

California Child Welfare Council

COLLABORATION, EQUITY AND COMMUNITY ENGAGEMENT

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Part I: Integrating 3 Foundational Elements of Community Change into Prevention Plans

COLLABORATION (HOW)

Three elements (concepts, practices, approaches) of large-scale community change can operate together to identify and implement community-generated strategies that improve outcomes and reduce disparities

EQUITY (WHAT)

COMMUNITY ENGAGEMENT (WHO)



Part IA: About Collaboration and Collective Impact





Defining Community Collaboration

Community Collaboration means a process by which clients and/or families receiving services, other community members, agencies, organizations, and businesses work together to share information and resources in order to fulfill a shared vision and goals. ([Click here for the Law Insider Definition](#)).

"Community-based collaboration," is the process by which citizens (**residents**), agencies, organizations, and businesses make formal, sustained commitments to work together to accomplish a shared vision. (Office of Justice Programs) ([Office of Justice Programs](#))

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Typical Collaborative Activities

It often involves:

- partnerships and coalitions
- mobilizing resources
- influencing systems
- changing relationships among partners, and
- serving as catalysts for changing policies, programs, and practices. (CDC, 1997, p. 9).



What Are the Different Ways to Collaborate?

Networks: People connected by relationships, which can take on a variety of forms, both formal and informal.

Strategic Co-Funding: Partnership among organizations that work in pursuit of a common goal. This could mean aligning programs or administrative functions or adopting complementary strategies.

Strategic Alliances: Partnership among organizations working in pursuit of a common goal while maintaining organizational independence. This could mean aligning programs or administrative functions or adopting complementary strategies.

Movements: Collective action with a common frame and long-term vision for social change, characterized by grassroots mobilization that works to address a power imbalance.

Public-Private Partnerships: Partnerships formed between government and private sector organizations to deliver specific services or benefits.

Coalitions: Organizations whose members commit to an agreed-on purpose and shared decision making to influence an external institution or target, while each member organization maintains its own autonomy.

Collective Impact Initiatives: Long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.

Other:



Defining Collective Impact

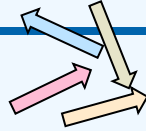
Collective Impact 2.0*

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.

[Click here for the Standard Social Innovation Review: Centering Equity in Collective Impact](#)

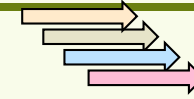
Fundamental mismatch between the complexity of social problems and our traditional strategies

Isolated Impact



- Funders select **individual grantees**
- Non-profits **work separately** and **compete**
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling a single organization**
- Corporate and government sectors are often **disconnected** from the foundations and non-profits

Collective Impact



Understanding that social problems – and solutions – arise from the **interaction of many organizations**

- Organizations working toward **same goal** and **measuring same things**
- Large scale impact depends on **cross-sector alignment and learning** among organizations
- **Government, non-profit** and **corporate** sectors are essential **partners**
- **Organizations** actively **coordinate** their action and share lessons

Collective Impact initiatives provide a structure for cross-sector leaders to forge a common agenda for solving a specific social problem



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

Common Agenda

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

Shared Measurement

- **Collecting data** and **measuring results**
- **Continuous learning and improvement** by focusing 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** within the collaborative and with the public
- Focus on **building relationships and trust**

