Thank you for joining today’s webinar. Your line will be unmuted unless you mute yourself. We will start at 3pm EST.
Today’s Team

Robert Albright
Director of Programs
Collective Impact Forum,
FSG

Jennifer Juster
Executive Director
Collective Impact Forum,
FSG
The Collective Impact Forum Is a Program of FSG and the Aspen Institute

**HANDS ON SUPPORT**

- Juvenile justice in NY State
- Childhood obesity in Dallas
- Substance abuse on Staten Island
- Cradle to career in King County
- Pre-term birth in Fresno
- Health in the Rio Grande Valley
- Diabetes in Minnesota

**THOUGHT LEADERSHIP**

**LEARNING COMMUNITY**

[www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)

*The Collective Impact Forum is a community of practice designed to help curate and disseminate knowledge, tools, and best practices that support effective collective impact.*
Please Introduce Yourself: We’ll Start on the East Coast and Then Move to the West

- Your name
- Your organization
- Your city/state

Your level of familiarity with collective impact:
- Not at all familiar with collective impact
- I have heard the term “collective impact” but am not really sure how it differs from other forms of partnership
- I know about the collective impact approach but am not currently involved in a collective impact collaboration
- I am involved in a collective impact collaboration

Most interesting book, podcast, or TV show that you enjoyed recently
Defining Collective Impact
There Are Several Types of Problems

Simple

Baking a Cake

Complicated

Sending a Rocket to the Moon

Complex

Raising a Child

Social sector treats problems as simple or complicated

Source: Adapted from “Getting to Maybe”
Traditional Approaches Are Often Not Solving Our Most Complex Social Problems

- Funders select **individual grantees**
- Organizations **work separately and compete**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits
- **Evaluation** attempts to **isolate** a particular organization’s impact
- Large scale change is assumed to depend on **scaling organizations**
Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

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
Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.

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

<table>
<thead>
<tr>
<th>Common Agenda</th>
<th>Shared Measurement</th>
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<tbody>
<tr>
<td>• <strong>Common understanding</strong> of the problem</td>
<td>• <strong>Collecting data</strong> and <strong>measuring results</strong></td>
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<td>• <strong>Shared vision</strong> for change</td>
<td>• <strong>Performance management and learning</strong></td>
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<td>• <strong>Shared accountability</strong></td>
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<tr>
<th>Mutually Reinforcing Activities</th>
<th>Continuous Communication</th>
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<tr>
<td>• <strong>Differentiated approaches</strong></td>
<td>• <strong>Consistent</strong> and <strong>open communication</strong></td>
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<td>• Willingness to adapt individual activities</td>
<td>• <strong>Focus on building trust</strong></td>
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<td>• <strong>Coordination</strong> through joint plan of action</td>
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<th>Backbone Support</th>
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<td>• <strong>Dedicated staff</strong></td>
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<td>• Resources and skills to convene and coordinate participating organizations</td>
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Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews
Eight Principles of Practice Are the “How” of Collective Impact

1. Design and implement the initiative with a priority placed on equity
2. Include community members in the collaborative
3. Recruit and co-create with cross-sector partners
4. Use data to continuously learn, adapt, and improve
5. Cultivate leaders with unique system leadership skills
6. Focus on program and system strategies
7. Build a culture that fosters relationships, trust, and respect across participants
8. Customize for local context
Doing Collective Impact Well Means Being Even More Vigilant about Equity and Inclusion

Common agenda
• Asking how different parts of the community are affected by an issue and ensuring that the voices of those most affected are included in setting the agenda for change
• Explicitly setting goals to reduce disparities

Shared measurement
• Thinking about how data will be disaggregated to reveal disparities by neighborhood, race/ethnicity, ability, income level, gender, and other important characteristics

Mutually reinforcing activities
• Tailoring activities to benefit the broader population while also focusing on a particular subset of the population who face significantly large barriers
• Pursuing activities address structural and systemic barriers

Continuous communication
• Ensuring that communication is accessible (in vehicle, language, etc.) and that those with lived experience are active participants in co-creating the work together

Backbone support
• Building credibility with the communities affected by inequities
• Developing skills and capacity for the backbone and partners to address disparities and authentically engage others

Collective Impact Initiatives Are Unique in Several Ways (1 of 2)

• **Goal and purpose of the collaboration**
  – CI work is designed around an agreed upon *population level outcome*, not just a *common topic or program*
  – The partnership pursues a *range of strategies* to move the needle on the goal
  – Focus is on both *program improvement* and *systems change* (e.g., policy change, shifting resource flows, changing mental models)
  – Work is focused on a *complex problem*, not simple or complicated

• **Scale of the partnership**
  – Collective impact initiatives typically have *dozens or more organizations and individuals* engaged
  – Partners represent a variety of points of view, types of work, and sectors – not just the “usual suspects”
Collective Impact Initiatives Are Unique in Several Ways (2 of 2)

• **Formality of structure**
  
  – As described earlier, collective impact initiatives have a backbone and formal structure that ensures work moves forward and that different bodies of work are aligned

• **Engagement of community**
  
  – The engagement and contributions of members of community and people with lived experience is central to collective impact work, and is not always the case in other forms of partnership

• **Use of data**
  
  – Using data to learn, improve, and hold each other accountable for progress, is a core element of collective impact and is not often present in other forms of partnership
Collective Impact Can Apply to Many Complex Social Issues

Education

Health

Homelessness

Youth Development

Economic Development

Community Development
Collective Impact Case Study
Case Study: Franklin County, Massachusetts
In 2002, Franklin County Had Very High Rates of Youth Substance Use

