



Collective Impact Framework Manual

2019

Contents

- Vision, Mission, Purpose and Definitions 4
- Guiding Principles 4
- Organization..... 4
 - Leverage Areas..... 5
 - Core / Support Areas (ongoing) 5
- Accountability and Alignment..... 5
 - Accountability 5
 - Alignment..... 6
- Appendix A: Impact = Influence + Leverage + Learning (I2L2)..... 7
- Appendix B: Pre-Existing Conditions for Collective Impact 8
 - Common Agenda 8
 - Purpose 8
 - Commonality..... 8
 - Equity 8
 - Mandate..... 8
 - Framework 9
 - Trust 9
 - Fierce Conversations..... 9
 - Shared Measurement 9
 - Shared Outcomes..... 10
 - Shared Data..... 10
 - Shared Accountability 10
 - Expertise and Capacity 10
 - Backbone and Resources 11
- Appendix C: Running our Collective..... 12
 - Membership..... 12
 - Leadership..... 12
 - Role of Community Leaders 12
 - Role of Backbone Leader: 12
 - Working Groups 13
 - Meetings 13

WG Funding Allocations..... 14

Decision Making..... 15

 Open-Space Policy (How do we Work Together?)..... 15

 How Do We Make Decisions? 16

Vision, Mission, Purpose and Definitions

Currently (March 2019), the journey to a common understanding is still underway. A common set of values, vision, mission, purpose and definition will unite us in the work to end domestic and sexual violence.

What we have agreed upon to date is the following:

- An issue as complex as domestic violence is a component of large-scale social change
- The presence of domestic violence in our society is problematic
- The issue of domestic and sexual violence is extremely complex
- The optimal pathway to achieving our vision of ending domestic and sexual violence is through collaboration and partnerships across community stakeholders, systems and government
- Research shows that structured cross sector coalitions are much more effective

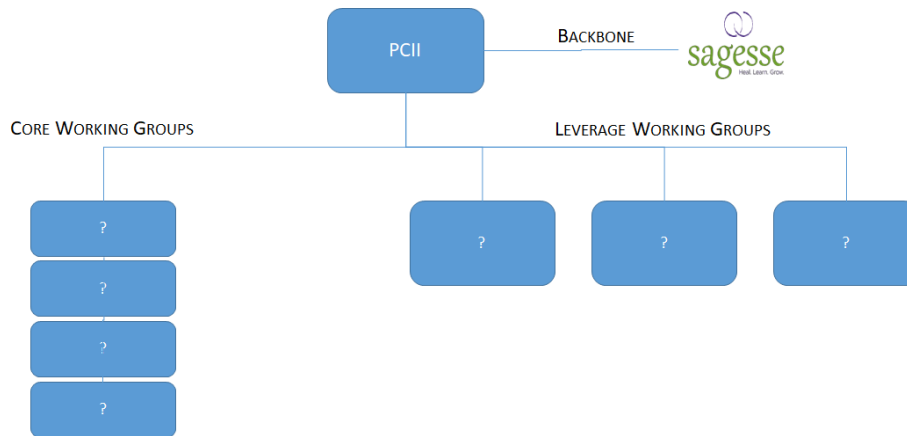
Guiding Principles

All actions and decisions will be measured against the following guiding principles:

- Members subscribe to a shared vision, a common understanding of the issue(s) and a joint approach to addressing the issue(s).
- Priorities are based on the historical and current work of our members, as well as social and political contexts.
- Activities are coordinated through a community consultation that is updated every 3-5 years.
- Consistent collection of data among members to measure the alignment of efforts and impact.
- Consistent, open communication to establish trust, assure mutual objectives and motivate members.
- Strong backbone support to steward the vision and strategy for PCII, mobilize funding and advance policy.

Organization

Successful collectives decide together about their organizational/governance structures. These structures need to be supported by a Backbone, in this case Sagesse, and be adaptive and organic in their organization to accommodate continuous improvement and innovation. (An example of a possible structure is below.)



