



COLLECTIVE IMPACT

Strategy & Planning Session

September 30th, 2019 – Plaza Room

3:00 pm – 4:30 pm

Goals for the Session

- Determine whether Collective Impact is the right approach for what you are hoping to achieve
- Assess and cultivate the readiness for your CI initiative to thrive
- Explore common “stumbles” that can limit the effectiveness of your CI Initiative
- Discover factors common to successful Collective Impact Initiatives

What is Your Knowledge of Collective Impact?



**Very Little or
Nothing**



**Familiar with the
Theory**



**Implementing a
CI Project**

Who's In the Room



**What Questions
Are You Bringing?**

An Overview of Collective Impact



Collective Impact: A Definition



“A disciplined, cross-sector approach to solving complex social and environmental issues on a large scale.”

- FSG: Social Impact Consultants

5 Conditions of Collective Impact

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Diverse Voices * **Responsive** * **Community Aspiration**

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Exploring * **Alignment** * **Tracking Progress** * **Results**

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Weaving * **System** * **Supportive** * **Centered**

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Trust * **Transparency** * **Ongoing** * **Engagement**

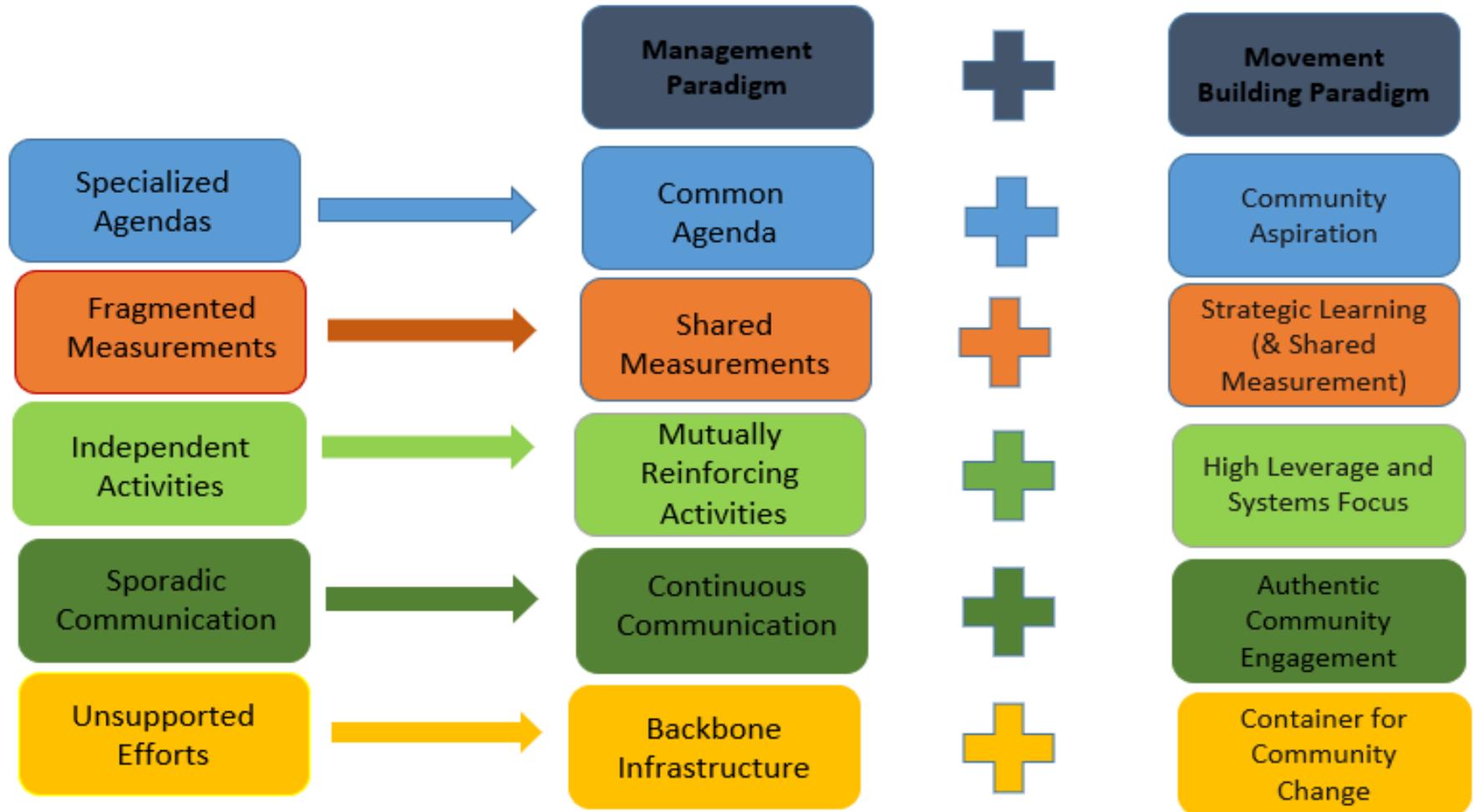
Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Facilitate * **Convener** * **Coordinate** * **Movement**

Source: FSG

6 Additions in Collective Impact to 3.0



Collective Impact...

