

Collective Impact Primer

Keeping Kids Healthy through Collective Impact

In preparation for our launch event, we invite you to get one step further in your knowledge and understanding of the Collective Impact framework. For some of you, it might consist of reading this one pager. Others may want to dig deeper by reviewing the additional recommended resources provided below.

What is Collective Impact? *Adapted from Kania, J. & Kramer, M. (2011).*

Collective Impact is a framework to address complex and persistent social issues. It is designed to facilitate collaboration between a diverse and large range of stakeholders, including government, business, philanthropy, non-profit organizations and citizens. The framework includes 5 conditions for systemic impact.



Common Agenda | Collective impact requires all participants to have a shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions.

Shared Measurement System | Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures.

Mutually Reinforcing Activities | Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but instead by encouraging each participant to undertake the specific set of activities at which they excel in a way that supports and is coordinated with the actions of others.

Continuous communication | Non-profits, corporations, and government agencies need time to see that their own interests will be treated fairly, and that decisions will be made on the basis of objective evidence and finding the optimal solution to the problem which does favor the priorities of one organization over another.

Backbone Support Organizations | Creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why collective impact processes fail.

Dig Deeper (optional recommended reading)

Collective Impact Forum. (2014). Tackling Complex Social Problems through Collective Impact Video.

Available from: <https://youtu.be/pzmMk63ihNM>

Kania, J. & Kramer, M. (2011). Collective Impact. *Stanford Social Innovation Review*.

Available from: https://ssir.org/articles/entry/collective_impact

Stachowiak, S. & Gase, L. (2018). Does Collective Impact really make an impact. *Stanford Social Innovation Review*.

Available from: https://ssir.org/articles/entry/does_collective_impact_really_make_an_impact