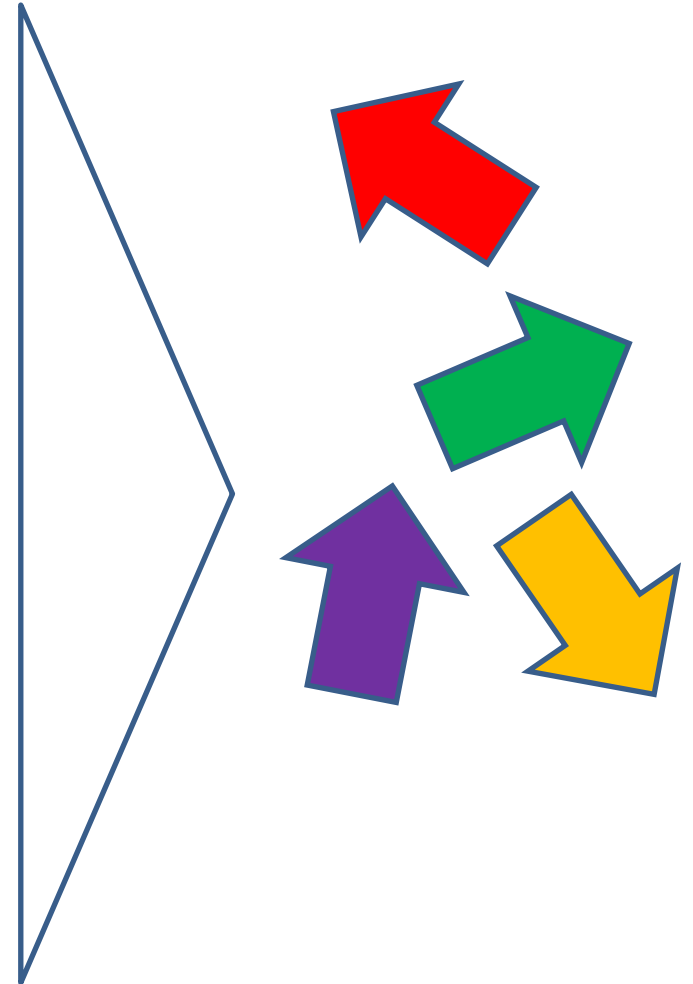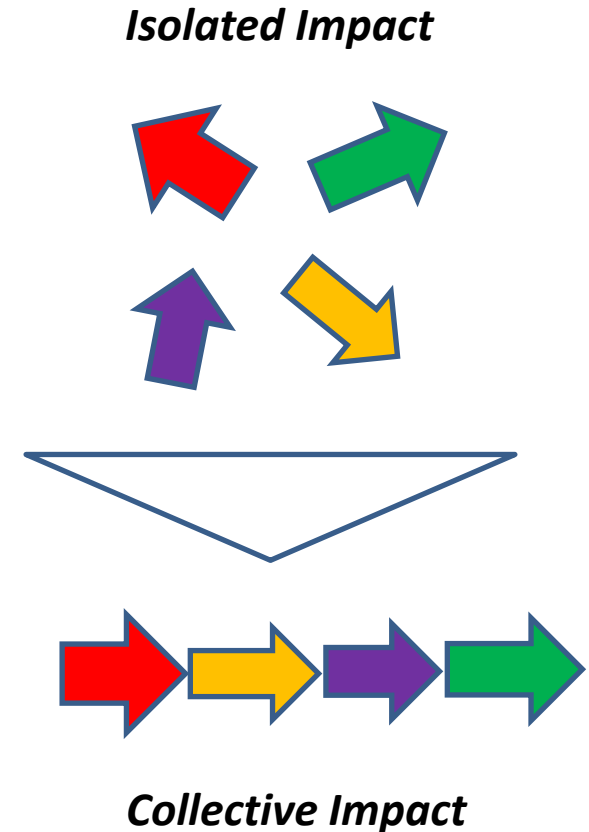# Collective Impact

June, 2012

Ottawa

Isolated Impact

- Funders select **individual grantees**

- Organizations **work separately**

- Evaluation attempts to **isolate** a particular organization's impact

- Large scale change is assumed to depend on **scaling organizations**

- Corporate and government sectors are often **disconnected** from foundations and non-profits.