% of 10th Graders that Reported Use at Least Once within the Past 30 Days (2003)

Communities That Care (CTC) Coalition started as a community-wide effort in 2002 to address alcohol, tobacco and other drug use among youth

Source: Communities that Care Coalition, Community Action Plan 2005
CTC Engages Multiple Agencies to Address Risk and Protective Factors in Multiple Environments

CTC Strategy to Change Behavior

Decrease Local Risk Factors & Increase Local Protective Factors

All these organizations and groups across sectors get involved to implement programs, policies, practices from a collectively agreed upon plan

Source: www.communiesthatcarecoalition.org; FSG Interviews and Analysis
CTC’s Success Is Driven by a Collective Impact Structure That Is Both Rigorous and Flexible

Source: FSG interview with Kat Allen of Franklin County Communities that Care Coalition
Results: Franklin County Has Seen a Reduction of Teen Use of Alcohol, Marijuana, Cigarettes, and Prescription Drugs

Source: Franklin County Communities that Care Coalition
Infrastructure, Readiness, and Phases of Development
Common Agenda and Shared Metrics

**strategic guidance and support**
- Steering Committee

**partner-driven action**
- Backbone Support (single or set of organizations that collectively play backbone function)

**Ecosystem of Community Partners**
- Work Group
- Work Group
- Work Group

If you are currently participating in a collective impact initiative, what role(s) do you play?

- Backbone
- Steering committee member
- Working group member
- Involved in some other capacity
Collective Impact Only Makes Sense Under Certain Circumstances

**APPROPRIATENESS**

- Addressing the issue will require leaders and organizations from **multiple sectors or systems**

- Addressing the issue will require **different kinds of interventions or strategies** at the systems level – and not just replication of programs and services

- The issue impacts a **significant part of the population**

**READINESS**

- Influential Champions
- Urgency for Change
- Availability of Resources
- Basis for Collaboration

* Defining “significant” is more art than science
## Collective Impact Efforts Unfold Over Five Phases

<table>
<thead>
<tr>
<th>Components for Success</th>
<th>Phase I Assess Readiness</th>
<th>Phase II Initiate Action</th>
<th>Phase III Organize for Impact</th>
<th>Phase IV Begin Implementation</th>
<th>Phase V Sustain Action and Impact</th>
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<tbody>
<tr>
<td>Governance and infrastructure</td>
<td>Convene community leaders</td>
<td>Identify champions and form cross-sector Steering Committee “SC” to guide the effort</td>
<td>Determine initial workgroups and plan backbone organization</td>
<td>Launch work groups “WGs” and select backbone organization</td>
<td>Building out the backbone organization; evolve WGs to meet emergent strategy</td>
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<tr>
<td>Strategic planning</td>
<td>Hold dialogue about issue, community context, and available resources</td>
<td>Map the landscape and use data to make case</td>
<td>Create common agenda, clear problem definition, population level goal</td>
<td>Develop Blueprint for Implementation; identify quick wins</td>
<td>Refine strategies; mobilize for quick wins</td>
</tr>
<tr>
<td>Community engagement</td>
<td>Determine community readiness; Create a community engagement plan</td>
<td>Begin outreach to community leaders; engage community in mapping the landscape</td>
<td>Incorporate perspective, build community members into initiative structure</td>
<td>Engage community more broadly and build public will</td>
<td>Continue engagement and conduct advocacy</td>
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<tr>
<td>Evaluation and improvement</td>
<td>Determine if there is consensus/urgency to move forward</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Develop high level shared metrics and/or strategies at SC level</td>
<td>Establish shared measures (indicators and approach) at SC and WG levels</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
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Pitfalls and Success Factors in Collective Impact
There Are Several Pitfalls to Avoid in Collective Impact

- Rushing through the common agenda development process
- Not allowing disparate views at the table
- Not celebrating quick wins along the way
- Self-declaring as a backbone
- Confusing program collaboration with systems change
- Not embracing that collective impact means doing things differently
The Key for Success in Collective Impact Is Understanding Mindset Shifts

Focus on evidence

Content expertise

Credit hoarded

Program-level outcomes

Focus on evidence and relationships

Content and context expertise

Credit as shared currency

Population-level outcomes


An Initiative of FSG and Aspen Institute Forum for Community Solutions
Collective Impact Also Depends on Essential Intangibles for Its Success

- Relationship and trust building
- Creating a culture of learning
- Leadership Identification and development
- Fostering connections between people

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews
Questions?
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.

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

Featured Resources

Getting to Yes: How to Generate Consensus for Targeted Universalism
Originally developed by professor and critical race scholar John A. Powell, targeted universalism is an...

Events

2019 Collective Impact Convening
The Collective Impact Forum invites you to join us on May 14-16, 2019, in Chicago...
Collective Impact Webinars for NVI Partners

- **Wednesday, April 24: 2-3:30pm EST:** Developing a Common Agenda
- **Wednesday, May 22: 3-4:30pm EST:** Backbone Roles
- **Thursday, June 20: 2-3:30pm EST:** Evaluating Collective Impact
- **Thursday, July 15: 2-3:30pm EST** *When Collective Impact Has an Impact*

Collective Impact Office Hours with Robert Albright and Jennifer Juster

- **Wednesday, March 27: 2-3pm EST**
- **Thursday, April 25: 1-2pm EST**
- **Thursday, May 23: 4-5pm EST**
- **Tuesday, June 25: 4-5pm EST**
- **Thursday, July 25: 2-3pm EST**
- **Tuesday, August 20: 4-5pm EST**

*We will record all webinars for you to access afterward, if you are not able to join real-time*