

# COLLECTIVE IMPACT: A FRAMEWORK FOR SYSTEMIC CHANGE

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# Agenda



- Collective Impact Overview
- Lessons Learned
- Results-based Accountability
- Proposed Process
- Discussion

# What is Collective Impact?

- **Collective Impact** is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem
- Recognizes that no single agency can address complex social problems
- Corporate and government sectors are essential partners

# Essential Elements



- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support

# Conditions for Success

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- Influential Champion(s)
- Financial Resources for at least 2-3 years; anchor funder
- Urgency for Change

# Phases of Collective Impact

<b>Components</b>	<b>Phase I Initiate Action</b>	<b>Phase II Organize for Impact</b>	<b>Phase III Sustain Action &amp; Impact</b>
<b><i>Governance &amp; Infrastructure</i></b>	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<b><i>Strategic Planning</i></b>	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
<b><i>Community Involvement</i></b>	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<b><i>Evaluation &amp; Improvement</i></b>	Analyze baseline data to identify key issues and gaps	Establish shared metrics	Collect, track, and report progress

# Key Components

- Description of the problem informed by research
- Clear goal(s)
- Menu of key strategies that will drive large scale change
- Set of principles that guide group's behavior
- Evaluation plan that details shared metrics

# Backbone Organizations

- Six types; selection is situation-specific
- Should be sufficiently well-resourced
- Able to mobilize stakeholders
- Perceived neutrality
- Leader should have strong adaptive leadership skills
- Must balance strong leadership with “behind the scenes” role



# Example Backbone Outcomes

Activity	Short-Term Outcome	Intermediate Outcome
<b><i>Guide vision and strategy</i></b>	Partners share a common understanding of the need and desired result	Partners' individual work is increasingly aligned with the initiative's common agenda
<b><i>Support aligned activities</i></b>	Partners increasingly communicate and coordinate their activities toward common goals	Partners collaboratively develop new approaches to advance the initiative
<b><i>Establish shared measurement practices</i></b>	Partners understand the value of sharing data	Partners increasingly use data to adapt and refine strategies
<b><i>Build public will</i></b>	Guide vision and strategy	More community members feel empowered to take action
<b><i>Advance policy</i></b>	Partners increasingly communicate and coordinate their activities toward common goals	Policy changes increasingly occur in line with initiative goals
<b><i>Mobilize funding</i></b>	Funding is secured to support initiative activities	Philanthropic and public funds are increasingly aligned with initiative goals

# Collaborative Structure



- Used to supplement backbone organization
- Linked levels of collaboration
- Steering committee sets agenda and action framework
- Work groups form around primary strategies
- Work groups communicate and coordinate

# Shared Measurement Systems

- One of the most challenging aspects
- Need strong data partner
- Establish a small but comprehensive set of indicators
- Requires broad engagement by many organizations
- Agreements on confidentiality and transparency are critical
- Need strong leadership, substantial funding, and ongoing staffing from backbone organization

# Charlotte Experience



- United Way Collective Impact for Children & Youth
- School Readiness Plan
- Renaissance West Community Initiative

# Lessons Learned

- Herding cats requires patience, a soothing voice, and lots of treats
- Competing interests
- Limited resources
- Long-term commitment
- Strong but flexible leadership
- Strong data partner with content knowledge



# Collective Impact Process

- Develop framework through a time-limited, action planning process:
  - ▣ Agree on shared outcomes
  - ▣ Develop research-informed strategies
  - ▣ Agree on shared metrics and accountability plan
  - ▣ Prioritize outcomes
    - Set short term goals for next 12-24 months

# Results-Based Accountability

**What is the result you want to achieve?**



What indicator(s) do we need to examine?



What is the story behind the baseline data?



What works?  
What strategies should be used?



Which partners have a role to play?



Develop action plan(s), budget, timeline and shared metrics

# Let's Talk It Out



- Does this resonate?
- Can this framework help you build on the work that has already been accomplished?
- Where would you like to see this lead?



# References

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