Leverage Areas

Leverage areas are defined as those areas in which there is an opportunity to make impact (based on the I2L2 model – see appendix 1). It is important to note that leverage areas are not defined as priority areas, because they define, not just what is important, but where impact can be made based on opportunities for leveraging, learning and influencing.

These areas are decided on through community consultation and can change based on goals accomplished or changes within both the external or internal environments.

Leverage areas are generally worked on by a group of individuals who comprise a working group that ensures a theory of change and engages in activities to ensure impact.

Core / Support Areas (ongoing)

Core areas are those pieces of work that support the leverage area. These are areas of work that are necessary to achieve impact such as; research, inquiry and evaluation, alignment, capacity building, policy and positioning and communications.

These areas are also worked on by a group of individuals who comprise a working group, but unlike leverage areas, this work is ongoing and directed by the Theories of Change in each of the leverage areas.

Accountability and Alignment

Accountability

The PCII is accountable to its members and funders. PCII staff report to the Executive Director of Sagesse.

The PCII’s Backbone agency, Sagesse, is accountable to the members of the PCII.

Alignment

The PCII will always maintain an up to date Theory of Change (TOC) and Framework.

All leverage areas will create a TOC that aligns with the PCII TOC. All work undertaken by the collective needs to be aligned with the areas identified as leveragable during the Summit and subsequent consultations. All core areas will support the work of the leverage areas

Core Areas should ensure that they support the work of the Leverage Areas first and foremost. For instance, when developing training materials, one or more of the Leverage Areas should be referenced where possible.

In addition, Core Areas have a responsibility to scan the environment to identify emerging trends that may eventually influence the collective's choice of Leverage Areas.

Appendix A: Impact = Influence + Leverage + Learning (I2L2)

Collective Impact as a model is largely dependent on achieving impact in areas that have traditionally not responded well to other forms of intervention. PCII will lean on the concept of I2L2 as defined by OSIMPACT¹.

- Influence: the range of norms, practices, policies, and alignments that constitute the informal and formal system features in which human lives and the environment exist
- Leverage: the flow of capital and resources for addressing social and environmental well-being
- Learning: the application of knowledge and adaptive practices that are intrinsic to well-designed efforts to create positive impacts.



More specifically, PCII will gauge the level of “energy” available for a given theme in order to determine what the collective will work on. In principle, the community’s assessment of their ability to impact the level of influence, leverage and learning possible for a given theme will be considered to be the level of impact that the collective can have in that area.

¹ See http://orsimpact.com/DirectoryAttachments/132018_23544_635_I2L2_LAYOUT_FINAL.pdf as taken on Feb 5, 2019

Appendix B: Pre-Existing Conditions for Collective Impact

Common Agenda	Common understanding of the purpose & problem, shared vision
Equity	Reaching full potential (individuals, organizations, systems, communities)
Shared Measurement	Shared outcomes, data, and accountability
Expertise and Capacity	Coordination, communication and credibility
Backbone & Resources	Support vision, aligned activities, strategy, and operations & HR

Common Agenda

Our Similarities bring us to a common ground; Our Differences allow us to be fascinated by each other. – Tom Robbins, Novelist

Purpose

PCII's common 'grievance' is that domestic violence exists.

Commonality

PCII has a common goal, definition, values and messaging.

Common Goal / Impact:

- Individuals, families and societies live free of domestic violence.

Common Definition:

- **To be determined**

Common Outcomes:

- **To be determined**

Common Values:

- All actions and decisions will be measured against guiding principles **to be determined**

Common Messaging:

- When we speak, we will speak with one voice and one message that says **to be determined**

Equity

Mandate

We're not gonna misread our mandate. – Mitch McConnell, US Senator

PCII ensures that it always has a clear mandate from the community, this is accomplished through:

- Meetings at regular intervals (**to be determined**) where decision makers are invited to the table and decisions are made
- Regular working group meetings to engage in activities, alignment and measurement

- Community Consultations where the agenda for the next 2 years is set
- Ongoing dialogue about PCII being a sum of its parts and every member has authority to set direction, as long as there is a mandate from the group

Framework

You don't need a framework, you need a painting, not a frame. – Klaus Kinski, German Actor

PCII operates within a clear framework. The framework is set at community consultations. It guides all work PCII engages in. The framework identifies leverage areas and how we work with each other.