DOES NOT:

- Employ a single organization or sector approach
- Focus solely on programmatic outcomes
- Work on short term priorities
- Resolve simple or complicated problems

DOES:

- Require a backbone investment to steward the collective work forward
- Require diverse perspectives
- Use data to inform the issue and outcomes
- Focus on the systemic barriers & identify policy change opportunities
- Leverage existing assets & programs in an intentional and aligned way
- Focus collective resources on high impact priorities

3 Key Success Factors of Collective Impact

1. Assessing & Building Readiness
2. Cultivating a Systems Lens
3. Backbone Infrastructure & Collaborative Governance

Collective Impact Success Factor #1

Assessing & Building Readiness



Consider the Nature of the Problem

Simple

Making Soup



Right **"recipe"** essential
Gives same results every
time

KNOWN

Complicated

Sending a Rocket to the Moon



"Formulae" needed
Experience built over time
and can be **repeated** with
success

KNOWABLE

Complex

Raising a Child



No **"right"** recipes or
protocols Outside factors
influence Experience helps,
but doesn't guarantee
success

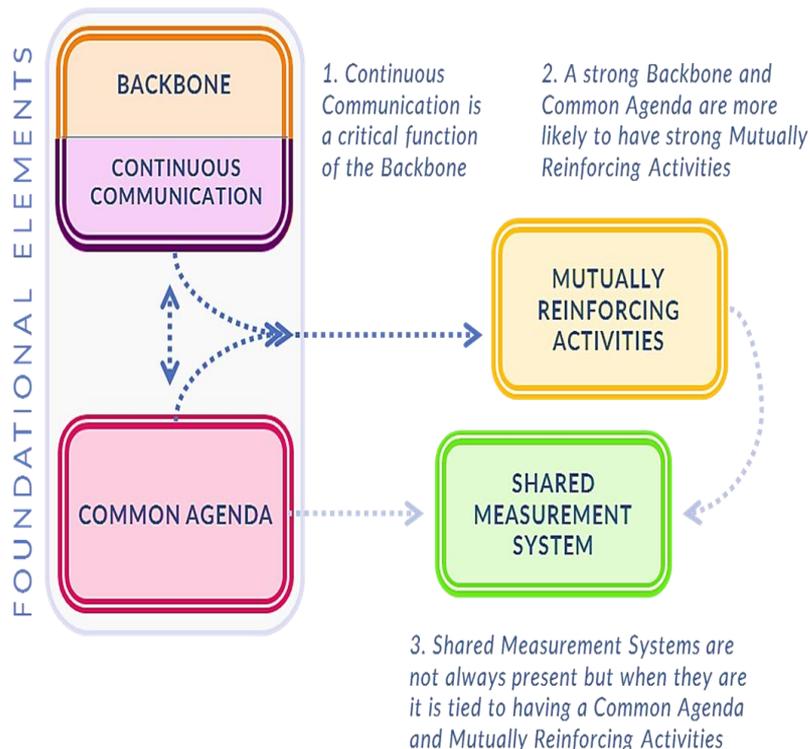
UNKNOWABLE

Source: **Brenda Zimmerman**, Director of Health Industry Management Program, Schulich School of Business

- No one sector, working alone can effectively address complex issues
- Complexity is best addressed with a multi-sector approach
- "Context experts" are as necessary as "content experts" in generating effective solutions to complex issues.

2018 Fieldwide Evaluation of Collective Impact

Readiness: Wisdom from the Field



Critical components of early work:

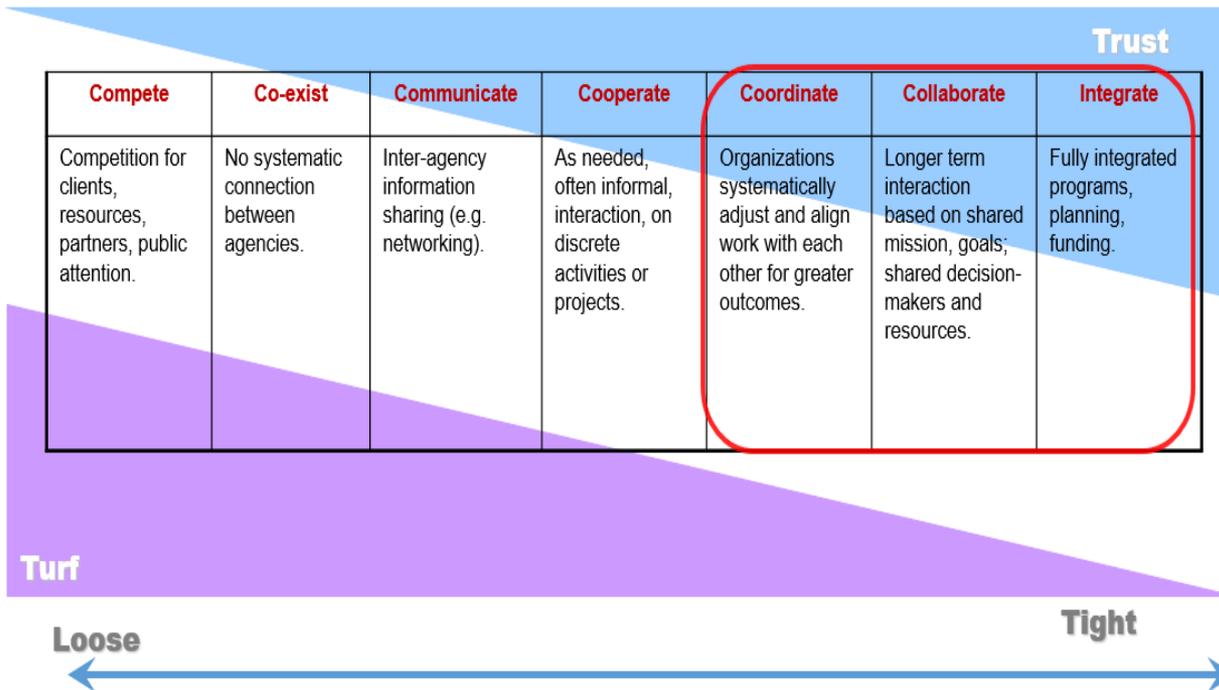
- Building and enhancing collaboration (e.g., collaborative structures; products that reflect shared priorities)
- Strengthening the quality of partnerships (e.g., trust, deepening relationships)
- Increasing visibility or changing the way the issue/collaborative was framed or viewed
- Building political will (e.g., influential champions, key leaders)

