Refined Collective Impact Model

A window of opportunity to collaborate through cross-sector partnerships to reach greater impact

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The academic model for reaching Collective Impact was refined with input from stakeholders and years of Save's practical experience in the field
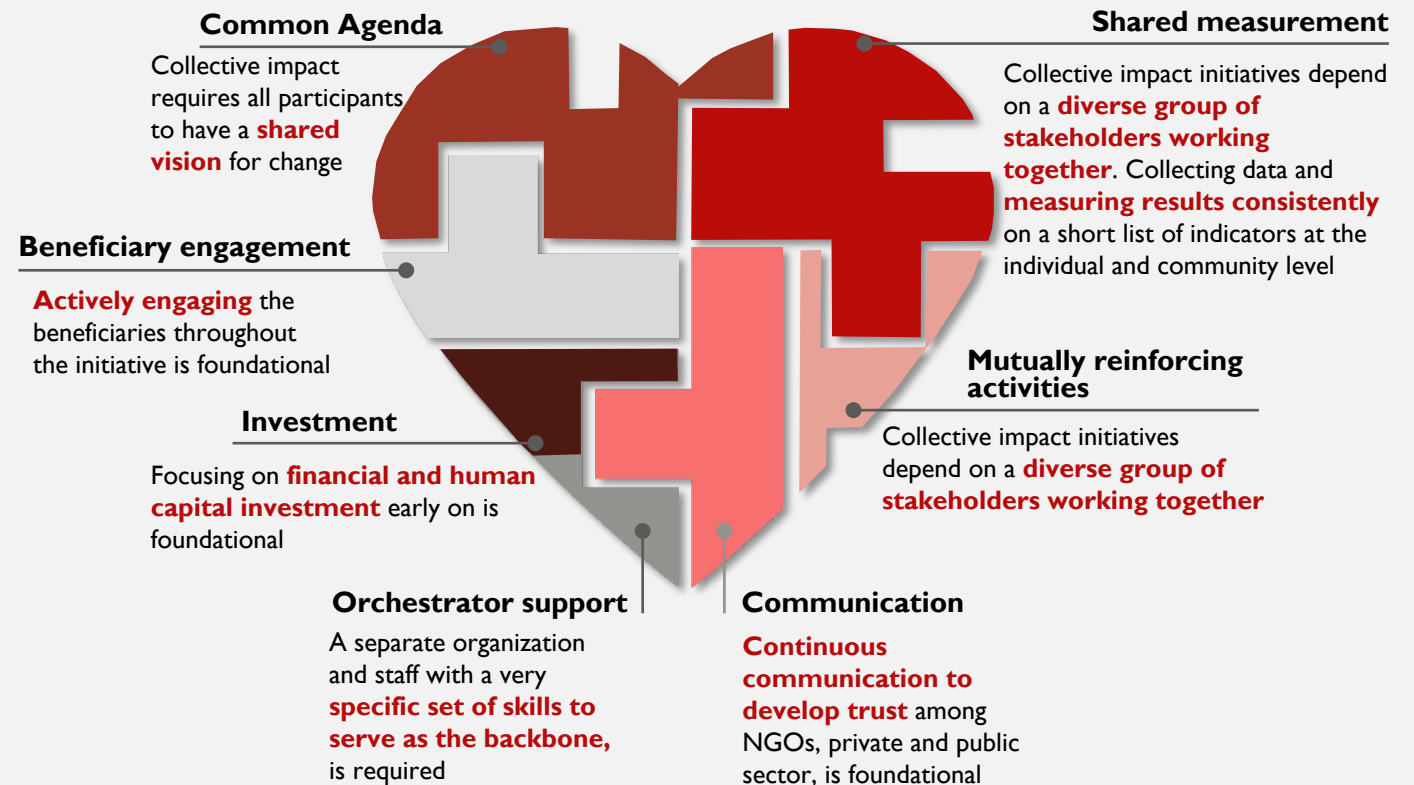
Executive Summary

What is the study?