Trust

Trust only movement. Life happens at the level of events, not of words. Trust movement. – Alfred Adler

PCII builds trust through working together. As a collective, we focus on the work and our purpose – not on terms of reference. In working together to accomplish a common purpose, we build and maintain trust.

Components of trust:

- Relationship building
- History
- Respect for the process
- Trust in our common vision
- Clarity of roles

PCII acknowledges the tension that sometimes exists between organizational autonomy and collective identity. Through conversation and movement on issues, collective members have the experience of leveraging their membership in PCII to reach their agency goals – bringing the goals of their own agencies and PCII into alignment. This experience of alignment fosters collective impact and community development.

Fierce Conversations

A fierce conversation is one in which we come out from behind ourselves into the conversation and make it real. – Susan Scott, Author

Through our engagement with each other and our commitment to ‘fierce conversations’ we ensure that we always have robust conversation that allows us to move beyond ourselves to a place where we can work collectively.

Shared Measurement

It's not enough to agree on a common agenda. The work of the collective must move towards measurable goals that are agreed to, be measured collectively and assure accountability across the collective.

Shared Outcomes

- Commonly agreed to measures for defining success for the work of the collective
- May require definition / redefinition of concepts whose use is not commonly agreed to across the collective

Shared Data

- Agreement to share data between members of the collective, even (especially) when sharing may place certain areas of the collective under a negative spotlight (this is where the level of trust built across the collective will be evident AND will allow the collective to make effective, evidence-based decisions)

Shared Accountability

- Agreement across the collective to ensure that shared outcomes (and the supporting data) is aligned with the common agenda of the collective and not only one portion or member therein

Expertise and Capacity

Never become so much of an expert that you stop gaining expertise. View life as continuous learning experience. – Denis Waitley, Writer

PCII members leverage each other's expertise and capacity through:

- Coordinating our expertise internally
- Establishing and communicating our expertise externally
- Understanding the value we add to each other – we are a continuum of service delivery
- Leveraging each other's expertise and value to create something bigger than each of our organizations/agencies
- Increasing efficiency and impact of the continuum of services
- Credibility

Further, Sagesse has developed a network of experts to provide specific skills required to support the work of the collective. These includes:

- Project Management
- Evaluation
- Administration
- Event Management
- Communications and Social Media Support
- Website Support
- Fund Raising
- Government Relations

Backbone and Resources

Human resources are like natural resources; they're often buried deep. You have to go looking for them; they're not just lying around on the surface. You have to create the circumstances where they show themselves. – Ken Robinson, Author

A healthy backbone entity must:

Support the vision of PCII

- PCII's members' knowledge of domestic violence is leveraged
- Organizational practices are enriched through adapting relevant and innovative strategies
- The capacity of the domestic violence sector is enhanced

Support aligned activities of PCII strategy

- Each PCII leverage area has defined outcomes that are actively being measured

Support the development of shared measurement of PCII outcomes

- Theory of change and logic models developed for leverage areas
- Decision makers are able to respond to and impact the conditions that affect domestic violence because they are informed by relevant data and knowledge of the sector.

Appendix C: Running our Collective



Membership

Who can sit at the Collective? – **To Be Determined**

Who can sit on a Working Group? – **To Be Determined**

Leadership

It is suggested that the PCII have a joint leadership structure that is comprised of a Community Lead and a Backbone Lead.

