



Social Impact Consultants

Discovering better ways
to solve social problems

Collective Impact

April, 2012

There Are Several Types of Problems

Simple

Baking a Cake



Right **“recipe”** essential
Gives same results every time

Complicated

Sending a Rocket to the Moon



“Formulas” needed
Experience built over time and
can be repeated with **success**

Complex

Raising a Child



No **“right”** recipes or protocols
Outside factors influence
Experience helps, but doesn't
guarantees success

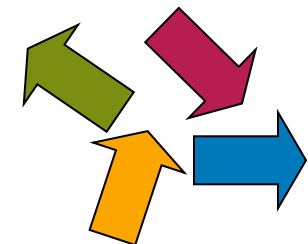
The social sector traditionally treats
problems as simple or complicated

Traditional Approaches Not Solving Our Toughest – Often Complex – Challenges

- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- **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 nonprofits

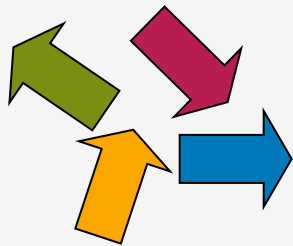


Isolated Impact

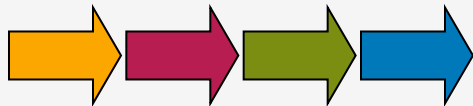


Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

Isolated Impact



Collective Impact



- Understand that social problems – and their solutions – arise from **interaction of many organizations** within larger system
- **Cross-sector alignment** with government, nonprofit, philanthropic and corporate sectors as partners
- **Organizations** actively coordinating their action and sharing lessons learned
- All working toward the **same goal** and **measuring the same things**

There are Five Conditions to Collective Impact Success

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

The Collective Impact Approach Can Apply to Solving Many Complex Social Issues

Education



Healthcare



Homelessness



Youth Development



Economic Development



Community Development



Collective Impact Requires New Ways of Working

Setting the Common Agenda

- Boundaries and Mental Models
- Developing a Framework for Change

Structuring for Success

- Backbone Investments and Skills
- Cascading Levels of Linked Collaboration

Pacing and Sequencing

- Community Engagement
- Partnering and Pressuring

Developing the Common Agenda

Creating Boundaries

- **“What’s in” and “What’s out”**
- **No Set Playbook:** Determining boundaries is a situation-specific judgment call
- **Loosely-Defined and Malleable**
- **Apply to Geography:** Discerning geographic boundaries requires same type of judgment

Developing a Framework for Change

- **Molding the “Mental Model”**
- **Flexibility:** The framework must be flexible to changes in project hypothesis
- **Key Components:**
 - Description of problem (informed by research)
 - Clear goal for change
 - Portfolio of key strategies
 - Set of principles to guide group’s behavior
 - Approach to evaluation