Exploring the inner workings of a successful ecosystem partnership to reach collective impact by triangulating…

1. Collective Impact model, published in the Stanford Social Innovation Review and research at Stockholm School of Economics

2. Insights from Save the Children's practical experience, from working in ecosystem partnerships

3. Practical insights shared by stakeholders in the interviews

The purpose with the Collective Impact Model is for it to serve as…

– **Guiding principles to** solving complex societal challenges through ecosystem collaboration

– Establishing an ecosystem where **the value is in the system and not solely within each participating actor**

Components of the Refined Collective Impact model

Common Agenda

Collective impact requires all participants to have a **shared vision** for change

Shared measurement

Collective impact initiatives depend on a **diverse group of stakeholders working together**. Collecting data and **measuring results consistently** on a short list of indicators at the individual and community level

Beneficiary engagement

Actively engaging the beneficiaries throughout the initiative is foundational

Investment

Focusing on **financial and human capital investment** early on is foundational

Mutually reinforcing activities

Collective impact initiatives depend on a **diverse group of stakeholders working together**

Orchestrator support

A separate organization and staff with a very **specific set of skills to serve as the backbone,** is required

Communication

Continuous communication to develop trust among NGOs, private and public sector, is foundational

This study has shown that there are multiple definitions used interchangeably to define Collective Impact

Definitions

Throughout this study, we have relied on the following definitions

Concept	Definition	Reference
Collective Impact (CI)	Commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration	Stanford Social Innovation Review (M. Kramer, J. Kania)
Social Impact	Effect on people and communities that happens as a result of an action or inaction, an activity, project, programme or policy	Save the Children
Shared Value	Policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates	Harvard Business School (M. Kramer; M. E. Porter)
Ecosystem	Complex method of working together in an evolved collaboration	Jennie Perzon, PhD Handelshögskolan
Cross-sector Collaboration	Commitment of a group of actors from different sectors	Jennie Perzon, PhD Handelshögskolan
Beneficiaries	Youth directly benefiting from the effort	Save the Children
Social Return on Investment (SROI)	A method for measuring values – that are not traditionally reflected in financial statements – to identify ways on how to allocate capital and resources to create value for the community	BCM Public Health (B. Madaj; B. Aduragbemi)

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Research methodology for overall project, illustrating the key activities of the design of the Collective Impact model

Research methodology

| | Establish foundation for Collective Impact Model | | Collective Impact Model Design | | | | | Implementation of Model |

FOCUS

1	**2**	**3**	**4**	**5**	**6**	**7**
Save the Children identifies partners	Run test beds in socioeconomically marginalized areas	Leverage academic research and gather experiences, data and lessons learnt	Qualitative stakeholder interviews & evaluation	Data analysis: Qualitative analysis of themes	Data insights and conclusions	Accenture & Save engage with partners to outline success factors

KEY ACTIVITIES

▪ Identify social challenges in local communities ▪ Map competences needed against challenges to be addressed ▪ Identify partners with complementary skills	▪ Anchor program structure with beneficiaries ▪ Run program activities in local communities	▪ Gather lessons learnt from test beds ▪ Complement with academic research conducted with Stockholm School of Economics ▪ Engage stakeholders in meetings	▪ Data collection through in-depth interviews ▪ Semi-structured interview methodology ▪ Interview guide with key questions to define areas to be explored with interviewee ▪ Some variation to key questions depending on interviewee ▪ Two people will conduct each interview to enable detailed notes	▪ Analyse answers and drawing conclusions on themes	▪ Evaluate and shortlist stakeholders ▪ Develop value propositions for shortlisted potential partners, producers and community ▪ Synthesise results and develop final recommendations for the Collective Impact Model ▪ Develop guiding principles for Collective Impact Playbook	▪ Launch, design and market playbook ▪ Roll-out of redesigned model in local communities

2-5 years

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The collective impact model can be viewed as a puzzle, where all components are equally important in an ecosystem collaboration

The refined collective impact model

The purpose with the Collective Impact Model

- Guiding principles to solving complex societal challenges through ecosystem collaboration
- Establishing an ecosystem where the value is in the system and not solely within each participating actor

The Components

- All components in the collective impact puzzle are interdependent
- The importance of respective component varies in the different phases
- The principle of the model is dynamic among all components. The components are not activated sequentially
- Relevant components can be added as the puzzle is intended to be open-ended

Key success factors for respective component

Common Agenda

Collective impact requires all participants to have a **shared vision** for change, one that includes a **common understanding** of the problem and a **joint approach** to solving it through agreed upon actions.

Beneficiary engagement*

Actively engaging the beneficiaries throughout the initiative is foundational for creating Collective Impact in the long-term and individual empowerment in the short-term.

Investment*

Focusing on **financial and human capital investment** early on and involving funders in initial phases increases the chance to successfully create collective impact. With partners and/or external parties.