Role of Community Leaders

The role of the Community Leaders is to:

- Develop and manage relationships and communications with partners, funders and other stakeholders
- Assure outcomes and metrics created for evaluation impact and assuring regular measuring of performance and effectiveness of the collective using those metrics
- Coordinate an annual performance evaluation of the collective
- Assure the ongoing evaluation of the collective's partner composition
- Planning and facilitating collective meetings
- Act as an ambassador for the collective

Criteria

- Must be a senior influencer in the community
- Experience holding position with “last word” in accountability for their institution
- Experience writing proposals and reports to funders
- 5+ years of service as Executive Director or high-level director (or equivalent)

Selection

- 2-3 -year term (through two funding cycles)
- Selected as part of PCII community consultation
- Selected by consensus of the PCII

Engagement / Commitment

- Frequent contact
- Resourced by their organization to undertake the role

Role of Backbone Leader:

The role of the Backbone Leader (Sagesse ED) is to:

- Develop and manage relationships and communications with partners, funders and other stakeholders
- Assure annual budget, audit reports and material business decisions; being informed of and meeting all legal and fiduciary responsibilities
- Assure outcomes and metrics created for evaluation impact and assuring regular measuring of performance and effectiveness of the collective using those metrics
- Coordinate an annual performance evaluation of the collective
- Assure the ongoing evaluation of the collective's partner composition
- Planning and facilitating collective meetings
- Act as an ambassador for the collective
- Accomplish HR objectives
- Assure the generation of funding and foster overall financial health of the collective

Criteria

- Must be a senior leader in the backbone agency
- Must support the collective through support for the Backbone Roles as defined in the PCII evaluation framework
- Must be a senior influencer in the community
- Experience holding position with “last word” in accountability for their institution
- Experience writing proposals and reports to funders
- 5+ years of service as Executive Director or high-level director (or equivalent)

