

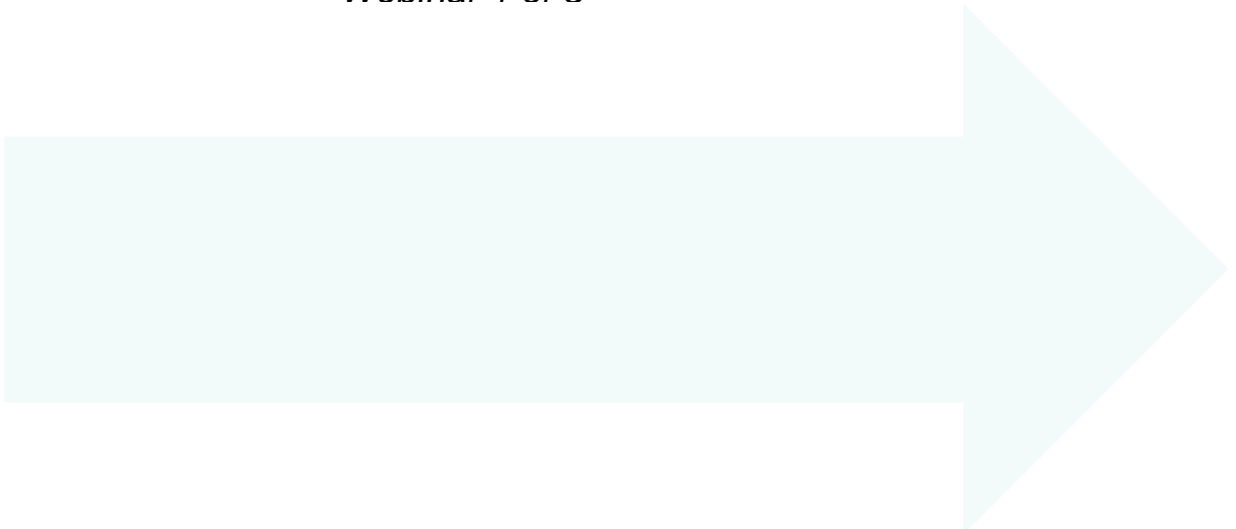


Handout Materials

Getting Started with Collective Impact

Is Collective Impact Right for You?

Webinar 1 of 3



**COLLECTIVE
IMPACT FORUM**



REIMAGINING SOCIAL CHANGE

1. Welcome



Welcome to “**Is Collective Impact the Right Approach for You?**” the first webinar in a three-part series on “Getting Started with Collective Impact.”

This series is designed to help you learn more about starting a collective impact initiative and how to get your initiative off on the right foot. You’ll hear from consultants from FSG who have helped implement dozens of initiatives as well as partner practitioners who are working “on the ground” in these initiatives.

In this webinar, we’ll focus on:

1. The foundations of the collective impact approach
2. How to identify the pre-conditions that enable collective impact efforts to succeed
3. How to determine whether collective impact is appropriate for your issue and local context

In the following pages, you’ll find tools and worksheets to help you through this part of the journey.

For additional resources, please visit the Collective Impact Forum at <http://www.collectiveimpactforum.org>.

2. Glossary of Terms



Collective Impact – *Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.*

The Five Elements of Collective Impact:

Common Agenda – All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions

Shared Measurement – All participants agree on how to measure and report on progress, with a short list of common indicators identified and used to drive learning and improvement

