

Collective Impact

1. Background
2. Description
3. Evaluation
4. Example
5. Discussion

- *Erika Wiebe, April 6, 2017*

Collective Impact - Background

- 2011 – ‘Collective Impact’ by John Kania and Mark Kramer, *Stanford Social Innovation Review*
- Framework for solving complex social problems on a large scale
- Put language around practices that many people were already doing at some level

Collective Impact - Definition

*“Collective Impact is the **commitment** of a group of actors from **different sectors** to a **common agenda** for solving a **complex social problem.**”*

Collective Impact is not...

- *THE* answer, rather it is one approach
- always the appropriate approach
- driven by business
- a program

Collective Impact Principles

- Put the problem at the centre
- You can do more and do it better if you bring a variety of partner stakeholders to the table
- Governments are partners rather than isolated problem-solvers
- ‘Unusual suspects’ can add a lot
- Good actions rely on good data – in the broadest sense

The Collaboration Spectrum

Trust

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

Turf

Loose

Tight



Collective Impact

Five Conditions / Characteristics:

Collective Impact 2.0 - Management	Collective Impact 3.0 – Movement Building
Common Agenda	Community Aspiration
Shared Measurement	Strategic Learning
Mutually Reinforcing Activities	High Leverage Activities
Continuous Communication	Authentic Community Engagement
Backbone Support	Containers for Change

Collective Impact Suitability

4 Pre-conditions:

1. Cross-sector involvement is necessary to solve this problem (complex problem)
2. There is urgency and commitment to solve this problem
3. There is a desire to go beyond incremental change – to systems changes
4. Adequate resources are in place to see this through

Collective Impact - Evaluation

‘Developmental Evaluation’

- Shift from proving validity to ‘how can we learn something new about this?’
- Less focused on outcomes – more focused on the process
- Centred on learning and improving / adapting as you go
- Ambiguity is tolerated (“your best guess”)
- Creative methodologies

Collective Impact Locally

- Nine Circles
- End Homelessness Winnipeg
- WPRC
- YAA
- Block by Block

Collective Impact Community of Practice