Shared measurement

Collecting data and **measuring results consistently** on a short list of indicators at the individual and community level ensures that all efforts remain aligned. Value-drivers can vary but **sharing measurements** across participating organizations enables participants to hold each other accountable and learn from each other's successes and failures.
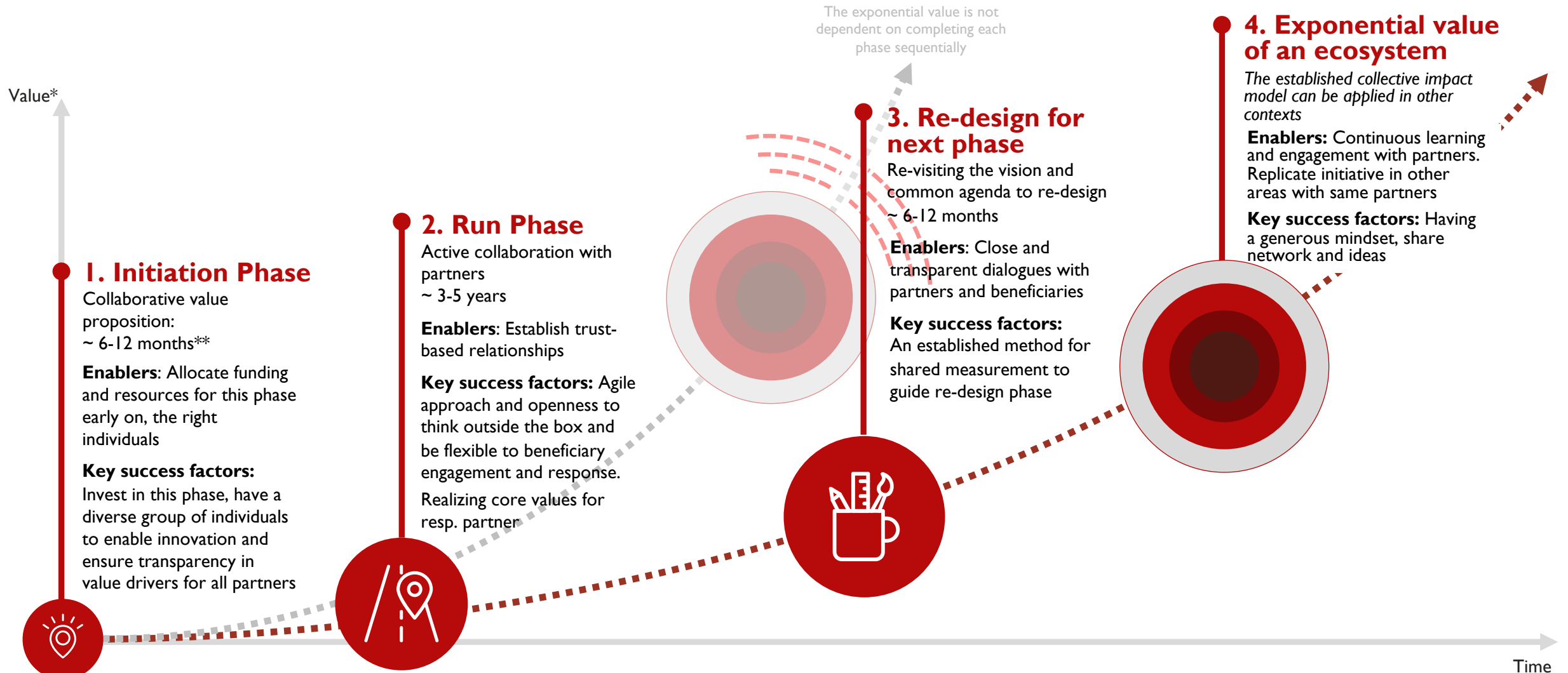
Mutually reinforcing activities

Collective impact initiatives depend on a **diverse group of stakeholders working together**. It does not require all participants do the same thing, but rather encourages each participant to undertake activities within their **area of expertise**. Important that all activities support the common agenda and are coordinated within the partnership.

Orchestrator support

Creating and managing collective impact requires a separate organization and staff with a very **specific set of skills to serve as the backbone** for the entire initiative. Coordination is time-consuming but vital to succeed with Collective Impact.

Communication

Developing trust among NGOs, private and public sector, is a challenge. Participants need several years of **regular interactions** to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts.

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* Extended components building on Collective Impact model: Kania and Kramer published an article in the Stanford Social Innovation Review entitled "Collective Impact" (2011)

