



The Power of Collective Impact

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COLLECTIVE IMPACT



The Five Conditions Needed

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support

Isolated Impact vs. Collective Impact

Isolated Impact	Collective Impact
Funders select individual grantees that offer the most promising solutions.	Funders & implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
Nonprofits work separately & compete to produce the greatest independent impact.	Progress depends on working toward the same goal & measuring the same things.
Evaluation attempts to isolate a particular organization's impact.	Large scale impact depends on increasing cross-sector alignment and learning among many organizations.
Large scale change is assumed to depend on scaling a single organization.	Corporate & government sectors are essential partners.
Corporate & government sectors are often disconnected from the efforts of foundations & non-profits.	Organizations actively coordinate their action & share lessons learned.

Preconditions for Collective Impact

- An Influential Champion
- Adequate Financial Resources
- Sense of Urgency for Change



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	Facilitate and refine
Strategic Planning	Map the landscape and use data to make the case	Create a common agenda (goals and strategy)	Support implementation
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics	Collect, track and report progress

Keys to Success

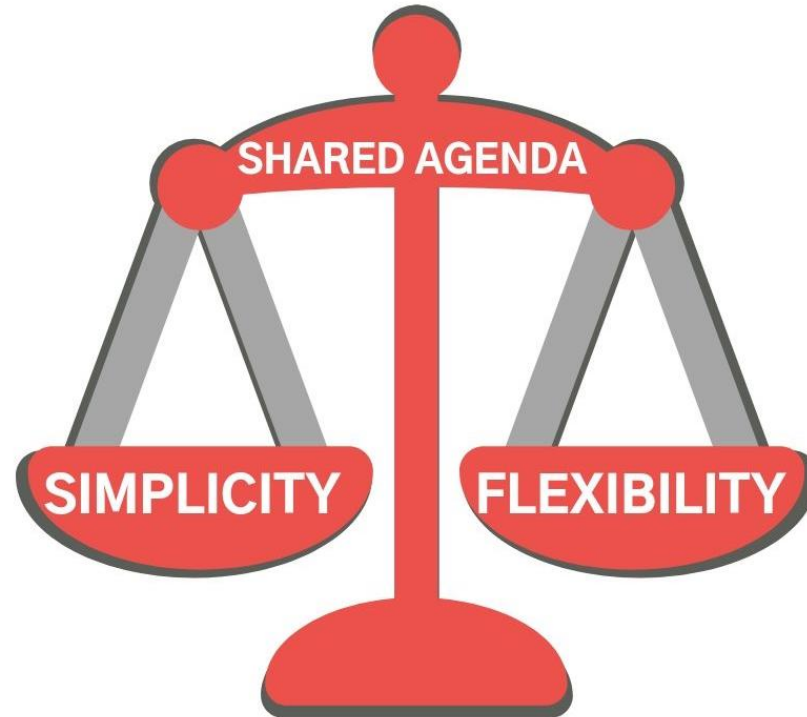
- Must build on any existing collaborative efforts
- Honoring current efforts, engaging established organizations
- Being realistic about time investment

“It takes time to create an effective infrastructure that allows stakeholders to work together and that truly can ameliorate a broken system.”

Strategic Action Framework

**Researched
description
of the problem**

**Portfolio of key
strategies driving
large scale change**



**Clear goal for the
desired change**

**Clear set of
guiding principles**

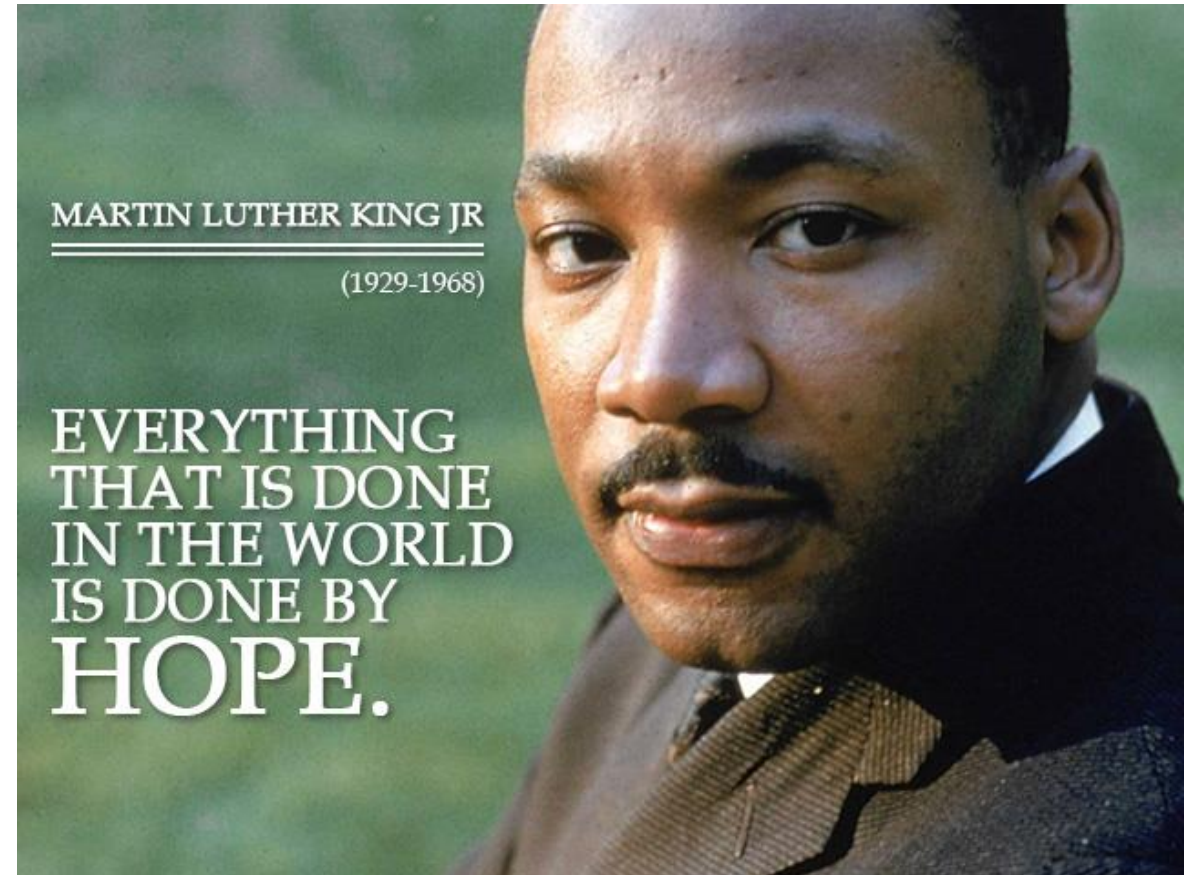
**Combo of easy, short term wins
& more ambitious long-term
systemic strategies**

Role of the Backbone Organization(s)

1. Providing overall strategic direction
2. Facilitating dialogue between partners
3. Managing data collection & analysis
4. Handling communications
5. Coordinating community outreach
6. Mobilizing funding

Messy and Fragile Process

- **Hope:** Intangible benefit in short supply
- New sense of optimism
- Belief in the future



Contact Information

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