Pre-Conditions for Collective Impact

- Influential Champion(s)
- Urgency of Issue
- Adequate Resources



The Collaboration Continuum: What to Consider

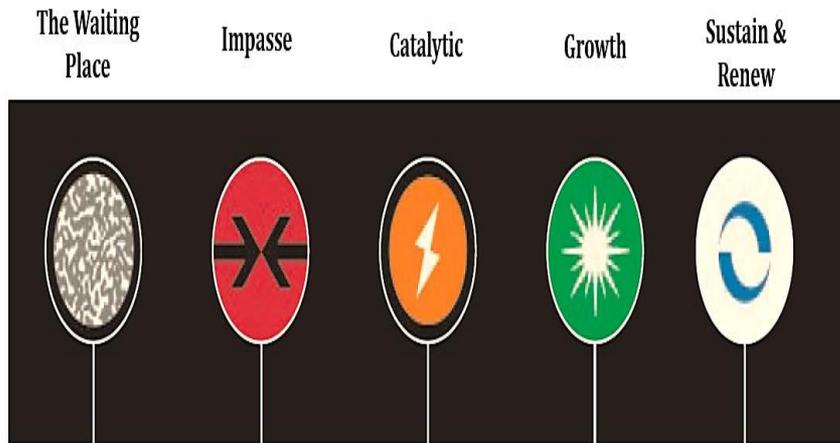


Questions to consider:

- What type of collaboration outcome would we like to achieve?
- Where are our partners currently?
- What would we need in to consider?

Consider Community Readiness

The Harwood Institute's The 5 Rhythms of Community Change



Source: [The Harwood Institute](#)

- Where is this effort on the community readiness continuum?
- Are there multiple layers of leadership in the community?
- Are these layers of leadership connected?
- Are there influential champion(s) willing to convene the conversation?
- Is there an appetite to work differently?
- Does the issue warrant a needle-moving strategy?
- Are the leaders willing to invest their human and financial resources in this effort?

A Long-Term Commitment is Required

Collective Impact Unfolds Over 5 Phases

CI Components of Success	Phase I <i>Assess Readiness</i>	Phase II <i>Initiate Action</i>	Phase III <i>Organize for Impact</i>	Phase IV <i>Begin Implementation</i>	Phase V <i>Sustain Action and Impact</i>
Governance & Infrastructure	Convene community leaders	Identify champions & form cross-sector Steering Committee (SC) to guide the effort	Determine initial Action Teams and plan backbone infrastructure	Launch Action Teams & establish backbone infrastructure	Build out the backbone infrastructure; evolve Action Teams to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definition & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice & an equity lens – gain community perspective & input around the issue	Engage community more broadly & build public will	Continue engagement & conduct advocacy
Evaluation, Improvement & Learning	Determine if there is consensus/urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach) at SC & Action Team levels	Collect, track and report progress; establish processes to learn & improve

- The work of Collective Impact unfolds over 5 phases that are **NOT** linear
- It is not unusual for work of one to span more than one phase
- Different Pillars may also be in different phases at any given time
- The aim is to keep the pillars “roughly” in sync

Source: www.fsg.org

Nurture a Culture of Trust

4 Agendas in Collaborative Innovation



THE ALIGNING AGENDA
is about aligning around a clear and deeply shared intent for our work together.



THE CONNECTING AGENDA
is about building trusting connections across the many boundaries between us.



THE LEARNING AGENDA
is about deeply understanding the system and the human experience within it.



THE MAKING AGENDA
is about building and testing tangible solutions and bringing them to scale.

Source: [Co-Creative Consulting](#)

5 Collective Impact Framing Questions



- Do we aim to effect — needle-change (i.e., 10% or more) on a community-wide metric?
- Do we believe that a long-term investment (three to five-plus years) by stakeholders is necessary to achieve success?
- Do we believe that cross-sector engagement is essential for community-wide change?
- Are we committed to using measurable data to set the agenda and improve over time?
- Are we committed to having community members as partners and producers of impact?

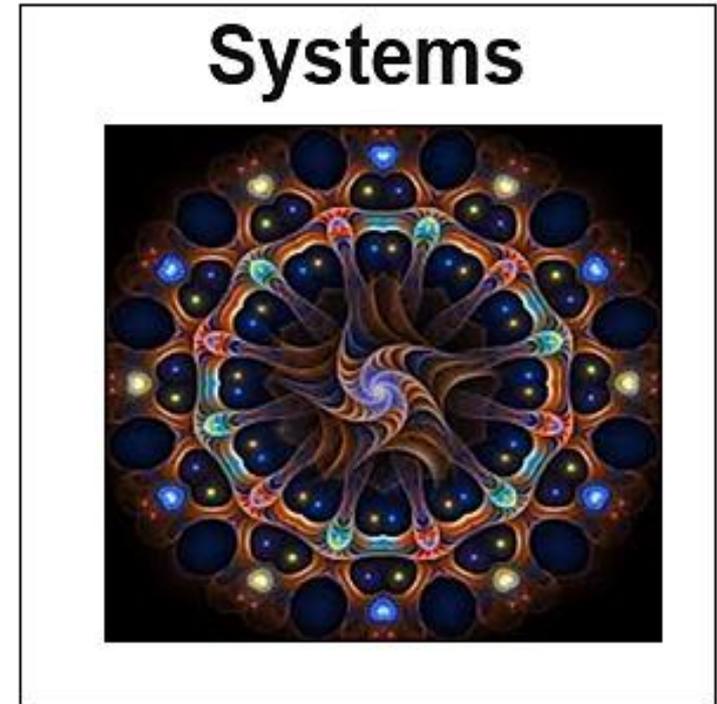
Source: The White House Council on Community Solutions