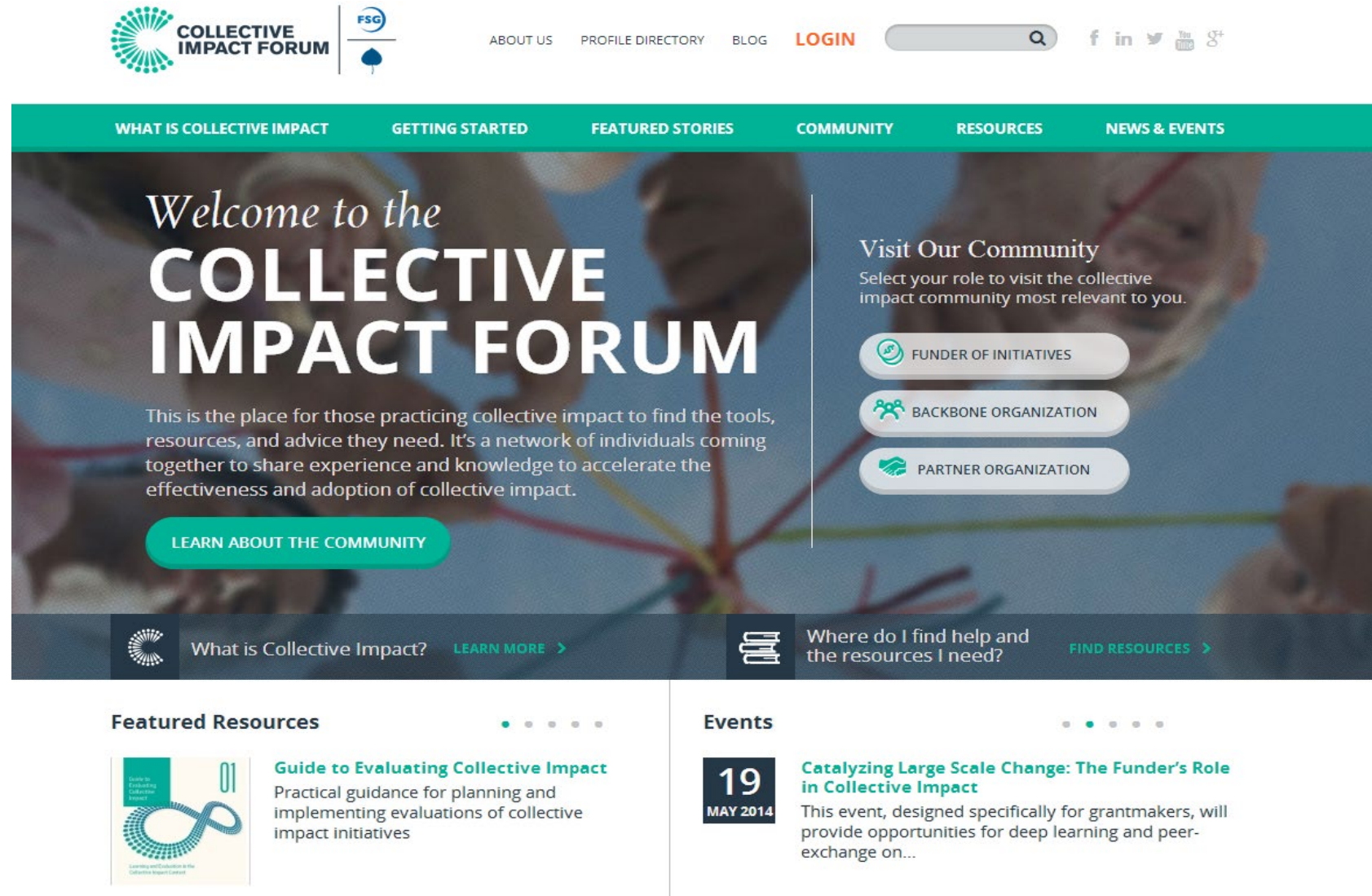
Backbone Support

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

ADAPT CORE ELEMENTS TO SPECIFIC CIRCUMSTANCES OF THE COMMUNITY AND INITIATIVE

The Collective Impact Forum – A Free Online Community for Collective Impact Practitioners, Partners, and Funders

[Collective Impact Forum Home Page](#)



The screenshot shows the homepage of the Collective Impact Forum. At the top, there is a navigation bar with the forum's logo, a search bar, and links for 'ABOUT US', 'PROFILE DIRECTORY', 'BLOG', and 'LOGIN'. Below this is a teal header with menu items: 'WHAT IS COLLECTIVE IMPACT', 'GETTING STARTED', 'FEATURED STORIES', 'COMMUNITY', 'RESOURCES', and 'NEWS & EVENTS'. The main content area features a large 'Welcome to the COLLECTIVE IMPACT FORUM' section with a description of the forum as a network for sharing experience and knowledge. To the right, there is a 'Visit Our Community' section with buttons for 'FUNDER OF INITIATIVES', 'BACKBONE ORGANIZATION', and 'PARTNER ORGANIZATION'. At the bottom, there are two sections: 'Featured Resources' with a guide to evaluating collective impact, and 'Events' with a listing for 'Catalyzing Large Scale Change: The Funder's Role in Collective Impact' on May 19, 2014.

