SURREY INTERCULTURAL SENIORS SOCIAL INCLUSION PARTNERSHIP (SISSIP) NETWORK PROJECT: COLLECTIVE IMPACT FRAMEWORK

SISSIP Project Meeting
Tuesday, January 21st, 2020

SRDC 25 SRSA
SOCIAL RESEARCH AND DEMONSTRATION CORPORATION
SOCIÉTÉ DE RECHERCHE SOCIALE APPLIQUÉE

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What is a Collective Impact Framework?

Collective Impact *(CI) occurs when a group of important actors from different sectors commits to a common agenda for solving a specific complex social problem.* Preskill, Parkhurst and Splansky Juster (2014).

Picture from iStock/Wildpixel

What is different about Collective Impact?

- application to so-called "wicked" societal problems

- focuses on systems-level change

- involves many different people/organizations from diverse sectors

- a long-term time horizon that spans many years

- a systematic focus on five characteristics that maximize the probability of success

- focused on process as well as outcomes, particularly in early phases

Collective Impact is a structured approach to problem solving that includes five conditions

From isolated to collective impact

From
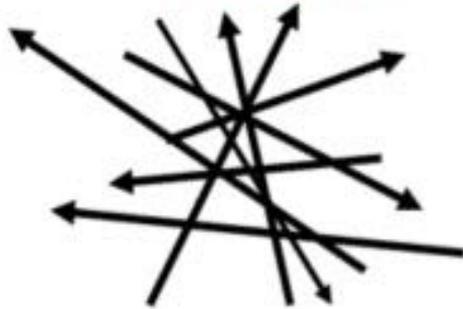
Organizations loosely collaborating while pursuing their own goals and metrics

To

Entities pursuing aligned goals and metrics to multiply their collective impact

Collective Impact: Five key elements

https://www.tes.com/lessons/a9ZGoHbP2MHkYA/week-2-term-4-2019

8 principles of practice are the "how" of Collective Impact

1. Design and implement the initiative with a priority placed on equity
2. Include community members in the collaborative
3. Recruit and co-create with cross-sector partners
4. Use data to continuously learn, adapt, and improve
5. Cultivate leaders with unique system leadership skills
6. Focus on program and system strategies
7. Build a culture that fosters relationships, trust, and respect across participants
8. Customize for local context

Working within the Collective Impact Framework

Difference between a *partnership* and a *collaboration to achieve a collective impact* : level of formal integration of activities, presence of a collective purpose and combined cultures (e.g. evaluation commitment across organisations)

Figure 1: Alliances across a continuum of integration
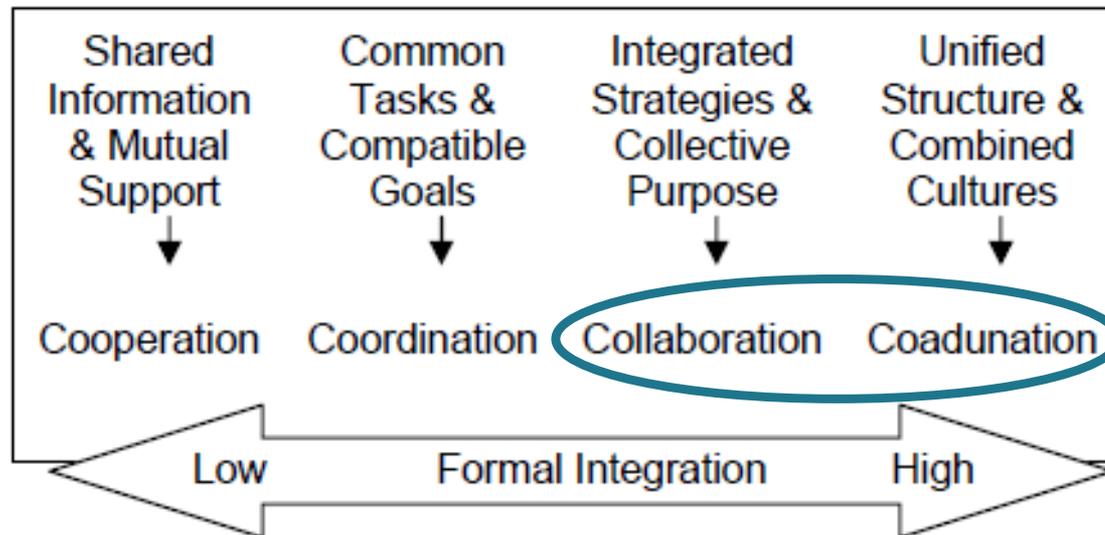
Source: Gadja R. (2004) Utilizing Collaboration Theory to Evaluate Strategic Alliances.

Collective Impact – Common challenges

Conditions	Challenges
Common agenda	• Projects that aim for similar long-term goals but issues addressed by partners have different roots
Shared measurement	• Partners are afraid of being evaluated • Measures chosen by the collective don't fit equally well with each project's objectives (lack of agreement on indicators) • Partners lack resources for evaluation outside their individual projects
Continuous communication	• Considerable time may be required for communication activities dedicated to the collaborative
Mutually reinforcing activities	• Imbalance among individual projects' level of efforts • Activities are either insufficiently differentiated or synchronized
Backbone structure	• Financial support conditional on activities, outcomes • Over-involvement at the project-level

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DETAILS ON THE FIVE COLLECTIVE IMPACT ELEMENTS

A common agenda

- Establishes boundaries of the issue: agreement about root causes of the problems and potential solutions.

- Develops a strategic action framework: common agenda must shift into tangible action.

- Successful frameworks include:

1. a problematic informed by research

2. a clear goal for change

3. diverse strategies to drive large-scale change

4. a set of principles that guides group behavior

5. an appropriate approach to evaluation

Shared measurement

A comprehensive set of measures that establishes a common language to:

- Monitor performance
- Encourage more collaborative problem-solving
- Track progress toward goals
- Learning what works or not
- Influence the design of the CI evaluation

Requires:

- Strong leadership
- Important funding and human resources
- Commitment by stakeholders to confidentiality and transparency
- Solid backbone organization to support training and review accuracy of data
- Adequate technology support (ideally web-based)

Continuous communication

- Consistent and open communication is needed across organisations to build trust, ensure mutual objectives, and create common motivation

- Communication is important among organizations themselves AND between organisations and the backbone structure

Mutually reinforcing activities

- Organizations need to use a collective plan of action and to align their activities with it

- Activities are **differentiated** while still being coordinated through a mutually reinforcing plan of action

Backbone organization

To manage and coordinate large groups involved in a collective takes time, resources, and a sophisticated skill set: need for a third party

Serves six essential functions:

1. Providing overall strategic direction

2. Facilitating dialogue between partners

3. Managing data collection and analysis

4. Handling communications

5. Coordinating community outreach

6. Mobilizing funding