Collective Impact Success Factor #2

Cultivating a Systems Lens



Collective Impact Mindset Shift



Programmatic Versus Systems Change

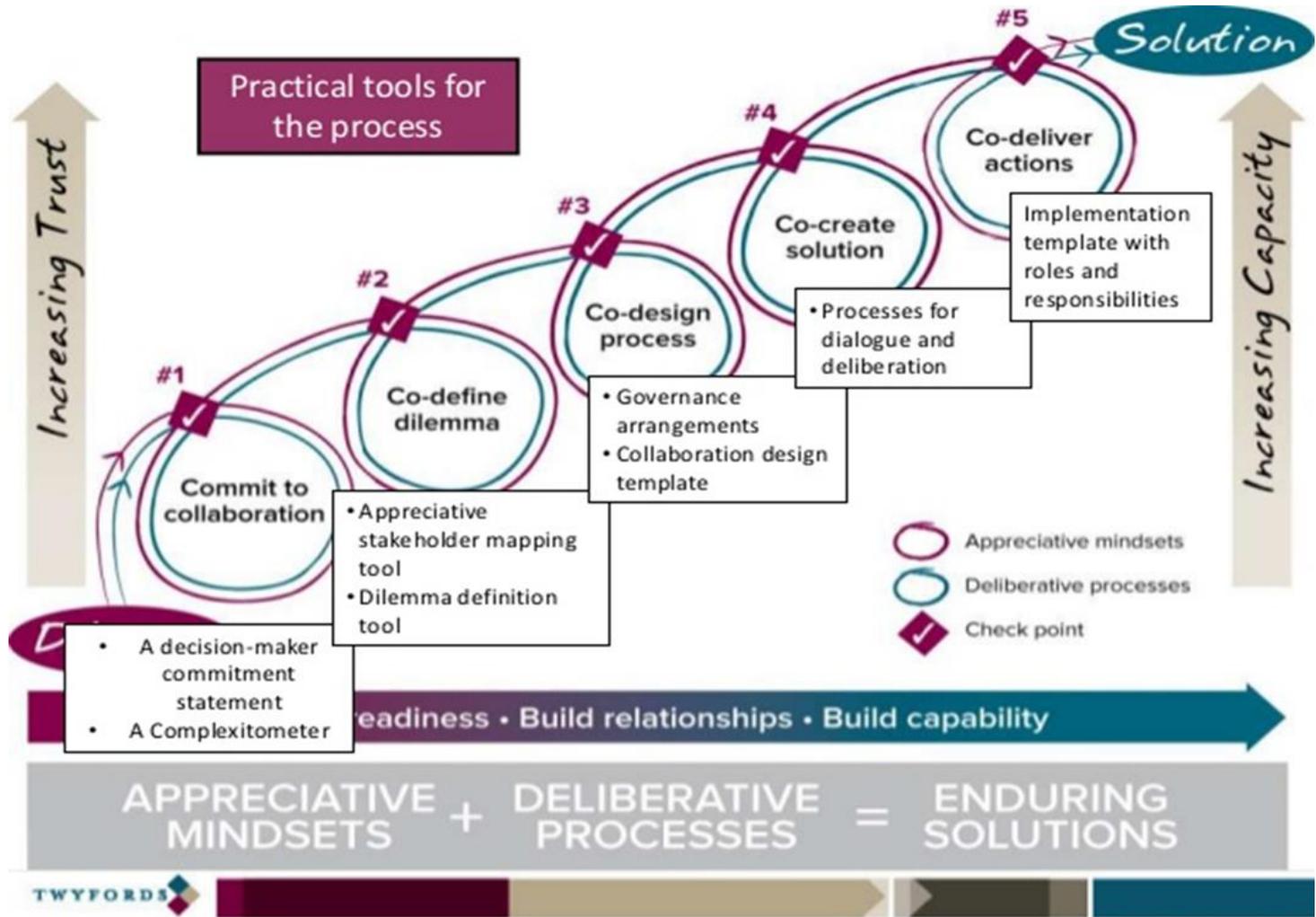
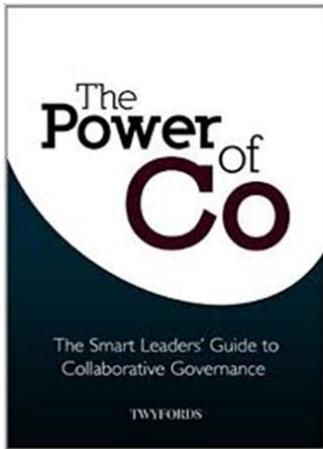