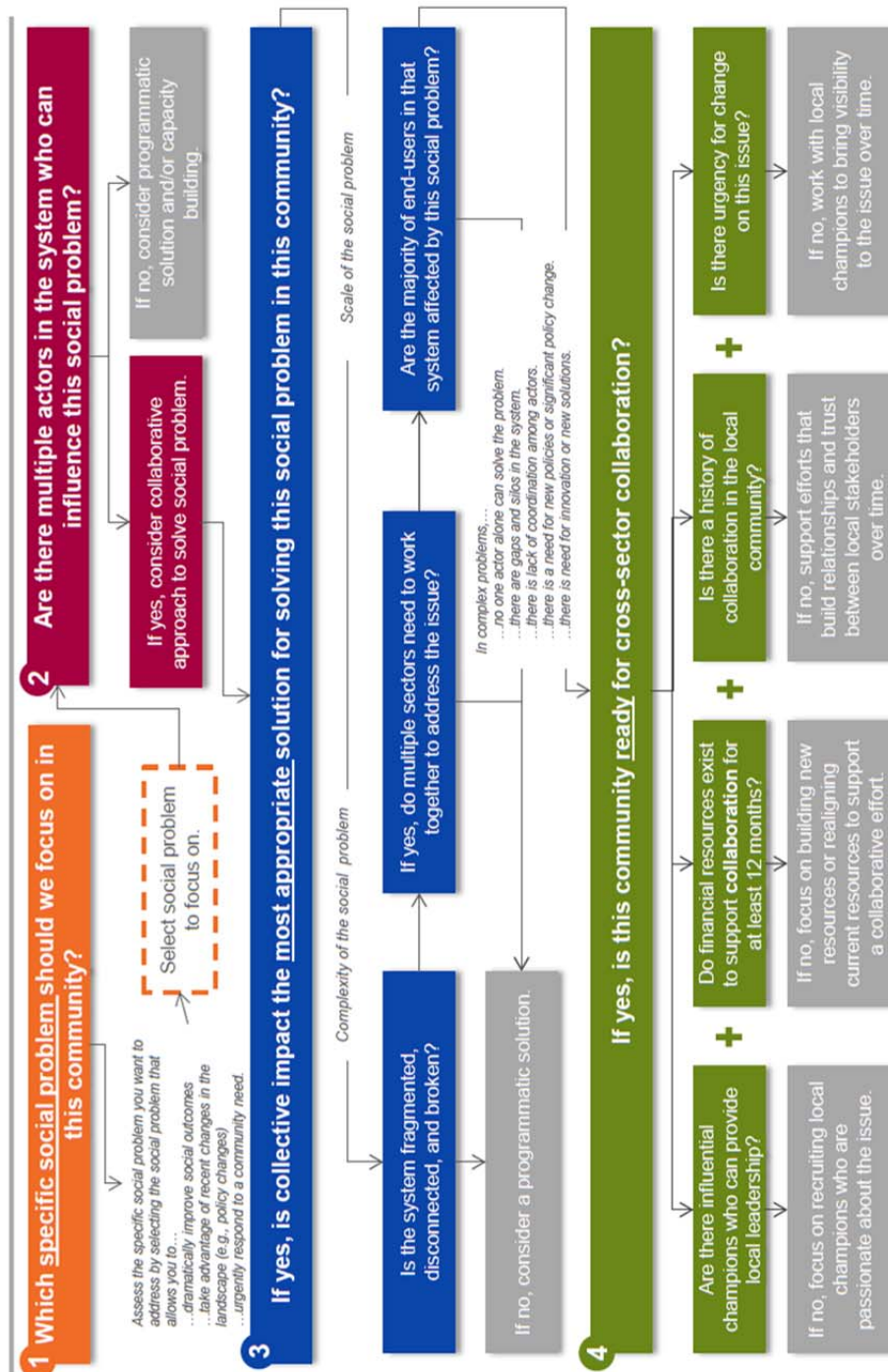
Mutually Reinforcing Activities – A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action

Continuous Communication – All players engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation

Backbone Infrastructure – An independent, dedicated staff (with funding!) guides the initiative's vision and strategy, supports aligned activities, establishes shared measurement practices, builds public will, advances policy, and mobilizes resources

3. Feasibility Framework

Download the [Collective Impact Feasibility Framework](#) from the Collective Impact Forum for the framework and full instructions.



4. Systems

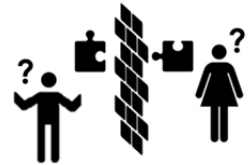
Collective impact is most appropriate if the system that the problem resides in is broken.

How can you tell if the system is broken?

Some key warning signs include:

1. Silos

- Actors in the system are not working together to address the problem (i.e., not coordinated)
- Beneficiaries face huge gaps in the system that exacerbate the problem
- Resources are duplicated across the system without much result



2. Outdated Policies

- Current policies either contribute to the problem or impose significant barriers to potential solutions



3. Little Innovation

- Current solutions do not address the true nature of the problem
- System actors are not empowered to take risks when designing solutions
- Evaluation and learning are not prioritized



4. Inequity

- Disparate community outcomes for marginalized groups
- Limited power sharing across key stakeholders in the community (i.e., key decisions are made without considering multiple perspectives)
- Lack of engagement of those with lived experience in designing and implementing solutions



5. Lack of Scale

- Solutions have limited reach (i.e. small percentage of the population has access)
- There are barriers to scaling successful solutions in the local landscape (e.g., resource limitations, lack of capacity, etc.)



5. Prerequisites

Launching a collective impact initiative has four prerequisites:

1. Urgency

- A critical problem in the community
- Frustration with existing approaches
- Multiple actors calling for change
- Engaged funders and policy makers



2. History of Trust

- Existing partnerships and collaboratives in the community
- Growing level of trust amongst key stakeholders



3. Local Champion

- Commands respect and engages cross-sector leaders
- Focused on solving problem but allows participants to figure out answers for themselves



4. Resources for Collaboration

- Committed funding partners, including local funders
- Sustained funding for at least 2-3 years to support the process of collective impact
- Resources dedicated to collaboration infrastructure (i.e., backbone, data)



6. Other Collaboration Tools

Collective impact is one of several effective collaboration tools.