Collective Impact

- Funders understand that social problems – and their solutions – arise from multiple interacting factors

- Cross-sector alignment with government, nonprofit, philanthropic and corporate sectors as partners

- Organizations actively coordinating their actions and sharing lessons learned

- All working toward the same goal and measuring the same things

Isolated Impact

Collective Impact

Used for Many Complex Issues

Teen Pregnancy

Health

Education

Homelessness

Community Safety

Poverty

Five Conditions for Collective Impact

Kania and Kramer

Five Conditions for Collective Impact

|	
Specialized Agendas	→	Common Agenda
Fragmented Measurements	→	Shared Measurement
Independent Activities	→	Mutually Reinforcing Activities
Sporadic Communication	→	Continuous Communication
Unsupported Efforts	→	Backbone Organization
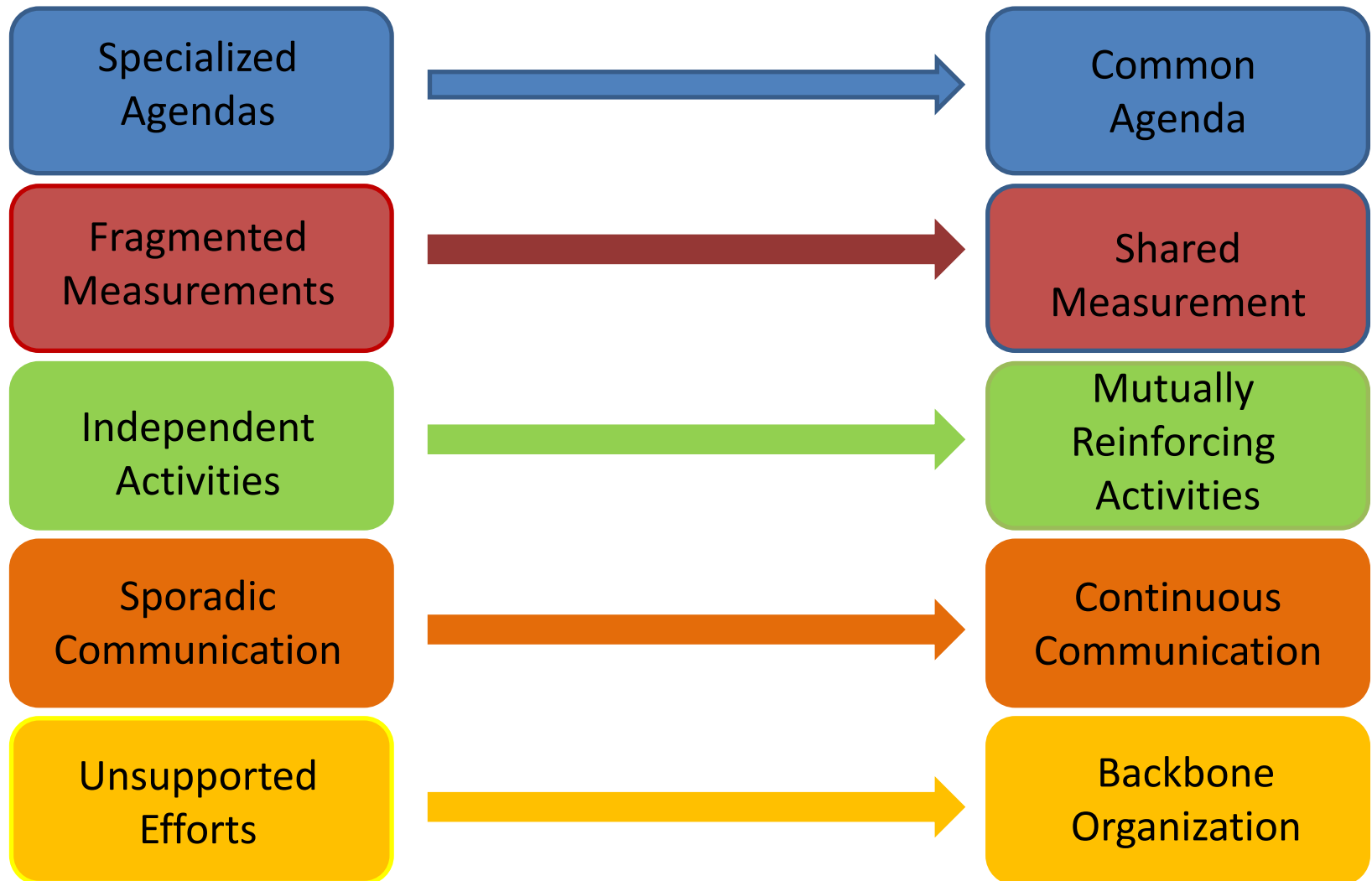
Common Agenda