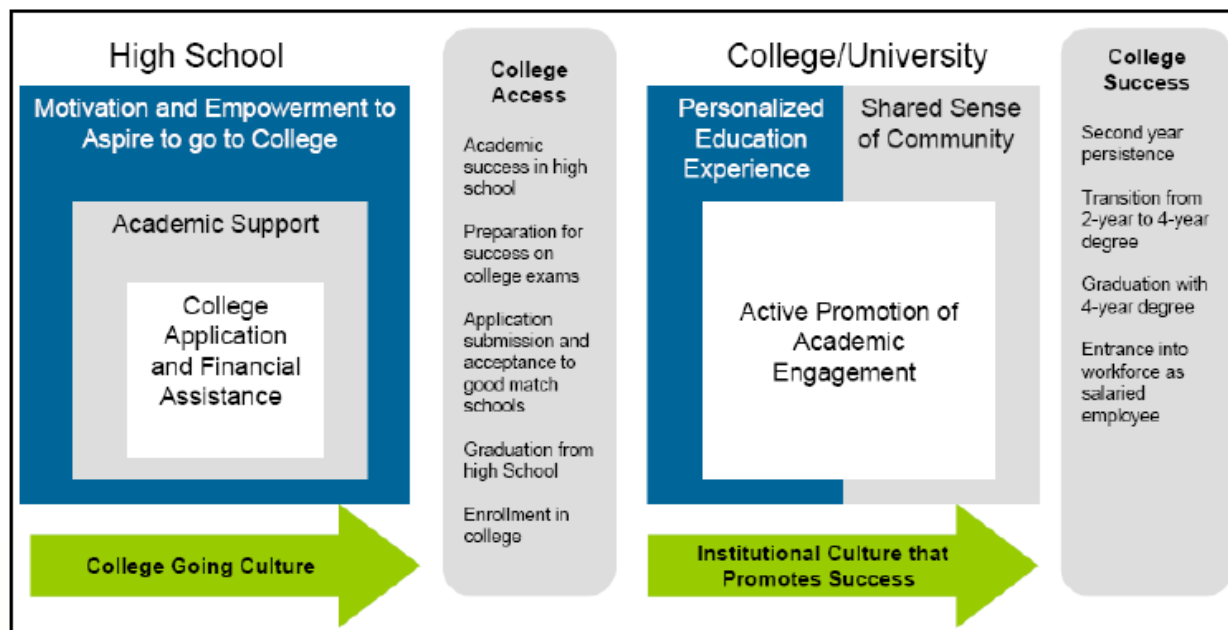
What is the Road Map for Education Results?

The “Road Map Project” is a collective impact initiative aimed at getting dramatic improvement in student achievement – cradle through college/ career in South Seattle and South King County.



Supports of a Successful CAS System*

Research shows that key programmatic efforts, including the development of an overarching culture of access and success, is key to the successful college-going activity of students. The graphic below demonstrates the key program elements of a successful CAS system.



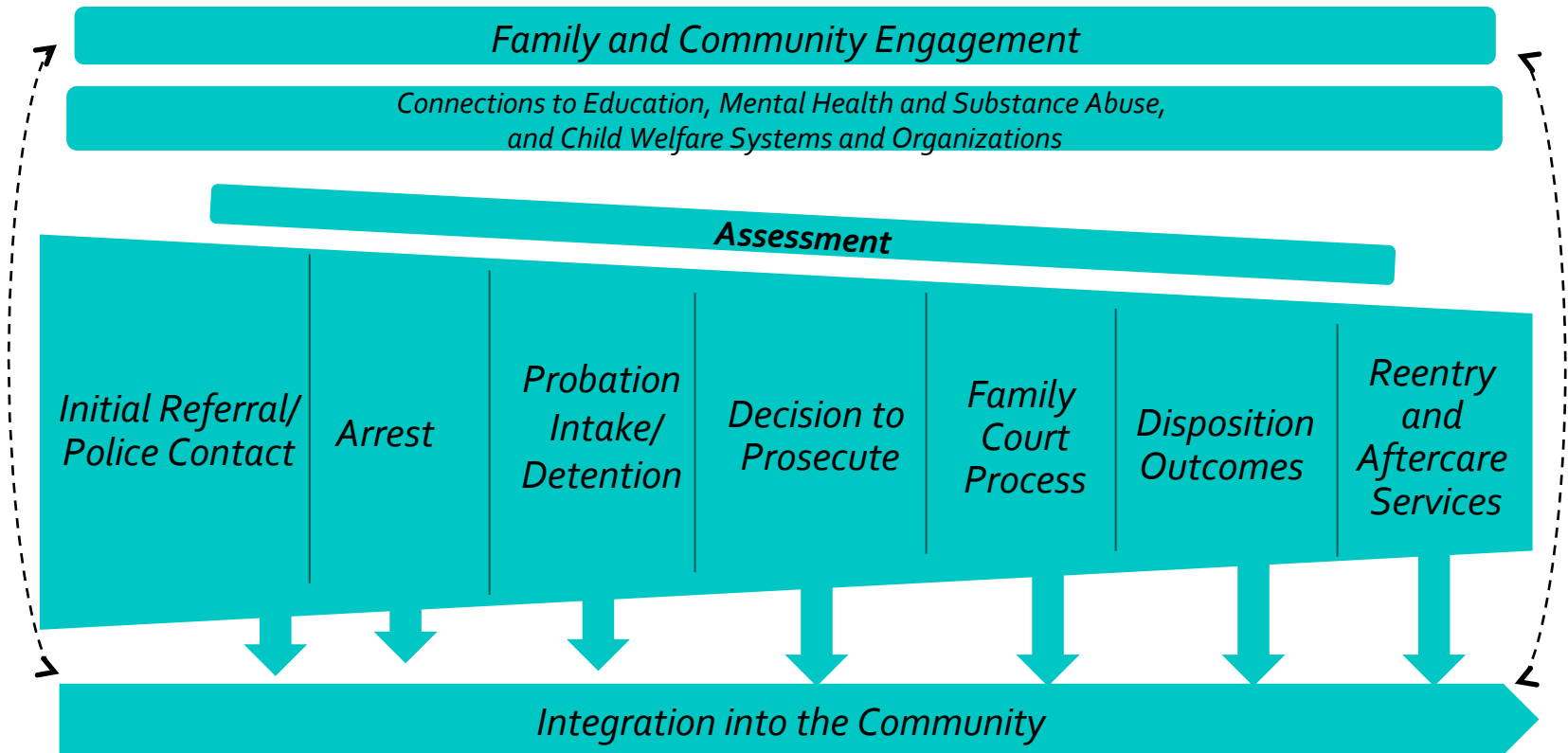
Informed and engaged communities.