Essential activities and the enablers required to succeed can be divided into three project phases to guide partnership in creating collective impact
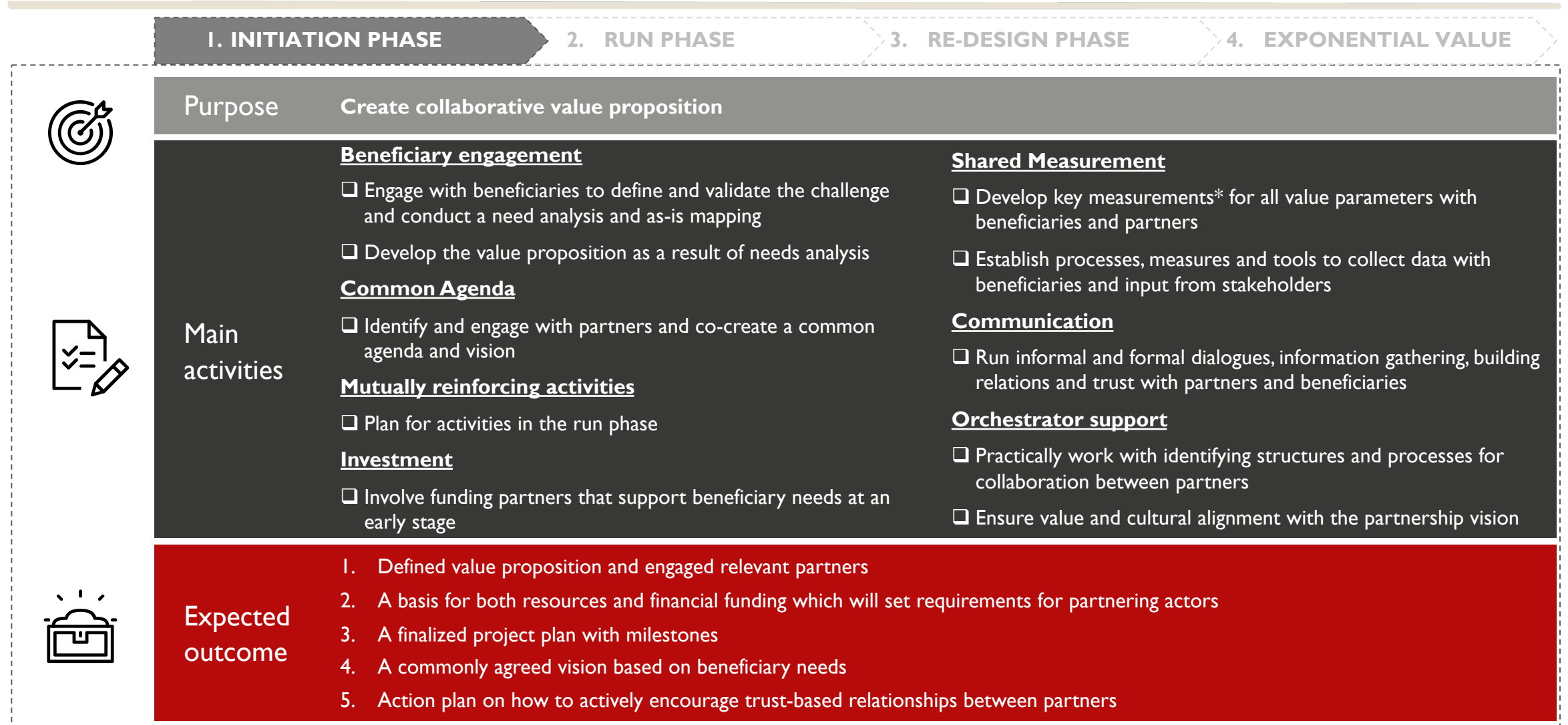
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Value*

The exponential value is not dependent on completing each phase sequentially

4. Exponential value of an ecosystem

The established collective impact model can be applied in other contexts

Enablers: Continuous learning and engagement with partners. Replicate initiative in other areas with same partners

Key success factors: Having a generous mindset, share network and ideas

3. Re-design for next phase

Re-visiting the vision and common agenda to re-design ~ 6-12 months

Enablers: Close and transparent dialogues with partners and beneficiaries

Key success factors: An established method for shared measurement to guide re-design phase

2. Run Phase

Active collaboration with partners ~ 3-5 years

Enablers: Establish trust-based relationships

Key success factors: Agile approach and openness to think outside the box and be flexible to beneficiary engagement and response.

Realizing core values for resp. partner

1. Initiation Phase

Collaborative value proposition: ~ 6-12 months**

Enablers: Allocate funding and resources for this phase early on, the right individuals

Key success factors: Invest in this phase, have a diverse group of individuals to enable innovation and ensure transparency in value drivers for all partners

Time

*Value - A broad definition of value, from social impact, external knowledge, media and marketing, to engagement. Source
** Timing is indicative, based on the case studies