Karen J. Pittman

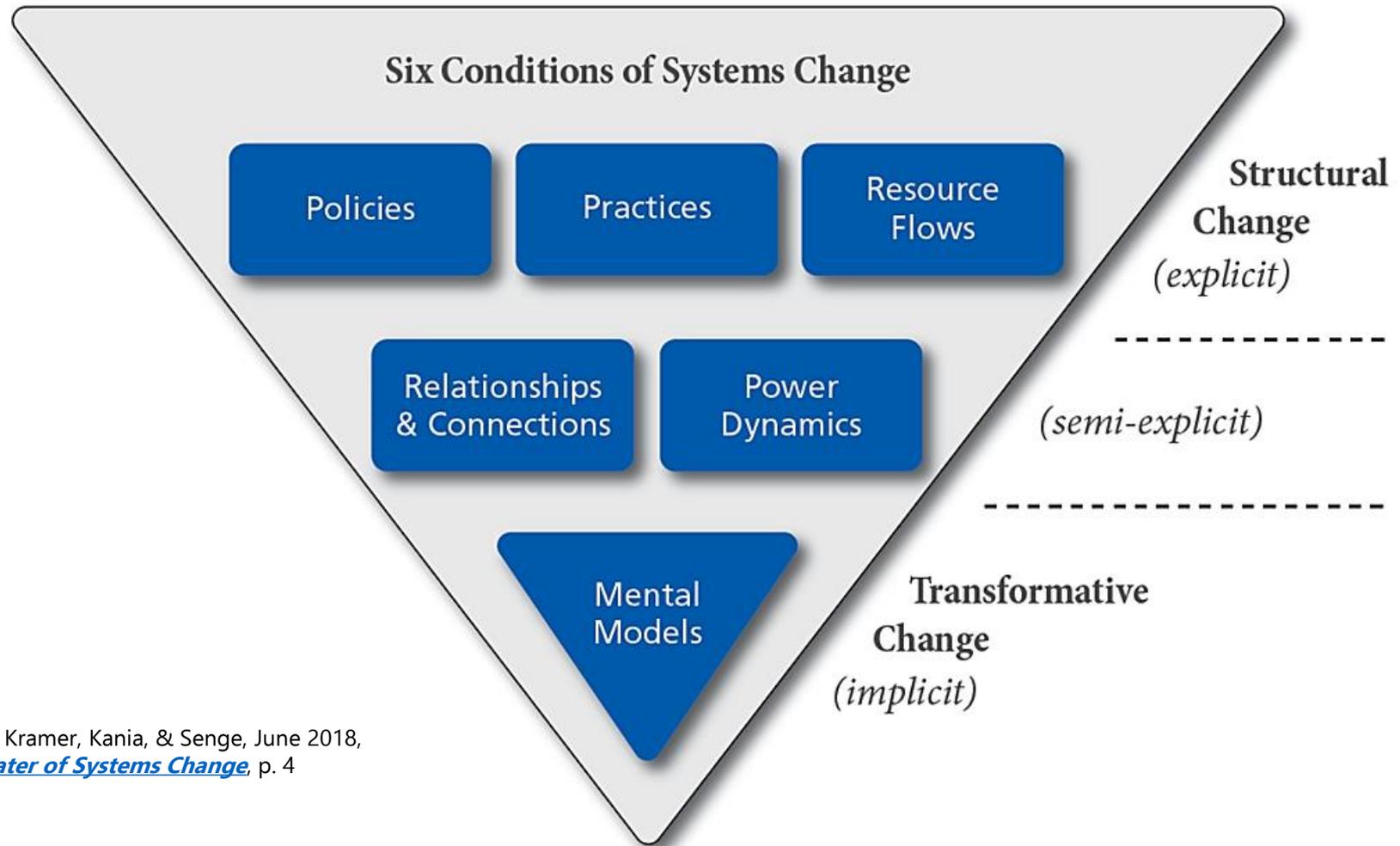
Co-Founder, President & CEO
of the Forum for Youth
Investment

- Programmatic interventions help people **beat the odds**
- Systemic interventions seek to **change the odds**

Co-Creating with Cross Sector Partners

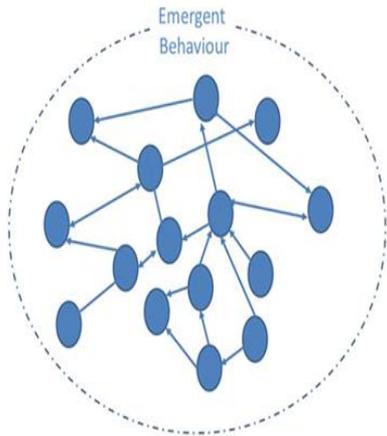


The Flow of System Change



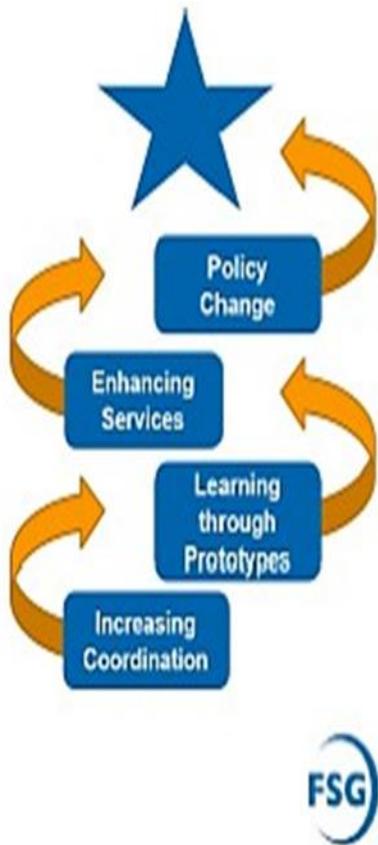
Source: Kramer, Kania, & Senge, June 2018, [The Water of Systems Change](#), p. 4

Characteristics Complex Adaptive Social Systems



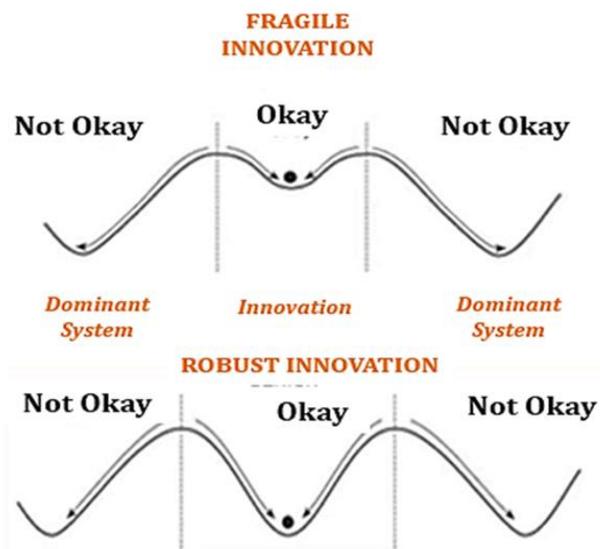
- We disrupt – rather than change – systems and then try to assist them to reorganize in more desirable patterns
- Systems have defense immune responses – they often resist change
- Changes in systems can trigger a wide variety of intended and unintended effects
- Systems can experience snap back when they return to old ways of doing things
- All efforts to change systems are adaptive (act, learn, adapt) and very difficult to plan much in advance

