**Collective Impact Five Functions**

A commitment of a group of important actors from different sectors to a common agenda for solving specific social problems.

1. **Common Agenda**

Shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it.

1. **Continuous Communication**

People 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 the best possible solution to the problem, not to favor the priorities of one organization over another = TRUST and COMMON VOCABULARY

Trust is the result of people seeing that they will be treated fairly:

* Transparency, transparency, transparency
* Constant , open equal flow of information (use all technology and face to face meetings)
* Organizations commitments to who is at the table

Common Vocabulary/Language

* Define turf
* Define group
* Define project
* Define benefits to all involved

**3) Mutually Reinforcing Activities**

The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action.

* Based on consensus assessment and plan
* Highlight the interrelationships of work
* Carve out unique roles
* All participants are strengthened/improved
* Promotes the value and impact of the whole
* All partners share the benefits of the outcome

1. **Backbone Agency**

A separate organization and staff with a specific set of skills to serve as the backbone for the entire initiative. Backbone Organizations plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.

Behaviors encouraged by Backbone for Collective Impact/Collaboration

* Shared Decision Making
* Conflict Resolution Skills
* Consensus building
* Inclusion- always room for more
* Shared Information and Data
* Transparency, transparency, transparency
* The only meeting happens in the room – no side or secret meetings

Backbone Structure Must Reflect Desired Change

* Participants/Membership
* Shared Leadership (Defined roles, parameters and responsibilities)
* Decision Process
* New Policies, Procedures, Bylaws
* Work groups, sub groups, committees
* Focus people’s attention and create sense of urgency
* Apply pressure to stakeholders without overwhelming them.
* Competence to frame issues in a way that presents opportunities as well as difficulties
* Strength to mediate conflict

**5) Shared Measurement Systems**

Partners agree to measure results based on same criteria and use only evidence-based decision making.

* Common way of measuring results (Results Based Accountability)
* Improve quality and credibility of data
* Can help measure multi factor outcomes
* Benefit the organization ( e.g. CQI, quality data, reporting)
* Can also measure collaborative outputs and outcomes.

**RESOURCES:**

Collective Impact:

a. John Kania & Mark Kramer, *Collective Impact, Stanford Social Innovation Review, Winter 2011*:

b. Hanleybrown, Kania, and Kramer's (2012) "Three Distinct Phases of Launching Community Impact“

Collaborative Development Resources

The Community Toolbox:

http://ctb.ku.edu/en/default.aspx