

## The Three Preconditions for Collective Impact

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| <p><b>Influential Champion(s)</b></p>      | <p>Dynamic leadership is needed to catalyze and sustain collective impact and to command the respect necessary to bring CEO-level cross-sector leaders together and actively engaged over time. Must be passionately focused on solving a problem but willing to let the participants figure out the answer for themselves.</p> |
| <p><b>Adequate Financial Resources</b></p> | <p>Must last for at least 2-3 years, generally in the form of at least one anchor funder who is engaged from the beginning and can support and mobilize other resources to pay for the needed infrastructure and planning processes.</p>  |
| <p><b>Sense of Urgency for Change</b></p>  | <p>Has a crisis created a breaking point to convince people that an entirely new approach is needed? Is there the potential for substantial funding that might entice people to work together? Is there potential for a fundamentally new approach?</p>   |

## The Five Conditions of Collective Impact

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|---|--|
| <p><b>Common Agenda</b></p>                   | <p>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.</p>  |
| <p><b>Shared Measurement</b></p>              | <p>Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.</p>   |
| <p><b>Mutually Reinforcing Activities</b></p> | <p>Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.</p>  |
| <p><b>Continuous Communication</b></p>        | <p>Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.</p>   |
| <p><b>Backbone Support</b></p>                | <p>Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.</p> |

## Isolated Impact vs. Collective Impact

| Isolated Impact   | Collective Impact   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Funders select individual grantees that offer the most promising solutions.</li> <li>◆ Nonprofits work separately and compete to produce the greatest independent impact.</li> <li>◆ Evaluation attempts to isolate a particular organization's impact.</li> <li>◆ Large scale change is assumed to depend on scaling a single organization.</li> <li>◆ Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.</li> </ul> | <ul style="list-style-type: none"> <li>◆ Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.</li> <li>◆ Progress depends on working toward the same goal and measuring the same things.</li> <li>◆ Large scale impact depends on increasing cross-sector alignment and learning among many organizations.</li> <li>◆ Corporate and government sectors are essential partners.</li> <li>◆ Organizations actively coordinate their action and share lessons learned.</li> </ul> |

## Phases of Collective Impact

| Components for Success               | PHASE I<br>Initiate Action                            | PHASE II<br>Organize for Impact                                  | PHASE III<br>Sustain Action and Impact                             |
|--------------------------------------|---|--|--|
| <i>Governance and 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 and Improvement</i>    | Analyze baseline data to identify key issues and gaps | Establish shared metrics (indicators, measurement, and approach) | Collect, track, and report progress (process to learn and improve) |

Taken from Stanford Social Innovation Review. See the full article here:

[https://ssir.org/articles/entry/channeling\\_change\\_making\\_collective\\_impact\\_work](https://ssir.org/articles/entry/channeling_change_making_collective_impact_work)