Strategies to Get to Systems Change



- **Policy** – advocating for policy change at local or provincial levels to improve the systems
- **Enhancing Services** – Bring in previously unnoticed practice, movement or resources to enhance existing local services
- **Learning Through Prototyping** – Start small with willing partners, learn from the experience and then expand
- **Increasing Coordination** – Re-aligning existing programs and stakeholders to maximize system efficacy

What is Snap Back?



- Can we decrease the resilience of the dominant system?
- Can we deepen the resilience of our innovation?

- The dominant system is very resilient. Change may be short-lived as systems “snap back” to the old way of doing things
- Snap back can occur at many levels (individual, organizational, initiative, and/or societal)
- Any effort to change systems will be adaptive, messy, ever-evolving and will often yield unpredictable results

6 Actions to Prevent Snap Back



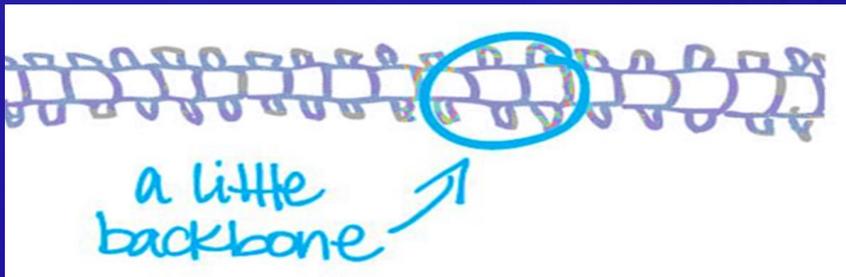
“Managers would rather live with a problem they can’t solve than with a solution they can’t fully understand or control”

- Eric Bonabeau
CEO, Icosystems

1. Embrace unknowability
2. Relationships are key (keep the faith, enhance the attractors for your innovation, dampen attractors of dominant system)
3. Ensure community ownership of actions and measurement (trust the voice of the community)
4. Invest in ongoing engagement (don’t “starve” initiatives)
5. Be strategic thinkers not just strategic planners (recognize iterative work of systems change; develop pattern recognition skills)
6. Don’t confuse “quick wins” with “quick fixes” (success is NOT a destination; develop safe-fail experiments; engage both content AND context expertise)

Collective Impact Success Factor #3

Backbone Infrastructure & Collaborative Governance



CI Governance & Backbone Infrastructure

CI Components of Success	Phase I <i>Assess Readiness</i>	Phase II <i>Initiate Action</i>	Phase III <i>Organize for Impact</i>	Phase IV <i>Begin Implementation</i>	Phase V <i>Sustain Action and Impact</i>
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Governance is a thread that flows throughout all the conditions of Collective Impact



Backbone infrastructure facilitates & supports the collaborative work

Structural Components of a CI Initiative



Leadership Roles in a CI Initiative

Convenor

- Organizational Leadership
- Credibility to convene partners
- Commitment to the issue
- Capacity & Resources

Fiscal Sponsor

- Fiduciary responsibility
- Host & Supervise staff
- May provide additional resources as an investor
- Alignment to the mission of the sponsor

Backbone

- Staff Leadership
- Host & Supervise staff
- May provide additional resources as an investor
- Alignment to the mission of the sponsor

Leadership Table

- Multisector partners with credibility and spheres of influence
- Commit their organizations to the change outcomes of the Collective Impact Initiative
- Leadership Table may be advisory in nature

Steering Committee

- Composed of a smaller sub-set of the Leadership Table & Action Team Leadership
- Action-oriented stewards of the effort
- Work closely with backbone staff

Action Teams/Work Groups

- Composed of members of the Leadership Table and the broader community
- Formed around issues & opportunities not around organizations
- Responsible for driving forward sub-sets of the collective effort

