

Topic Analysis: Collective Impact Workshop

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- **Definition of Collective Impact**

- “Collective impact is a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.” (Source: <https://collectiveimpactforum.org/what-is-collective-impact/>)
- Originated from publication by John Kania and Mark Kramer in the Stanford Social Innovation Review (2011)
- Structured process around specific issue

- **Principles of Collective Impact**

- **Five Conditions of Collective Impact:**
 - Common agenda
 - Collectively scope and define the issue.
 - Create a shared vision and theory of change to drive solutions to be implemented by participating organizations in an affirmed, collaborative approach.
 - Shared measurement
 - Collectively determine key metrics, including process and outcome metrics that will be measured in the same way across partners to enable monitoring, learning, and accountability.
 - Create agreement across participating organizations on measurement and reporting, shared goals, and accountability structures.
 - Mutually reinforcing activities

- Engage cross-sector stakeholders to map and align participating organization's strategies and activities (programs, policies, etc.) to generate an collective action plan that will enhance impact through mutual reinforcement.
- Continuous communications
 - Build frequent and structured open communication to reinforce common agenda, improve coordination and build and strengthen trusting relationships among partners.
- Backbone Support
 - Have an independent entity with funded staff support to align and coordinate the initiative and participating organizations, including guiding the initiative's common agenda, communications strategies, and measurement.

Adapted from Collective Impact Forum (<https://collectiveimpactforum.org/>)

- **Tenets of Practice in Collective Impact:**
 - “Design and implement the initiative with a priority placed on equity
 - Strategies to center (prioritize) equity include: Ground the work in data and context, and target solutions; Focus on systems change, in addition to programs and services; Shift power within the collaborative; Listen to and act with community; Build equity leadership and accountability

- Include community members in the collaborative [meaningfully and effectively]
- Recruit and co-create with cross-sector partners
- Cultivate leaders with unique system leadership skills
- Focus on program and system strategies
- Build a culture that fosters relationships, trust, and respect across participants
- Customize for local context
- Use data to continuously learn, adapt, and improve”

Source: Collective Impact Forum

[\(https://collectiveimpactforum.org/blog/collective-impact-principles-of-practice-putting-collective-impact-into-action/\)](https://collectiveimpactforum.org/blog/collective-impact-principles-of-practice-putting-collective-impact-into-action/)

- **Structure of Collective Impact Initiatives**

- The Steering Committee is composed of multidisciplinary leaders and community members across sectors who provide strategic direction, serve as advocates for the effort and ensure their organization’s prioritization of the common agenda in decision-making and activities, and evaluate performance.
- Backbone support provides staff infrastructure to coordinate and support the collective impact initiative for all participating organizations.
- Workgroups or action teams engage multidisciplinary partners in designing, aligning, and implementing strategies around focused subsets of the common agenda.

- **Five Phases of Collective Impact**

- Each phase will require activity in four key domains: governance & infrastructure; strategic planning; community involvement; and evaluation and improvement.
- Phase I: Generate Ideas and Host Dialogues
 - Assess readiness for change, willingness to collaborate, and the current context of the community.
 - Explore the nature of the issue, contributing factors, and impacts.
- Phase II: Initiate Action
 - Define the issue, common agenda, and form community engagement strategy.
- Phase III: Organize for Impact
 - Develop infrastructure to ensure the five conditions for collective impact initiatives are successfully addressed. Identify theory of change, strategies and action plan to facilitate implementation.
- Phase IV: Initiate Implementation
 - Begin implementing mutually reinforcing activities in identified theory of change and shared measurement with an orientation toward experimentation, quality improvement, and scale-up.
- Phase V: Sustain Action & Impact
 - Evaluate initiative impact in community issue and initiative performance in governance & infrastructure, strategy/strategic planning, community

engagement, learning and improvement to create a plan for next steps and sustainability.

- Key Questions:
 - In Phases I-III: What needs to happen? What structures do we need to work collectively to make it happen?
 - In Phase IV: How well is it working? What else is needed?
 - In Phase V: What difference are we making? How is our work sustained?

Adapted from Tamarack Institute

<https://www.tamarackcommunity.ca/hubfs/Events/CI%203.0/Workshop%20Resources/Collective%20Impact%205%20Phase%20Self%20Assessment%20Tool.pdf?t=1497966218264#:~:text=It%20will%20enable%20you%20to,%3B%20and%2C%20evaluation%20and%20improvement>