Selection / Term

- Term is tied to funding for the backbone agency

Engagement / Commitment

- Frequent contact
- Resourced by their organization to undertake the role

Working Groups

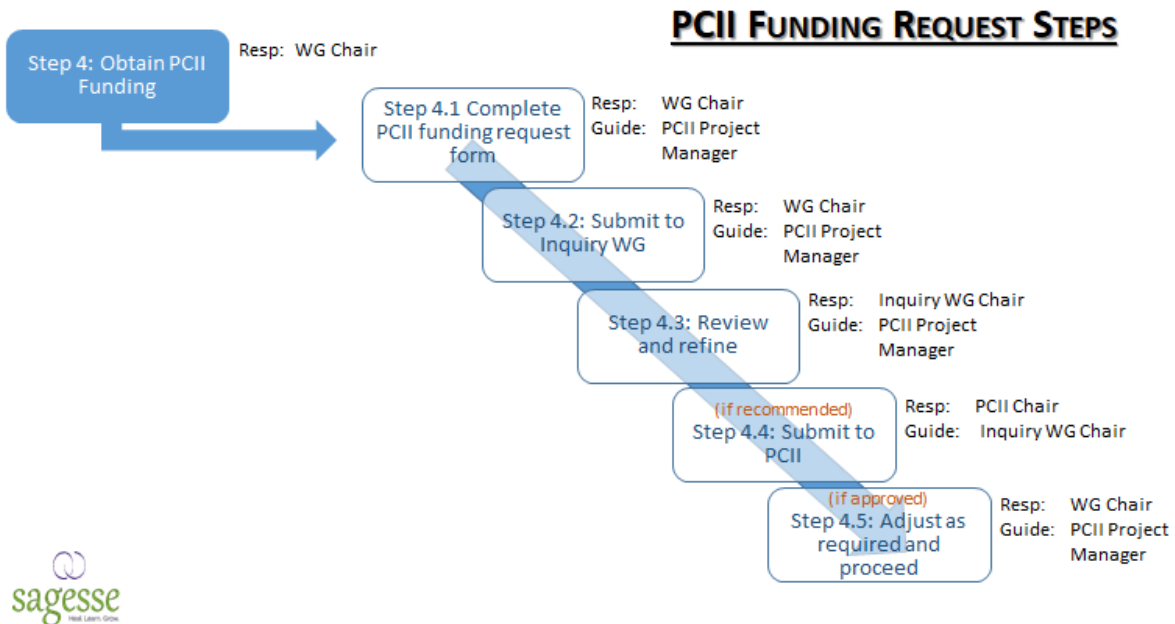
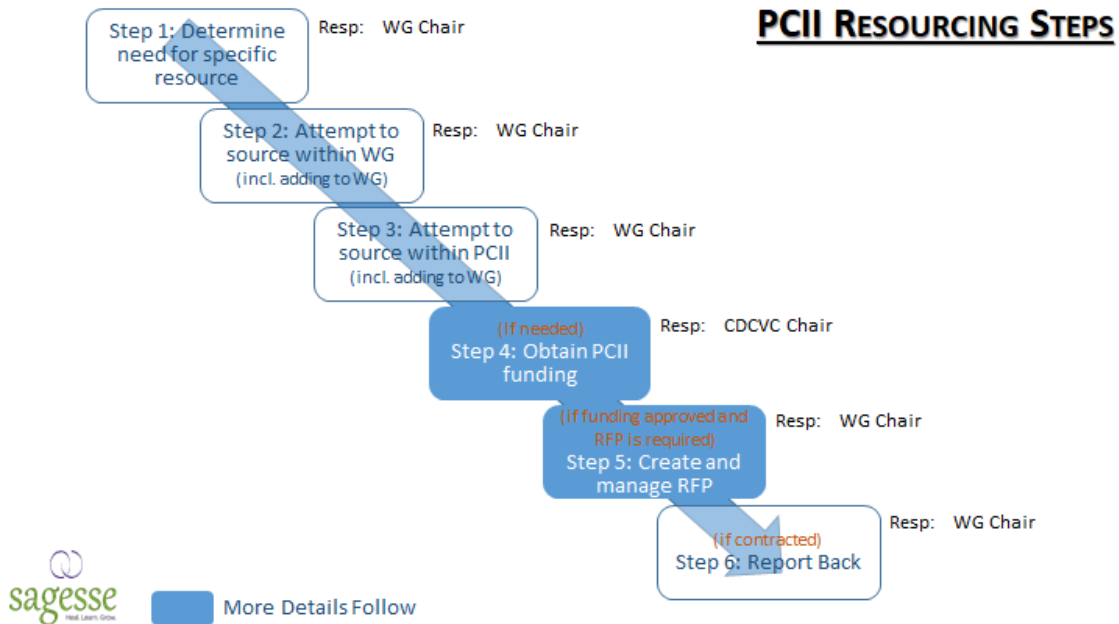
PCII will achieve our goals through working groups and task teams for ad hoc initiatives. The Sagesse Director of Collective Impact ensures that working groups are moving toward achieving their goals. Only Working Groups that are standing (CORE) or voted on yearly as focus area's (LEVERAGE) receive support from the PCII staff and contractors, all other WG second staff from the membership to support their activities. PCII acknowledges all the importance of the work of each working group but is limited in its resources and decides as a group where to focus those resources.