COLLECTIVE IMPACT FORUM

ABOUT US PROFILE DIRECTORY BLOG LOGIN

WHAT IS COLLECTIVE IMPACT GETTING STARTED FEATURED STORIES COMMUNITY RESOURCES NEWS & EVENTS

Welcome to the COLLECTIVE IMPACT FORUM

This is the place for those practicing collective impact to find the tools, resources, and advice they need. It's a network of individuals coming together to share experience and knowledge to accelerate the effectiveness and adoption of collective impact.

[LEARN ABOUT THE COMMUNITY](#)

Visit Our Community
Select your role to visit the collective impact community most relevant to you.

- [FUNDER OF INITIATIVES](#)
- [BACKBONE ORGANIZATION](#)
- [PARTNER ORGANIZATION](#)

What is Collective Impact? [LEARN MORE >](#)

Where do I find help and the resources I need? [FIND RESOURCES >](#)

Featured Resources

Guide to Evaluating Collective Impact
Practical guidance for planning and implementing evaluations of collective impact initiatives

Events

19 MAY 2014
Catalyzing Large Scale Change: The Funder's Role in Collective Impact
This event, designed specifically for grantmakers, will provide opportunities for deep learning and peer-exchange on...

University of Kansas Community Tool Box is excellent resource for collaboration and community change

Community Tool Box Home Page



Enter your search...

English

f t+ 3.6K

Donate



LEARN A SKILL
how-to information



HELP TAKING ACTION
guidance for your work



CONNECT
link with others



ABOUT
the tool box



SERVICES
supporting collective impact

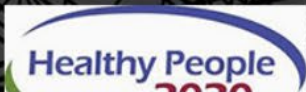
Tools to change our world

BUILD YOUR TOOLBOX



UNNATURAL CAUSES
...is inequality making us sick?