- Define the challenge to be addressed.

- Acknowledge that a collective impact approach is required.

- Establish clear and shared goal(s) for change.

- Identify principles to guide joint work together.

Mutually Reinforcing Activities

- Agreement on key outcomes.

- Orchestration and specialization.

- Complementary – sometimes "joined up" - strategies to achieve outcomes.
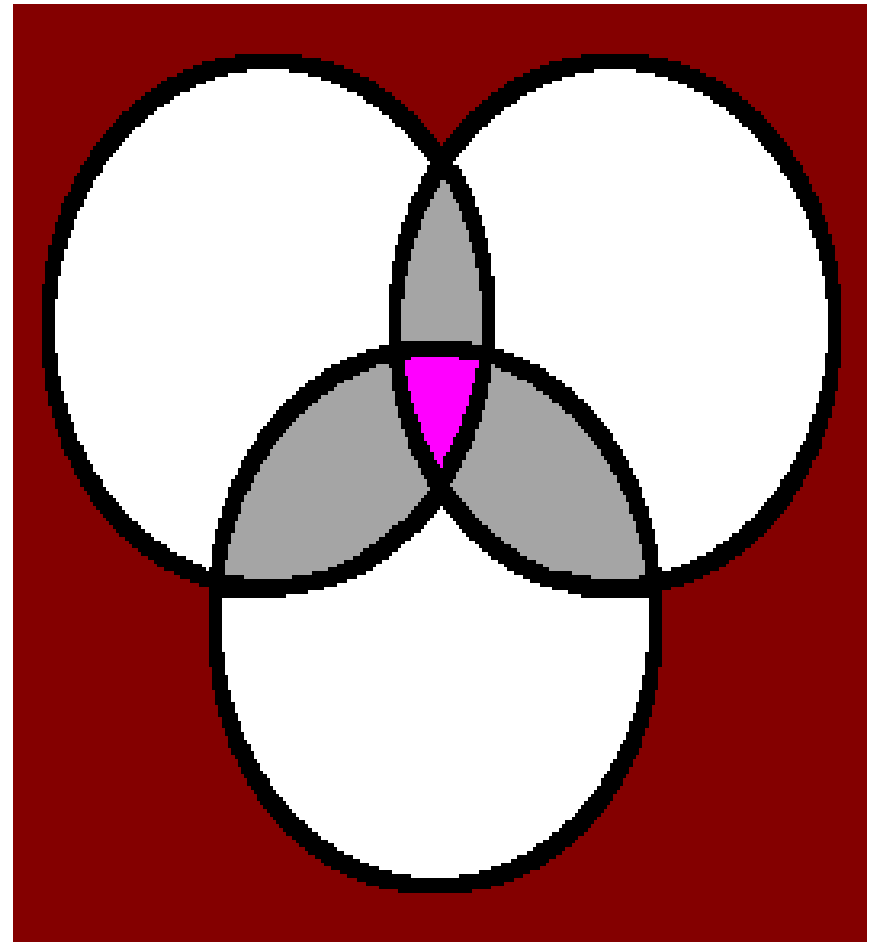
Shared Measurement

- Identify key measures that capture critical outcomes.