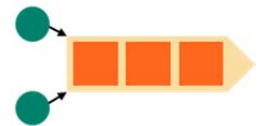
1. Joint Project

- Short-term, one-time collaborative effort among a small set of partners, often to develop or pilot an innovative product or approach



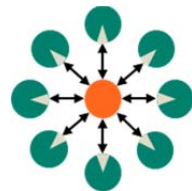
2. Joint Program

- Collaboration **among small set of partners to implement a program** to address a specific aspect of a social problem



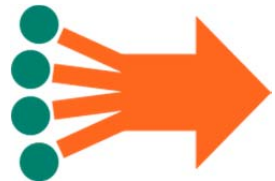
3. Strategic Alliance

- Platform for ongoing collaboration around one or more related social issues, aligning partners (typically >5) in support of a common agenda and joint investments



4. Collective Impact

- Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.



7. Our Initiative

Individually or with members of your group, fill out the following form:

1. What is the problem we are facing?

2. Does the problem require actors from across sectors to work together to solve it?

3. Is the problem we are trying to address of adequate scale to invest in a collective impact approach?

4. Is our system broken? (See pages 5-6)

a. What silos are we seeing?

b. Are there outdated policies affecting our problem?

c. What innovation challenges are there?

d. What equity challenges are there?

5. Are our prerequisites in place? (See page 7)

a. What tells us there is urgency around this problem?

b. Do we have trust across our cross-sector organizations?

9. Upcoming Trainings



Once you have determined that you are ready for collective impact, how do you get started? Join us for our upcoming webinars to learn more about next steps for your initiative.

[October 20, 2015 – Setting the Scene for Collective Impact](#)

In this webinar, you'll learn:

- How to identify champions and form a cross-sector group
- How to map the landscape and use data to define the problem and make the case for change
- How to include the voices of community members

[November 3, 2015 – Collaborating to Create a Common Agenda](#)

In this webinar, you'll learn:

- How to get to a common understanding of the problem being addressed
- How to conduct research and identify potential indicators for progress
- How to establish ownership and buy-in from key stakeholders and implementers

10. Resources



[Collective Impact](#)

Article

This is the original FSG article describing collective impact, published in the Winter 2011 *Stanford Social Innovation Review*. The article highlights how large-scale social change requires broad cross-sector coordination, and explains how substantially greater progress could be made in alleviating many of our most serious and complex social and environmental problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact.

[Collective Impact Feasibility Framework](#)

Tool

This framework offers a guide to help your group of stakeholders assess whether or not collective impact is the right approach to address a specific social problem in your community.

[Is Collective Impact the Right Approach?](#)

Blog

Panelist Admas Kanyagia describes the Collective Impact Feasibility Framework and how to use it.

[The Types of Problems Suited for Collective Impact](#)

Blog

Jennifer Splansky Juster, director of the Collective Impact Forum, explores core questions to ask when considering implementing a collective impact approach.

[Tackling Complex Social Problems through Collective Impact](#)

Video

What is collective impact? How is it different from other forms of collaboration?

[Channeling Change: Making Collective Impact Work](#)

Article

This follow-up to FSG's 2011 *Stanford Social Innovation Review* article explores new examples of collective impact initiatives and provides "how to" guidance for those who seek to initiate and lead collective impact initiatives.

[Embracing Emergence: Collective Impact Addresses Complexity](#)

Article

Complex social problems cannot be solved by a single organization or by a simple recipe. This article from FSG, originally published by *Stanford Social Innovation Review*, explores how the rules of interaction defined in a collective impact process put participants on a journey embracing collective vigilance, learning, and action. Through this collective journey, exciting new solutions to complex problems emerge.

[Essential Mindset Shifts for Collective Impact](#)

Article

From *Collective Insights on Collective Impact*, this article explains that to be effective, collective impact initiatives must consider who is engaged, how they work together, and how progress happens.



About the Collective Impact Forum

The Collective Impact Forum, an initiative of FSG and the Aspen Institute Forum for Community Solutions, is a resource for people and organizations using the collective impact approach to address large-scale social and environmental problems. We aim to increase the effectiveness and adoption of collective impact by providing practitioners with access to the tools, training opportunities, and peer networks they need to be successful in their work. The Collective Impact Forum includes communities of practice, in-person convenings, and an online community and resource center. Learn more and join the community at collectiveimpactforum.org.



REIMAGINING SOCIAL CHANGE

About FSG

FSG is a mission-driven consulting firm supporting leaders in creating large-scale, lasting social change. Through customized consulting services, innovative thought leadership, and support for learning communities, we help foundations, businesses, nonprofits, and governments around the world accelerate progress by reimagining social change. Our website is designed to provide you with the tools and resources you need to put ideas into practice. Learn more and visit the new FSG.org.