

Mike

| The Five 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. |
| Shared Measurement | Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable. |
| Mutually Reinforcing Activities | Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action. |
| Continuous Communication | Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation. |
| Backbone Support | 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. |

Isolated Impact vs. Collective Impact

ISOLATED IMPACT

- Funders select individual grantees that offer the most promising solution.
- Nonprofits work separately and compete to produce the greatest independent impact.
- Evaluation attempts to isolate a particular organization's impact.
- Large-scale change is assumed to depend on scaling a single organization.
- Corporate and government sectors are often disconnected from the efforts of foundations and non-profits.

COLLECTIVE IMPACT

- Funders and implementers understand that social problems, and their solutions, arise from the intersection of many organizations within a larger system.
- Progress depends on working toward the same goal and measuring the same things.
- Large-scale impact depends on increasing cross-sector alignment and learning among many organizations.
- Corporate and government sectors are essential partners.

From Hanley Brown, F., J. Kania, and M. Kramer, 2012. Channeling Change: Making Collective Impact Work, Stanford Social Innovation Review.

Can we be backing several groups. - not project evaluation, communication spend efforts to get them the funds to a point to this concept.

Scalable, local, statewide, regional - facebook pages -

How auditors are relating back to them. - Create networks

Be digital - bundle opportunities, share differently. -

of people to use them to create backbone & MOOCs??

Be more train the train - first systems unions - coordinating

89 groups in four systems