Collective Impact

Common Agenda

We come together to collectively define the problem and create a shared vision of how to solve it.

Continuous Communication

We build trust and strengthen relationships.

Foster Reinforcing Activities

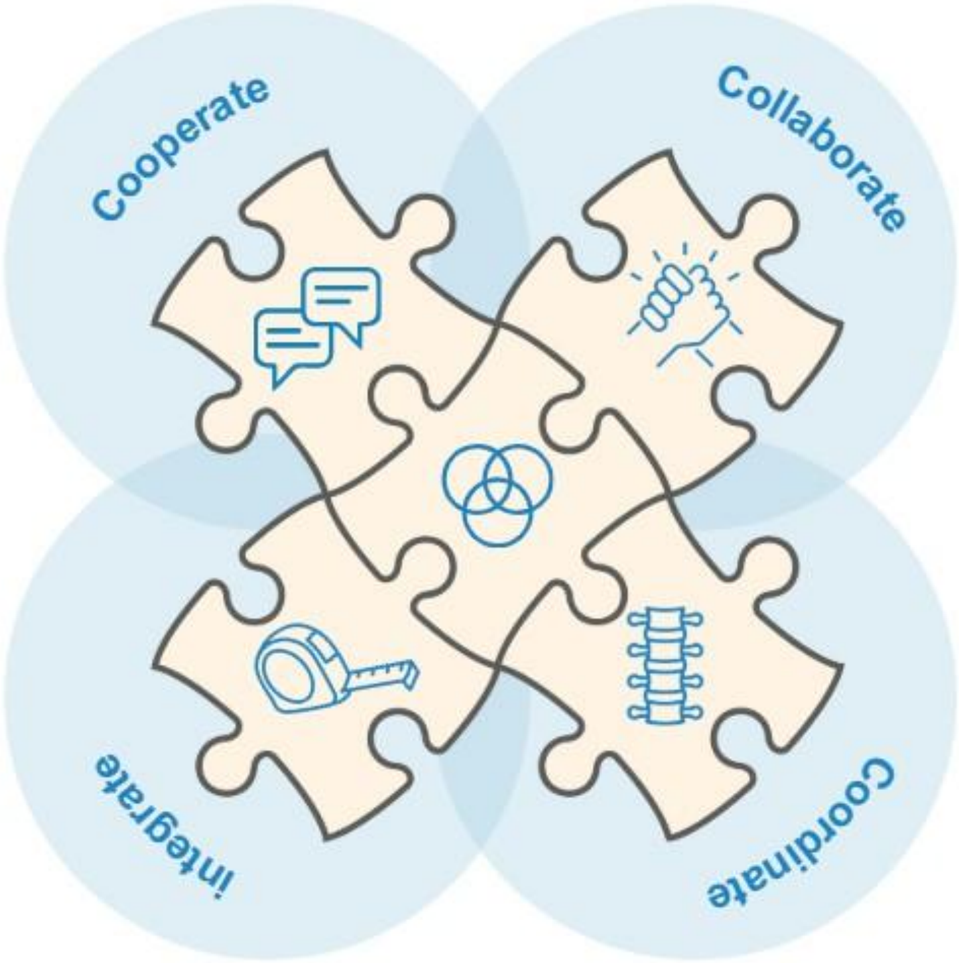
We integrate all of the participants' activities to maximize the end result.

Establish Shared Measurements

We have a dedicated team aligning and coordinating this work.

Strong Backbone

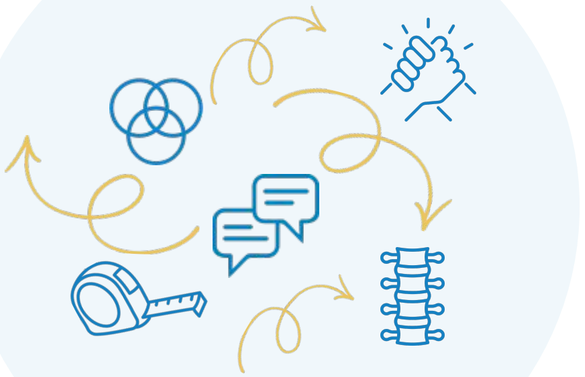
We all track progress in the same way, allowing for learning and accountability.