Additional Roles in Collective Impact

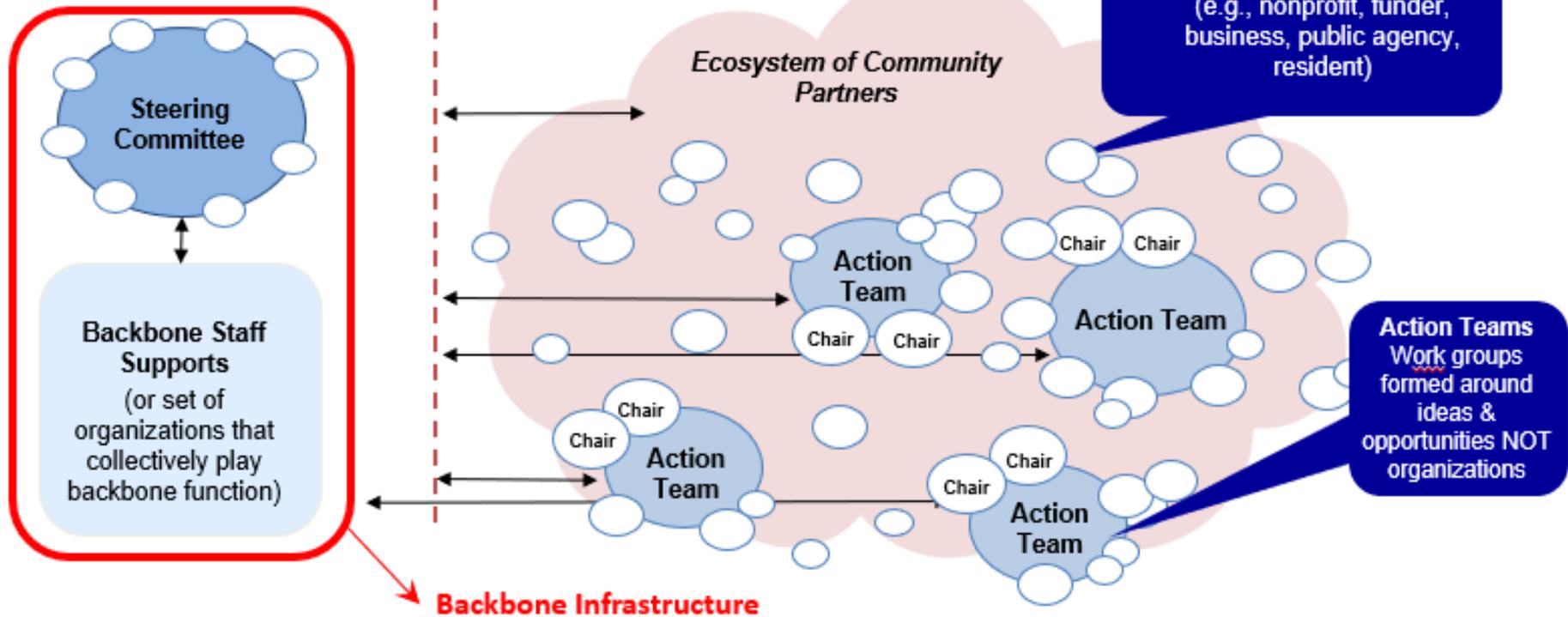


Collective Impact Infrastructure

Structuring for Intentionality and Uncertainty

Common Agenda and Shared Metrics

strategic guidance & support



6 Functions of the Backbone

Guide Vision and Strategy

Advance Policy

Mobilize Resources

Build Community Engagement

Support Aligned Activities

Establish Shared Measurement Practices

Backbones must balance the tension between coordinating & maintaining accountability, while staying behind the scenes to establish collective ownership.

Source: FSG Interviews & Analysis

Many Different Structures to the Backbone

	Stand Alone Charity as Backbone	Backbone Shared Across Multiple Organizations	Backbone in Another Organization (Fiscal Sponsor)	Leadership Table is Backbone Role (No Staff)
Pros	<ul style="list-style-type: none"> Established board with clear governance structure Mission and vision aligned with CI Leadership table Provision of charitable status Board assumes risks for CI initiative 	<ul style="list-style-type: none"> Established board with clear governance structure Mission and vision aligned with CI Leadership table Provision of charitable status Board assumes risks for CI initiative 	<ul style="list-style-type: none"> Established board with clear governance structure Mission and vision aligned with CI Leadership table Provision of charitable status Board assumes risks for CI initiative 	<ul style="list-style-type: none"> Leader are is deeply engaged Backbone functions shared across multiple organizations & leaders in community Risk is shared across multiple partners Role clarity amongst partners is required if multiple orgs are involved May be particularly useful in small communities
Cons	<ul style="list-style-type: none"> Supporting two leadership structures that may be in competition Partners may perceive funding is to support the charity More complicated to “go out of business” 	<ul style="list-style-type: none"> Confusion for staff re: who is accountable for what Greater ability for conflict if partners feel the role is unevenly shared Possibility of duplication & need for more collaboration of backbone staff 	<ul style="list-style-type: none"> Backbone staff have two layers of accountability (initiative & organization) Conflicts re: CI Initiative & Org’s mission and/or common agenda Fiscal sponsor may serve a time-limited role 	<ul style="list-style-type: none"> CI Initiative may become “side of the desk” activity Greater ability for conflicts to emerge Allows for duplication and requires greater collaboration across the team

Backbone Infrastructure & Collaborative Governance Example

Shape Up Somerville

	Work Groups	Objective/Strategy	Organizations Involved
Physical Exercise & Health	Positive Education Program	Enhance physical activities for 4 th -8 th Grades during and after school	Schools, ICH, Tufts, BG, EPH, YMCA, SPC
	Fire Department	Physical activity and nutrition initiative	Tufts, City
	Shape Up Coordinator	Citywide health promotion campaign	City, Tufts
	Healthy Mind Healthy Body	To educate Portuguese speaking community on physical activity & nutrition	MAPS
Infrastructure /Policy	Shape Up Somerville 5K	One day family fitness fair hospital initiative	HH, CHA, Tufts, LB, R, City
	Active Living by Design	Addresses walking promotion, policy, and extension of community path, traffic safety, and land utilization	City, GWS, WB, CHA, MAPS, FCP, BC
	Greenline Community Forum	Ensure extension of Green line & community path through Somerville	STEP, SCC, BC, MVT, City, ESNC, WB, LSA, USMS, FCP, Tufts
	Safe Start	Traffic safety	City, Tufts, CHA, SPD
Nutrition / Healthy Eating	Growing Healthy	School Garden Initiative To increase healthy eating for families	GWS, FMFM, ICH, SPS
	Healthy Eating by Design	Union Square farmers market To increase healthy eating opportunities for low income families	FMFM, MAPS, USMS, CHA, City
	WIC Program	To provide nutrition education and awareness to low income families	CHA

