

COLLECTIVE IMPACT: A FRAMEWORK FOR SYSTEMIC CHANGE

NCIOM Task Force on Essentials for Childhood
Laura Y. Clark, M.A.

January 24, 2014

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

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

Phases of Collective Impact

Components	Phase I Initiate Action	Phase II Organize for Impact	Phase III Sustain Action & Impact
<i>Governance & Infrastructure</i>	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<i>Strategic Planning</i>	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
<i>Community Involvement</i>	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<i>Evaluation & Improvement</i>	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
<i>Guide vision and strategy</i>	Partners share a common understanding of the need and desired result	Partners' individual work is increasingly aligned with the initiative's common agenda
<i>Support aligned activities</i>	Partners increasingly communicate and coordinate their activities toward common goals	Partners collaboratively develop new approaches to advance the initiative
<i>Establish shared measurement practices</i>	Partners understand the value of sharing data	Partners increasingly use data to adapt and refine strategies
<i>Build public will</i>	Guide vision and strategy	More community members feel empowered to take action
<i>Advance policy</i>	Partners increasingly communicate and coordinate their activities toward common goals	Policy changes increasingly occur in line with initiative goals
<i>Mobilize funding</i>	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
- Mecklenburg County Home Visitation Workgroup
- School Readiness Plan

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



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

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

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

Hanleybrown, F., Kania, J. and Kramer, M. (2012). *Channeling Change: Making Collective Impact Work*. Stanford Social Innovation Review.

Turner, S., Merchant, K., Kania, J., and Martin, E. (2012) *Understanding the Value of Backbone Organizations in Collective Impact*. Stanford Social Innovation Review.

United Way of America (2013). *Charting a Course for Change: Advancing Education, Income and Health Through Collective Impact*.