* College Access System

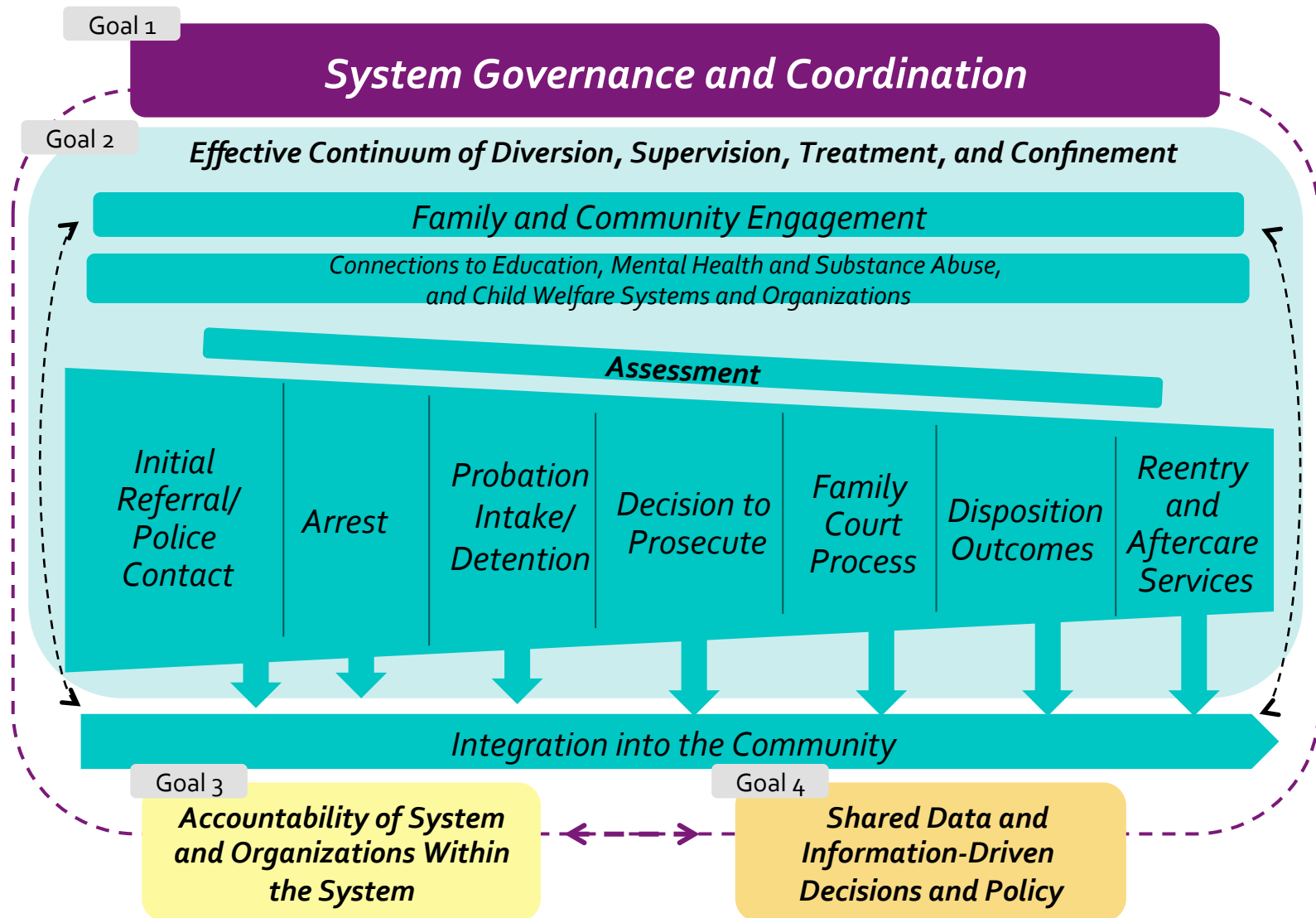
Source: Materials developed by OMG Center for Collaborative Learning and Strategic Assessment Team prepared for the John S. and James L. Knight Foundation