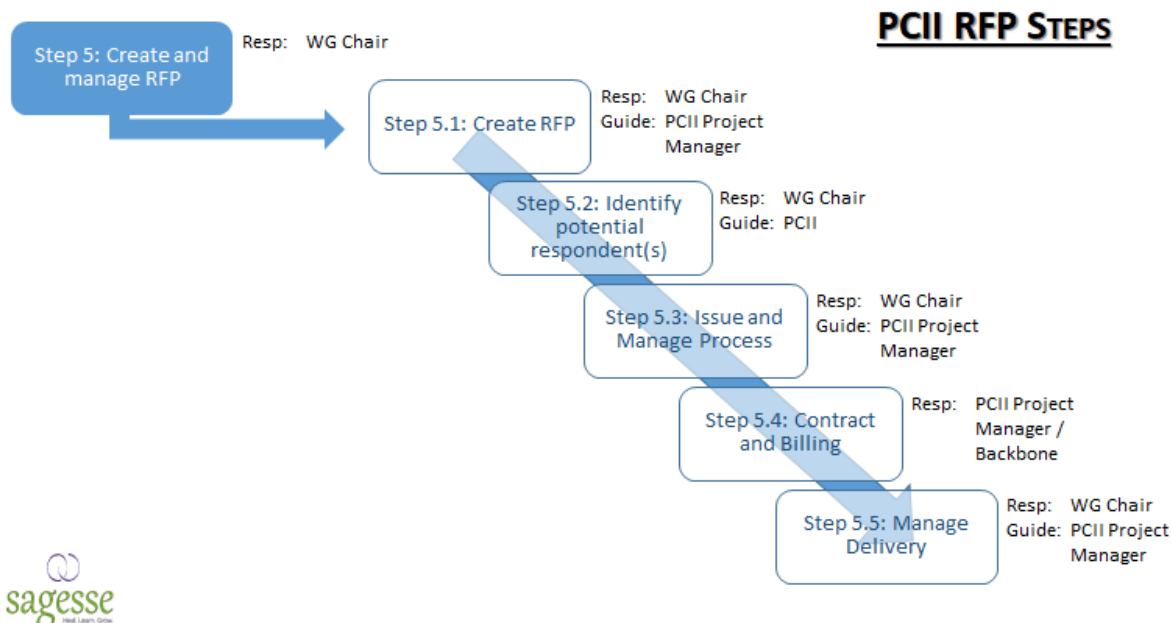
Meetings

To establish momentum and trust it will be important for working groups to meet in person throughout the year. The schedule of meetings will be determined by the working groups based on need, financial constraints and momentum. All meetings are facilitated by the Backbone agencies who is committed to sourcing supports and funding for meetings.

WG Funding Allocations

PCII may have funding available to support the leverage area’s and core working groups. The process for access this funding has been suggested by the Backbone and needs to be ratified by the membership. The amount of funding available is dependent on funds raised and varies from year to year.





Decision Making

Open-Space Policy (How do we Work Together?)

What is Open-Space?

PCII will leverage the concepts of [Open-Space Technology](#) in its work. Open-Space is a self-organizing practice of collective activity which engages participation, creativity and leadership by inviting people to take responsibility for what they care about.

When Does It Apply?

All PCII activities.
All PCII Working Group activities.

How Does It Work?

Law of Two Feet – each participant takes responsibility for what they wish to spend their time on – they will participate where their interest lies.

Four Principles – the following principles will guide participants in their work with PCII²:

1. Whoever comes is the right people: Whoever is attracted to the same conversation are the people who can contribute most to that conversation—because they care. So, they are exactly the ones—for the whole group—who are capable of initiating action.

² Based on <http://www.openspaceworld.org/files/tmnfiles/2pageos.htm> (Oct 3, 2016)

2. Whatever happens is the only thing that could have: We are all limited by our own pasts and expectations. This principle acknowledges we'll all do our best to focus on NOW—the present time and place—and not get bogged down in what could've or should've happened.
3. When it starts is the right time: The creative spirit has its own time, and our task is to make our best contribution and enter the flow of creativity when it starts.
4. When it's over, it's over: Creativity has its own rhythm. So do groups. Just a reminder to pay attention to the flow of creativity—not the clock. When you think it is over, ask: 'Is it over?'. And if it is, go on to the next thing you have passion for. If it's not, make plans for continuing the conversation.

How Do We Make Decisions?

How we make decisions will need to be decided by the members. A suggested framework based on collective impact theory is:

All decisions will be made, where possible, with full consensus of the people who attend.

If time does not allow achievement of full consensus, the group will move to decision by 'working consensus' (80% of participants) of the people who attend.

If time does not allow for full or working consensus, the group will move to a decision by 50% + 1 of the people who attend.

Note: anyone not attending will be deemed to be in agreement with the majority unless otherwise indicated.

Note: decisions may include "votes" submitted in person, via email or in any method that is in common usage by the PCII.