Memphis Fast Forward

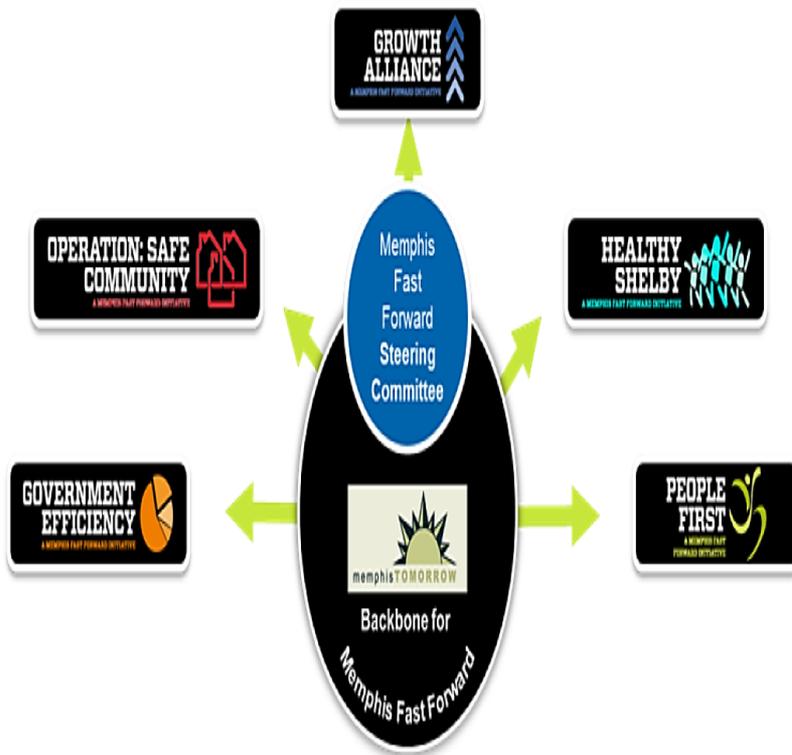


COMMON AGENDA

Creating good jobs, a better-educated workforce, a safer community, a healthier citizenry, and a fiscally strong and efficient government in Greater Memphis.

Action Area	Focus	Impact 2005-2013
Growth Alliance	Regional Eco Development Job growth & development of key industry clusters	<ul style="list-style-type: none"> Created more than 17,000 new jobs during the global recession Generated \$4.2 billion in new capital investments
Healthy Shelby Formed in 2012	Health & Wellness Improving community health & patient care while reducing cost	<ul style="list-style-type: none"> Confirmed common agenda & backbone Secured a core group of dedicated funders
PeopleFirst	Education & Talent Strengthening education from early childhood through college attainment	<ul style="list-style-type: none"> School reforms increased # of students in pre-k by 50%, Teacher evaluation system now includes student outcome data Increased # of high-potential teacher candidates (from 21 to 1,800 in 1 year)
Operation Safe Community	Public Safety Reducing crime through data-driven efforts.	<ul style="list-style-type: none"> Reduced violent & property crimes by more than 23% each Bank, business, & car robberies decreased over 60% A family safety center created for victims of domestic abuse
Government Efficiency	Efficient Government Promoting quality, efficiency & stewardship at city & county levels.	<ul style="list-style-type: none"> Created more than 17,000 new jobs during the global recession Generated \$4.2 billion in new capital investments

Memphis Fast Forward



- Memphis Tomorrow is the backbone for the broad collective impact effort, Memphis Fast Forward.
- Memphis Fast Forward provides an organizing structure and support to 5 separate issue-specific collective impact initiatives:
- Memphis Fast Forward is overseen by a 20-person steering committee that includes key elected and business leaders.
- The Steering Committee monitors data, makes decisions, endorses and advocates the initiative's work, and provides some funding for initiative partners.

Essential Governance Threads



The Big Picture

- Challenging Community Aspiration
- Guiding Principles
- Framework for Change

The Technical Agreements

- Memorandums of Understanding
- Terms of Reference
- Conflict resolutions mechanisms

Areas of Focus

- Membership & Decision-making
- Funding
- Communicating & Reporting
- Policies and Procedures

Collaborative Governance Success

A good arrangement is one in which:

- The group is making satisfactory progress;
- The effort and conflict required to make progress is reasonable;
- Members are achieving some personal/organizational objectives;
- Everyone involved is learning much more about the complex issue;
- The overall process is self-refueling, leading to greater ambition and capacity



Collaborative Governance Principles



- **Transparency and Accountability:** Decisions take place in the public eye.
- **Equity and Inclusiveness:** All interests who are needed and willing contribute to solution.
- **Effectiveness and Efficiency:** Solutions are tested to make sure they make practical sense.
- **Responsiveness:** Public concerns are authentically addressed.
- **Forum Neutrality:** Different perspectives are welcome; the process itself has no bias.
- **Consensus-Based: Decisions** are made through consensus rather than majority rule.

Final Thoughts On CI Governance & the Backbone



- The working relationship amongst partners is vital
- Understanding and working within the limits of accountability and structures
- There is a need to focus both on the process and the product of governance in collaboratives
- Use this opportunity to learn and have fun

**“Collective Impact
happens at the speed of
trust.”**

- Liz Weaver, Tamarack Institute

AT YOUR TABLE

THINK & SHARE

Choose 1 of the 3 CI Success Factors & identify:

- **Key insights and AHAs**
- **Emerging questions**
- **Helpful tools and tips**

Capture your group's highlights to share



Get in touch with Sylvia Cheuy

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In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



CITIES REDUCING POVERTY | CITIES DEEPENING COMMUNITY
Vibrant Communities

In **Vibrant Communities** we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty** and **deepen community**.

Feedback?

Please be sure to fill out the **event evaluation** on the last day of the festival.

Questions and Concerns? Email us at **tamarack@tamarackcommunity.ca**

So What? Now What?

- What learning is needed to further the practice of Collective Impact?