The New York Juvenile Justice System Continuum



Goals Across the New York Juvenile Justice System



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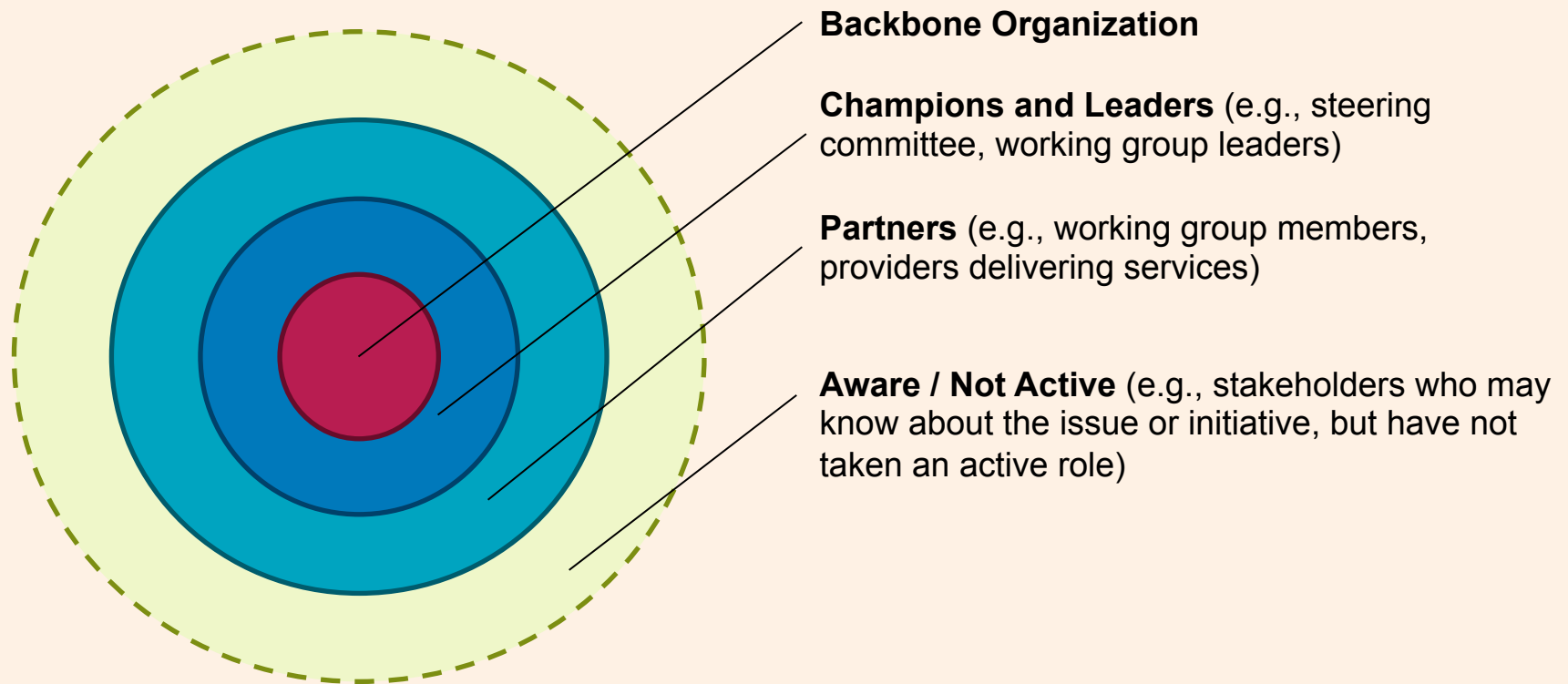
Structuring for Success

