Listen to and act **with community**



Build **equity** leadership and accountability

Implementation of these five strategies is woven throughout the original “five conditions” of collective impact



Questions



Centering Equity in Collective Impact

By John Kania, Junious Williams, Paul Schmitz, Sheri Brady, Mark Kramer & Jennifer Splansky Juster

Illustration by Julia Schwarz

A decade of applying the collective impact approach to address social problems has taught us that equity is central to the work.

In 2011, two of us, John Kania and Mark Kramer, published an article in *Stanford Social Innovation Review* entitled “Collective Impact.” It quickly became the most downloaded article in the magazine’s history. To date, it has garnered more than one million downloads and 2,400 academic citations. More important, it encouraged many thousands of people around the world to apply the collective impact approach to a broad range of social and environmental problems. Independent evaluations have confirmed that the approach can contribute to large-scale impact,¹ and a global field of collective impact practitioners has emerged. Their efforts have immeasurably deepened our understanding of the many factors that can foster or stymie collective impact’s success.

In the original article, we defined collective impact as “the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.” We further identified a structured process with five essential conditions that distinguish collective impact from other types of collaboration:

1. **A common agenda**, shaped by collectively defining the problem and creating a shared vision to solve it;
2. **Shared measurement**, based on an agreement among all participants to track and share progress in the same way, which allows for continuous learning, improvement, and accountability;
3. **Mutually reinforcing activities**, integrating the participants’ many different activities to maximize the end result;
4. **Continuous communication**, which helps to build trust and forge new relationships;
5. A **“backbone” team**, dedicated to aligning and coordinating the work of the group.

We also noted that these core elements would need to be adapted to the specific circumstances of each initiative.

Over subsequent years, many practitioners and collective impact networks² have refined and expanded on these five original conditions in helpful ways.³ In 2016, together with the Collective Impact Forum—an initiative of FSG and the Aspen Institute Forum for Community Solutions to support practitioners of collective impact—we published eight additional principles of practice for implementing collective impact, which, importantly, included engaging community members and placing a priority on equity.

Reflecting on the past 10 years, we have observed through our own personal and professional journeys and the experience of others that the single greatest reason why collective impact efforts fall short is a failure to center equity. Thus, we believe that we must redefine collective impact to include centering equity as a prerequisite. In this vein, we propose a revised definition of the concept: *Collective impact is a network of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change.* To center equity, collective impact efforts must commit to a set of actions that we will explore in this article.

What Is Equity?

In committing to centering equity, we first confront the problem of inconsistent understandings of what equity means. Among many alternative definitions, each with its own virtues, the one we have found most helpful comes from the research and advocacy organization Urban Strategies Council: *Equity is fairness and justice achieved through systematically assessing disparities in opportuni-*



COLLECTIVE IMPACT ACTION SUMMIT



APRIL 26-28, 2022

2022 Collective Impact Action Summit ***Virtual Event | April 26 – 28, 2022***

Join us this spring as backbone leaders, practitioners, funders, partners, and more gather virtually from around the world for our biggest learning event of the year.

- Plenary keynotes featuring **Priya Parker** (author of *The Art of Gathering*) and **Rev. Dr. Starsky Wilson** (Children's Defense Fund)
- **Breakout sessions** designed for virtual participant engagement, addressing themes of culture and narrative change, shifting power and connecting to community, policy change, data and learning, and sustaining funding and momentum
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Podcast highlights include:

- **Getting Started in Collective Impact series** with the Collective Impact team
- **Deep dive discussions** on multiple facets of collective impact work in communities
- **Event Recordings**, including 2021 keynotes with **Rev. Dr. William Barber** and **Sonya Renee Taylor**