- Establish systems for gathering and analyzing measures.

- Create opportunities for "making-sense" of changes in indicators.

Continuous Communication

- Create formal and informal measures for keeping people informed

- Communication is open and reflect a diversity of styles

- Difficult issues are surfaced, discussed and addressed
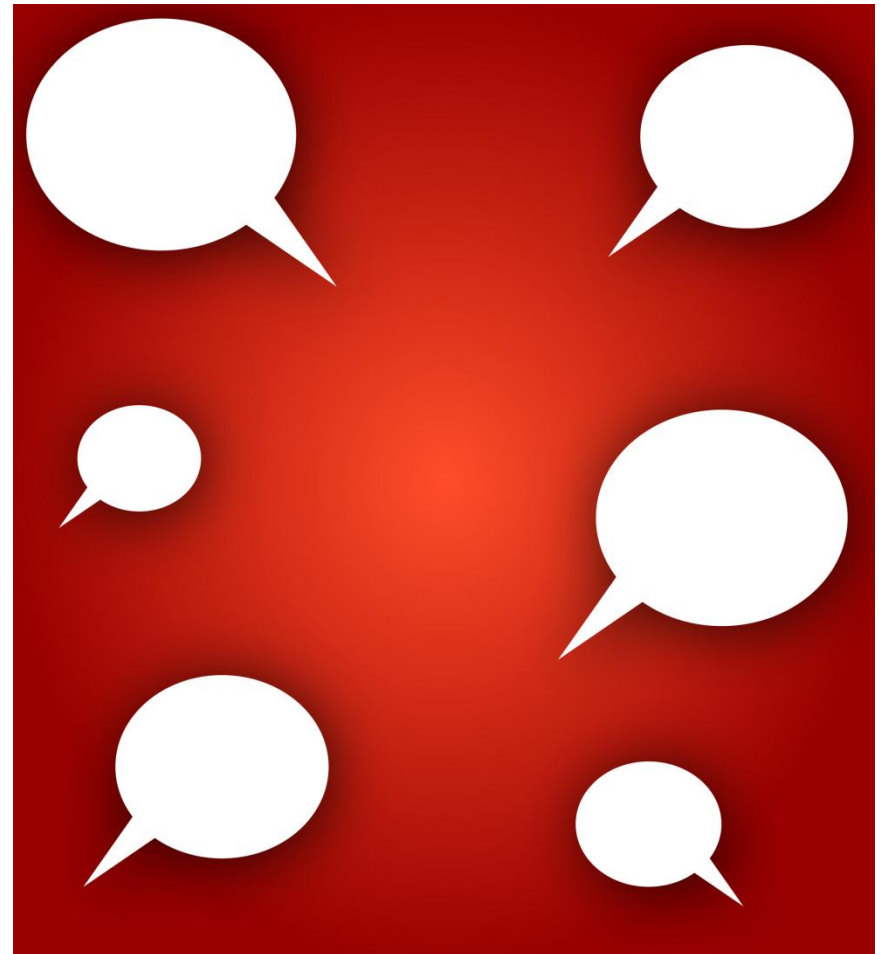
Backbone Organization(s)

- Guide vision & strategy
- Support aligned activities
- Established shared measurements
- Build public will
- Advance policy
- Mobilize funding

- *Like a manager at a construction site who attends to the whole building while carpenters, plumbers and electricians come and go, the support staff keep the collaborative process moving along, even as the participants may change.*

Jay Conner. 2004.
Community Visions, Community Solutions: Grantmaking for Comprehensive Impact

The Continuum

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

Multiple Roles

- Organizations can get involved in collective impact initiatives as a leader, a follower, a member – and just like a jazz band – their role can change over time.