- Backbone Investments and Skills
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Pacing and Sequencing

- Community Engagement
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Backbones May Catalyze Change Differently Working with Different Constituencies



Backbones Differ Depending on Local or Issue-Specific Context

Types of Backbones	Description	Examples	Pros	Cons
Funder-Based	<ul style="list-style-type: none"> One funder initiates CI strategy as planner, financier, and convener 		<ul style="list-style-type: none"> Ability to secure start-up funding and recurring resources Ability to bring others to the table and leverage other funders 	<ul style="list-style-type: none"> Lack of broad buy-in if CI effort seen as driven by one funder Lack of perceived neutrality
New Nonprofit	<ul style="list-style-type: none"> New entity is created, often by private funding, to serve as backbone 		<ul style="list-style-type: none"> Perceived neutrality as facilitator and convener Potential lack of baggage Clarity of focus 	<ul style="list-style-type: none"> Lack of sustainable funding stream and potential questions about funding priorities Potential competition with local nonprofits
Existing Nonprofit	<ul style="list-style-type: none"> Established nonprofit takes the lead in coordinating CI strategy 		<ul style="list-style-type: none"> Credibility, clear ownership, and strong understanding of issue Existing infrastructure in place if properly resourced 	<ul style="list-style-type: none"> Potential “baggage” and lack of perceived neutrality Lack of attention if poorly funded
Government	<ul style="list-style-type: none"> Government entity, either at local or state level, drives CI effort 		<ul style="list-style-type: none"> Public sector “seal of approval” Existing infrastructure in place if properly resourced 	<ul style="list-style-type: none"> Bureaucracy may slow progress Public funding may not be dependable
Shared Across Multiple Organizations	<ul style="list-style-type: none"> Numerous organizations take ownership of CI wins 		<ul style="list-style-type: none"> Lower resource requirements if shared across multiple organizations Broad buy-in, expertise 	<ul style="list-style-type: none"> Lack of clear accountability with multiple voices at the table Coordination challenges, leading to potential inefficiencies
Steering Committee Driven	<ul style="list-style-type: none"> Senior-level committee with ultimate decision-making power 		<ul style="list-style-type: none"> Broad buy-in from senior leaders across public, private, and nonprofit sectors 	<ul style="list-style-type: none"> Lack of clear accountability with multiple voices

Backbone Organizations Engage in Six Important Activities

6 Activities of Backbone Organizations

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement
4. Build public will
5. Advance policy
6. Mobilize funding

Effective Backbones Do A Lot!