INSTITUTE OF MEDICINE





Part IB: About Equity





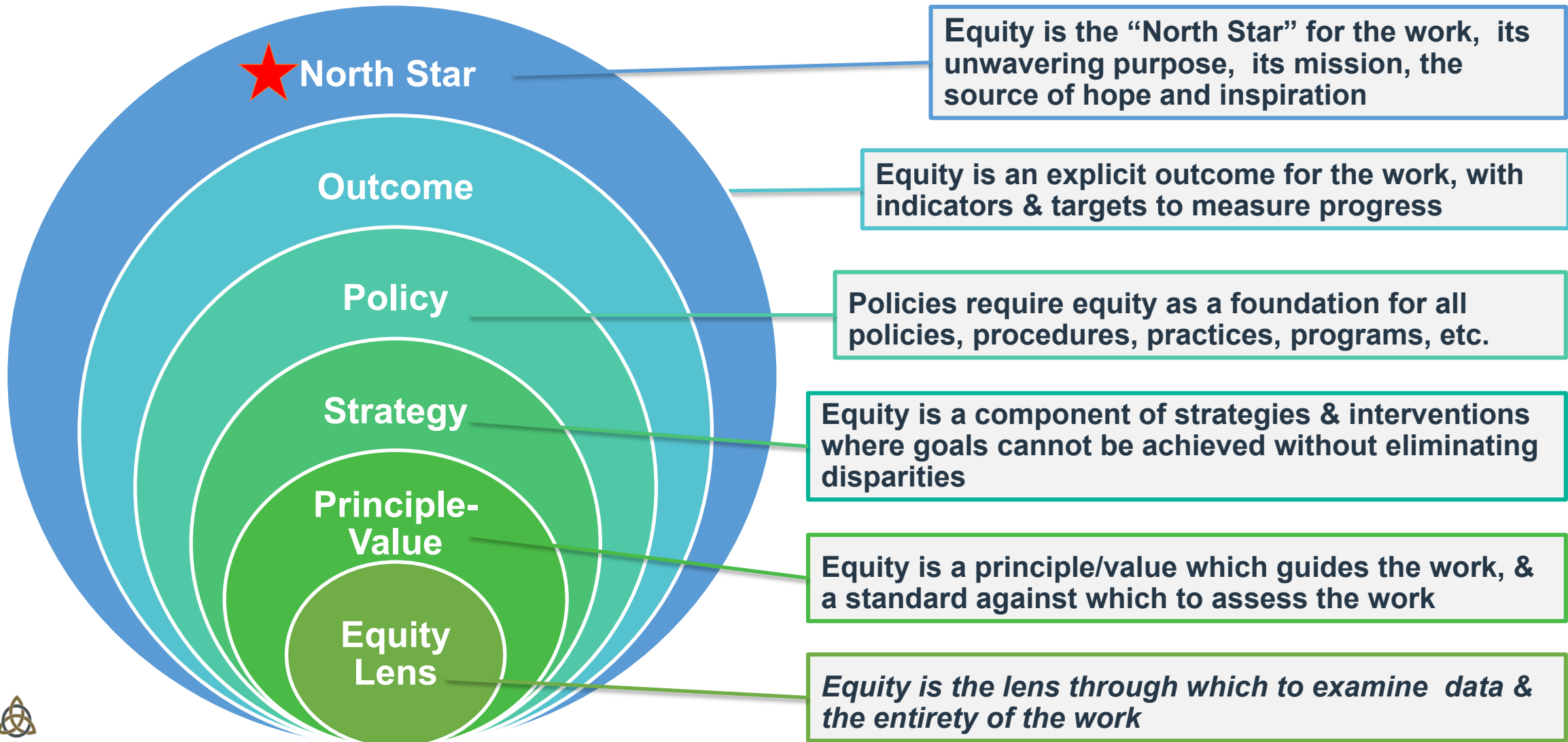
Defining Equity

Equity*

Equity is fairness and justice achieved through systematically assessing disparities in opportunities, outcomes, and representation and redressing [those] disparities through targeted actions.

[Click here for the Standard Social Innovation Review: Centering Equity in Collective Impact](#)

Equity Implementation Actions Can Take a Variety of Forms





Placing equity at the center is vital to advancing community change efforts

One frequent reason
community change
efforts fall short is the failure
to center on equity



Five Strategies for Centering Equity in Collective Impact



1. Ground the Work in Shared Language; Data & Context; Targeted Solutions

- Create a **shared language**; ground the work in **data and context**; and **target solutions** to groups with disparities