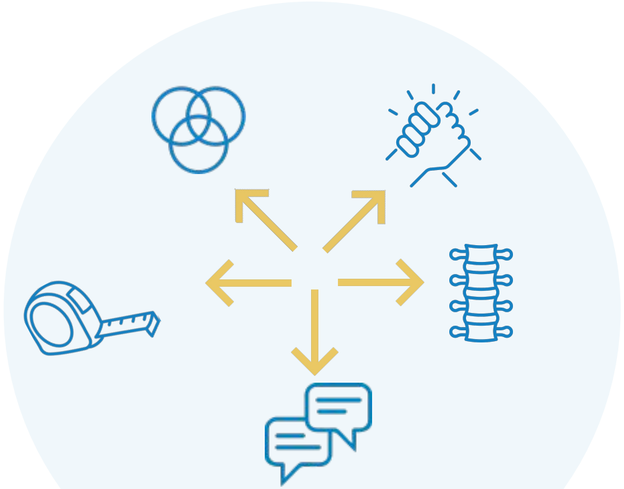
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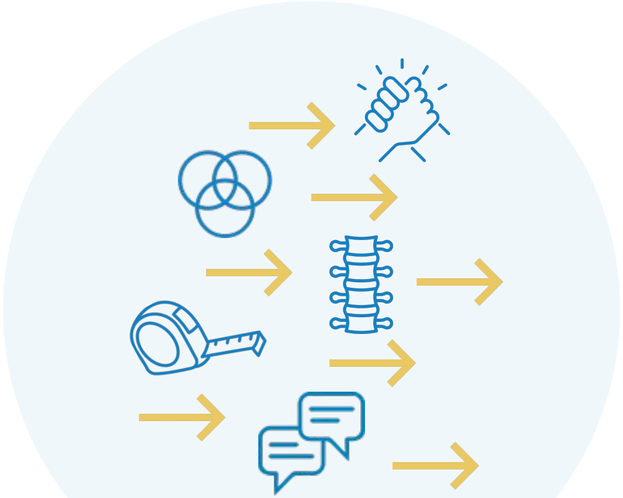
Alignment



Disorder/Confusion



Individual Impact



Coordinated Impact

Collective Impact



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Common Agenda

- Shared vision for change
- Common understanding of the problem
- Joint approach to problem solving
- Agreement upon actions/next steps

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Continuous Communication

- Consistent
- Open
- Transparent
- Trust is at the center



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Shared Measurements

- Agreement on how success is measured and reported
- Identify a list of common indicators
- Use data for learning and improvement

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Reinforcing Activities

- Differentiated approaches
- Willingness to adapt individual activities
- Coordination through joint action planning

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Backbone Support

- Communicates, aligns, coordinates and manages
- Ensures continuous communication
- Leads data collection, analysis, and sharing
- Builds fundraising and financial contribution
- Focus on strategy and development

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Collaboration Spectrum

Focus on Turf ← → Built on Trust

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, and attention	No connection between agencies	Networking and information sharing	Often informal interaction on activities or projects	Systematized alignment and agreement to work together on shared outcomes	Long term interaction based in a shared mission, goals, decision making and resources	Fully integrated programs, planning and funding

Loose Relationship ← → Tight Relationship

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Collaboration Spectrum

Low Commitment
Low Trust

High Commitment
High Trust

Networking

Partners primarily share and exchange information about their activities and services. Networking requires low levels of trust and minimal time, and it does not require partners to resolve turf or territorial issues.

Coordinating

Partners exchange information and are willing to adjust their services or program activities to achieve a common goal. This may include coordinating communication timelines, aligning with one another's organizational policies and procedures, or adapting practices to accommodate partners' limitations, resources, and fiscal realities.

Cooperating

Partners act on one another's recommendations to achieve a common goal. This may involve reaching out when issues arise, obtaining and implementing one another's recommendations.

Collaborating

Partners enhance one another's capacity by fully sharing expertise, learning from one another, sharing risk, and taking on challenges together. This can include intensive consultation and teaming around interventions, jointly monitoring implementation and progress, and maintaining ongoing feedback loops.

Integrating

Partners merge operational and administrative structures. This may involve fully embedding supports into the school setting, culture, and day-to-day operations. Integration requires a high level of commitment and trust, as well as effective handling of turf and territorial concerns.

Adapted from Act For Youth, 2019

Collaboration Spectrum

School Community Partnerships

Capacities Needed

- Basic independent capacities for functioning within a school
- Clear communication channels across teams and strategies for identifying information needs from others
- Process for sharing information, stated objectives, known leadership structure, and a plan for regularly evaluating progress
- Teams take each other's perspectives into consideration when decision-making and there is a stated process for arranging time, budget, and resources
- Regular opportunities to come together for reciprocal learning
- Access to resources and support available to groups contained within a single organization (ex. decision-making bodies, leadership, visibility)

Collaboration Spectrum

Internal Collaboration Partnerships

No Shared Decision-Making ← → **Consensus-Based Decision-Making**

Immuring	Networking	Coordination	Cooperation	Collaboration	Integrated
May be loosely aware of each other, but no designated lines of communication is established and decisions are made independently.	General awareness of team existence and generally communicate with each other. All decisions are made independently.	Structures process for sharing information with each other. Teams take each other's perspectives into consideration when making decisions.	Teams have central ideas, goals and resources. They share in some decision-making.	Teams share ideas, goals and resources with frequent and prioritized communication. All members partake in decision-making.	Members belong to one team, sharing resources and responsibilities. Frequent communication is characterized by mutual trust. Consensus is reached on all decisions.

Limited Communication ← → **Strong Communication**