Activities	
Guide Vision and Strategy	<ul style="list-style-type: none">• Build a common understanding of the problem that needs to be addressed• Provide strategic guidance to develop a common agenda; serve as a thought leader / standard bearer for the initiative
Support Aligned Activities	<p>Ensure mutually reinforcing activities take place, i.e.,</p> <ul style="list-style-type: none">• Coordinate and facilitate partners' continuous communication and collaborative work• Convene partners and key external stakeholders• Catalyze or incubate new initiatives or collaborations• Provide technical assistance to build management and administrative capacity (e.g., coaching and mentoring, as well as providing training and fundraising support)• Create paths for, and recruit, new partners so they become involved• Seek out opportunities for alignment with other efforts
Establish Shared Measurement Practices	<ul style="list-style-type: none">• Collect, analyze, interpret, and report data• Catalyze or develop shared measurement systems• Provide technical assistance for building partners' data capacity
Build Public Will	<p>Build public will, consensus and commitment:</p> <ul style="list-style-type: none">• Frame the problem to create a sense of urgency and articulate a call to action• Support community member engagement activities• Produce and manage communications (e.g., news releases, reports)
Advance Policy	Advocate for an aligned policy agenda
Mobilize Funding	Mobilize and align public and private funding to support initiative's goals

Cascading Levels of Linked Collaboration Amplify Impact

Depth of Impact through Vertical Alignment

- Cross-sector leaders formulate a **common agenda**
- The core strategy then translates into **key program initiatives**, each with a set of **workgroups**
- Workgroups carry out work at the ground-level while **maintaining a common focus** and **set of objectives**

Breadth of Impact through Horizontal Coordination

- Backbones guide working groups in creating **aligned** and **coordinated** action across multiple organizations
- Groups tackle **many different dimensions** of a complex social problem **at once**
- Multi-dimensional approach **amplifies impact** across sectors / geographies

Adoption Beyond the Central Scope of Impact

- As working groups engage with outside organizations and share progress, **the circle of alignment grows**
- External stakeholders **adopt new practices aligned** with the effort

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Community Engagement Is Essential to Success – But Happens in Many Different Ways

Goals and Activities

- **Community Engagement Goals:**
 - Build public will
 - Achieve greater buy-in and shared ownership
 - Ensure accountability, and ultimately better results
- **Community Engagement Activities**
 - **Defining your community:** Are the right people “on the bus”? How can the effort reflect the diversity of communities, and include beneficiaries at the decision making table?
 - **Choosing the methods :**
 - Generating awareness
 - Contributing information and perspectives, weighing in through different forms (surveys, focus groups, large community meetings, perspectives channeled through community organizations)
 - Creating impact, crafting solutions to problems
 - Sharing insights for continuous learning
 - Providing accountability to community leaders and elected officials, serving as pressure for change

Partnering vs. Pressuring the “System” is a Key Decision Point



When Do You Pressure vs. Partner?

- **Need to Partner With the System to:**
 - Identify gaps in the system that require attention
 - Track System Achievements (and Failures) Over Time
 - Ensure Practices Spread
 - Inspire Individuals and Organizations to Action
- **Need to Pressure the System to:**
 - Identify gaps in the system that require attention
 - Track System Achievements (and Failures Over Time)
 - Ensure Best Practices Spread
 - Inspire Individuals and Organizations to Action

Phases of Collective Impact

Components for Success	Phase I Initiate Action	Phase II Organize for Impact	Phase III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (common goals and strategy)	Support implementation (alignment to goal and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation And Improvement	Analyze baseline data to ID key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

The Length of Time for Each Phase Is Different For Each Collective Impact Initiative

Initiative	Phase I Initiate Action	Phase II Organize for Impact	Phase III Sustain Action and Impact
	May 2010 – Dec 2010 (7 months)	Jan 2011 – Dec 2011 (12 months)	2012 →
	Sept 2010 – Feb 2011 (5 months)	Feb 2011 – Nov 2011 (9 months)	Nov 2011 →
	May 2011-Oct 2011 (5 months)	Nov 2011 – March 2012 (5 months)	

***“The world will be changed by those
with **burning** patience”***

Peruvian Proverb