2. Focus on Systems Change

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

3. Shift & Share Power

- **Shift and share power** within the collaborative and with community

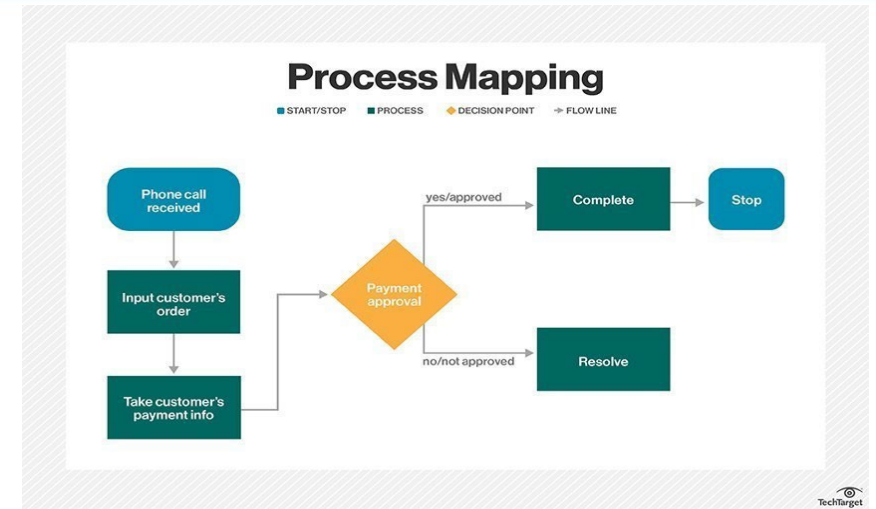
4. Work with Community

- **Listen to and act with community**

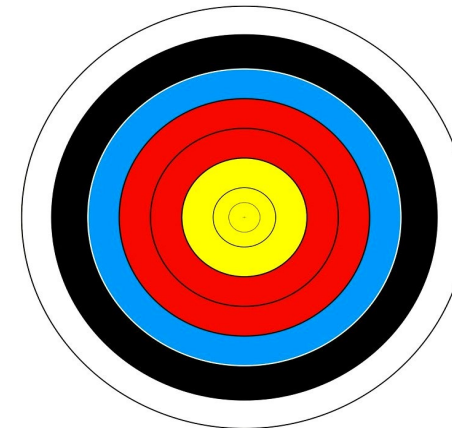
5. Create Accountable Leadership

- Build equity **leadership and accountability** for results

Four Tools for Embedding Equity Into Change Efforts

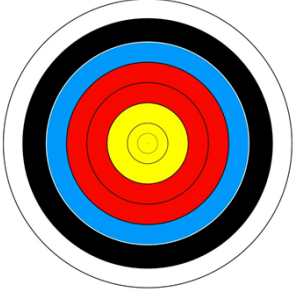


Targeted Universalism



Targeted Universalism

Targeted Universalism

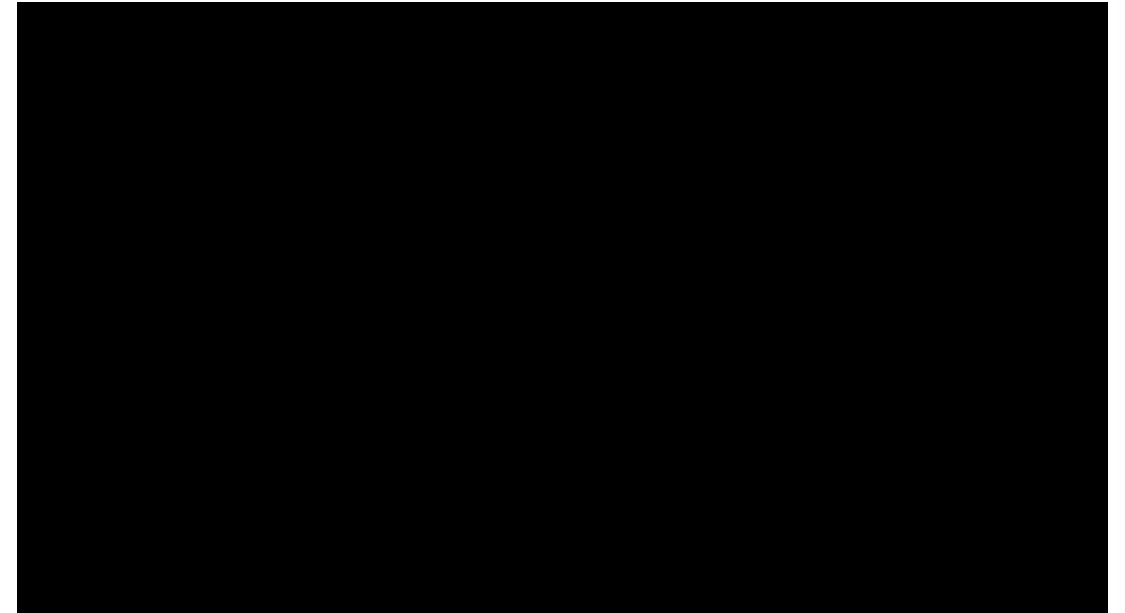


Targeted Universalism means setting universal goals that can be achieved through targeted approaches for segments of the population

[Targeted Universalism YouTube Video](#)

“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 \(2008\)](#)





Part IC: About Community Engagement





Defining Community Engagement

...the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the wellbeing of those people. It is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices (CDC, 1997, p. 9).

[What is Community Engagement?](#)



Types of Community Engagement Activities

- Community Building
- Community Education
- Community Organizing
- Deliberative Dialogue
- Direct Service
- Economic Development
- Engaged Research
- Participation in Leadership
- Participation in Decision-Making
- Organizational/ Institutional Engagement



5 Reasons to Engage Community & Those with Lived Experience

1 Understand pressing systemic community challenges

Understanding the issues
Clarify questions that arise about the challenge

2 Co-create solutions

Spark innovative problem-solving rooted in the “lived experience” of the community
Identify and spread unique solutions that exist within the community

3 Verify the direction

Get feedback on specific strategies and indicators from selected communities, particularly those who will be the ultimate beneficiaries

4 Expand the reach of strategies

- Expand the reach of adoption of initiative strategies
- Evoke and sustain the will to take aligned action

5 Build community capacity to lead and sustain change

- Train stakeholders in skills of effective collaboration and strategy execution
- Share resources and learning across the community to support scaling best practices

THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP

STANCE TOWARDS COMMUNITY	0	1	2	3	4	5
IMPACT	Marginalization	Placation	Tokenization	Voice	Delegated Power	Community Ownership
COMMUNITY ENGAGEMENT GOALS	Deny access to decision-making processes	Provide the community with relevant information	Gather input from the community	Ensure community needs and assets are integrated into process & inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity through community-driven decision-making; Bridge divide between community & governance
MESSAGE TO COMMUNITY	<i>Your voice, needs & interests do not matter</i>	<i>We will keep you informed</i>	<i>We care what you think</i>	<i>You are making us think, (and therefore act) differently about the issue</i>	<i>Your leadership and expertise are critical to how we address the issue</i>	<i>It's time to unlock collective power and capacity for transformative solutions</i>
ACTIVITIES	Closed door meeting Misinformation Systematic	Fact sheets Open Houses Presentations Billboards Videos	Public Comment Focus Groups Community Forums Surveys	Community organizing & advocacy House meetings Interactive workshops Polling Community forums	MOU's with Community-based organizations Community organizing Citizen advisory committees Open Planning Forums with Citizen Polling	Community-driven planning Consensus building Participatory action research Participatory budgeting Cooperatives
RESOURCE ALLOCATION RATIOS	100% Systems Admin	70-90% Systems Admin 10-30% Promotions and Publicity	60-80% Systems Admin 20-40% Consultation Activities	50-60% Systems Admin 40-50% Community Involvement	20-50% Systems Admin 50-70% Community Partners	80-100% Community partners and community-driven processes ideally generate new value and resources that can be invested in solutions



Community Engagement Toolkit



LEADING INSIDE OUT
LEADERSHIP BEGINS WITHIN



**COLLECTIVE
IMPACT FORUM**



Community Engagement Toolkit

Paul Schmitz

Version 2.2

March 2017

[Community Engagement Toolkit](#)



Part II: Recommendations & Plan Design Considerations

RECOMMENDATIONS...

- General

PLAN DESIGN CONSIDERATIONS

- On Collaboration, Consultation and Community Engagement
- On Equity
- On Evidence-Based Practices



General Recommendations

GENERAL RECOMMENDATIONS:

INVEST

- **Investment in Primary Prevention** (Need more investment and focus on primary prevention-meeting basic human needs of families; addressing the effect of poverty and racism require long-term, intergenerational investments in low income and families of color just as has been and continues to be done for White families)
- **Investment in building new infrastructure-** can't keep investing all of the funds in the system that does not work; must devote resources to creation of new structures and systems that serve the diverse populations of the state, including infrastructure for managing equity.

BUILD INFRASTRUCTURE

- **Moving From Inclusion to Belonging-**requires not just inviting historically excluded groups to the table, but the invite should be to co-create the table with all stakeholder groups represented in the values, culture and practices that govern the new table

BUILD CAPACITY

- **Strategy/Intervention implementation tools and technical support** (Counties will need Strategy/Intervention implementation tools and technical support)





Design Considerations for Collaboration, Consulting and Community Engagement

BUILD, EXPAND AND IMPROVE THE INFRASTRUCTURE FOR COLLABORATION, CONSULTATION AND ENGAGEMENT

- Establish clear mandate/requirement, performance measures and accountability around collaboration, consultation and engagement
- Provide resources for building capacity or locating partner capacity to do this line of community building work
- Ensure the right people, both within the agencies and in the communities, who have the knowledge, competencies and desire to do the community building work and leading and contributing to the work





Plan Design Considerations for Equity

BUILD AND EXPAND THE STATE INFRASTRUCTURE FOR EQUITY

- Create state and local agency capacity to do equity work and to support counties in their equity work
- Identify and address state- and county-level structural and systemic factors contributing to CW disparities for PoC
- Require equity inquiry/assessment and action plan for all implementation plans
- Create personnel and agency equity accountability structures, tools
- Create disparity reduction targets/outcomes for sub-segments experiencing disparities
- Increase state capacity for rigorously mining and improving the data systems to effectively address equity to inform and provide leadership to the counties





Plan Design Considerations for Evidence-Based Practices

EXPAND EVP REQUIREMENTS TO MOST PUBLIC AGENCY PRACTICES AND CREATE INNOVATION PROGRAMS PERMITTING COMMUNITY/PARENTS TO CREATE AND PILOT EVPs

- Create infrastructure for EVP determinations which: 1) provides opportunity for community-based organizations and families to identify, employ and document innovative practices; and 2) requires public agencies to comprehensively assess their practices and subject them to an EVP assessment.



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