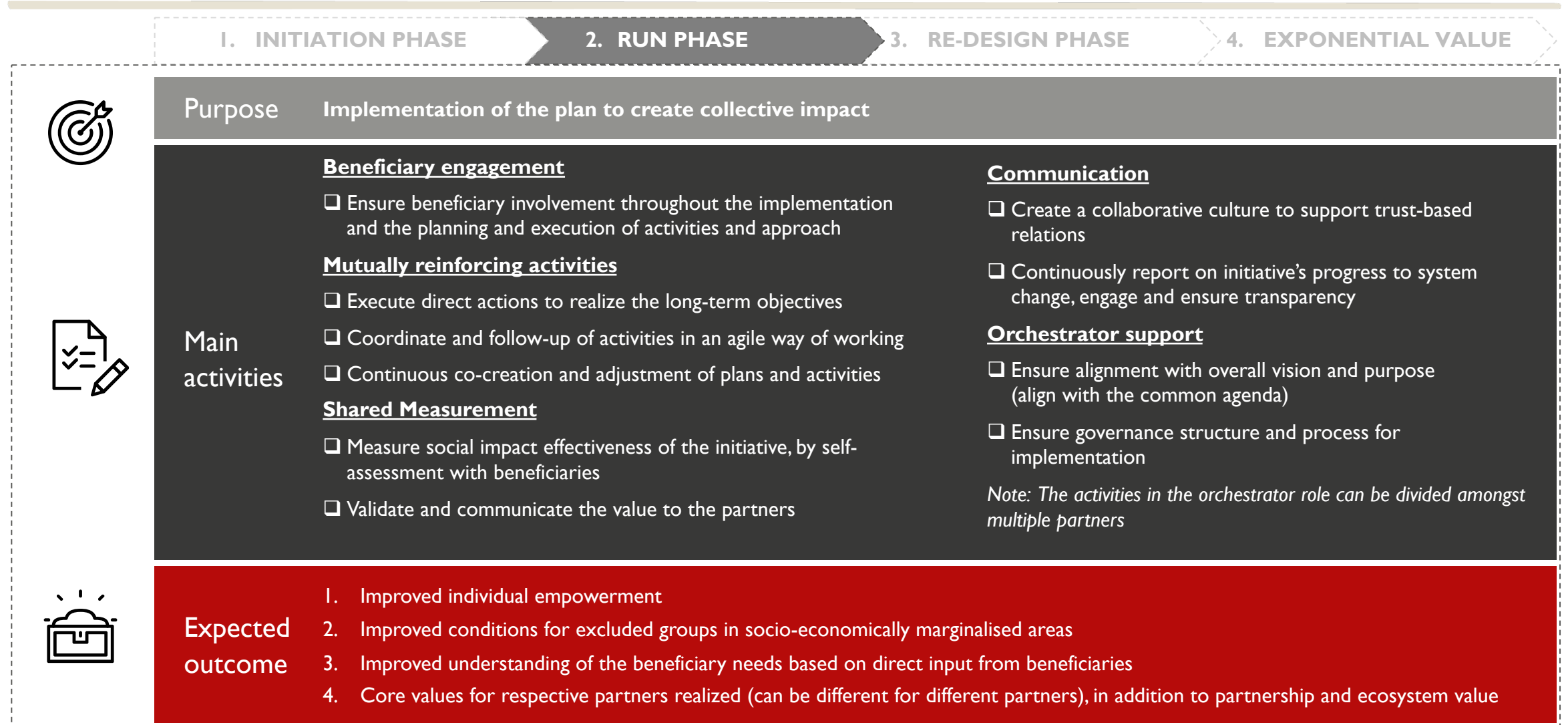Rädda Barnen

The Initiation Phase aims to create a collaborative value proposition in the partnership

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1. INITIATION PHASE	2. RUN PHASE	3. RE-DESIGN PHASE	4. EXPONENTIAL VALUE

Purpose	**Create collaborative value proposition**	
Main activities	**Beneficiary engagement** ❑ Engage with beneficiaries to define and validate the challenge and conduct a need analysis and as-is mapping ❑ Develop the value proposition as a result of needs analysis **Common Agenda** ❑ Identify and engage with partners and co-create a common agenda and vision **Mutually reinforcing activities** ❑ Plan for activities in the run phase **Investment** ❑ Involve funding partners that support beneficiary needs at an early stage	**Shared Measurement** ❑ Develop key measurements* for all value parameters with beneficiaries and partners ❑ Establish processes, measures and tools to collect data with beneficiaries and input from stakeholders **Communication** ❑ Run informal and formal dialogues, information gathering, building relations and trust with partners and beneficiaries **Orchestrator support** ❑ Practically work with identifying structures and processes for collaboration between partners ❑ Ensure value and cultural alignment with the partnership vision
Expected outcome	1. Defined value proposition and engaged relevant partners 2. A basis for both resources and financial funding which will set requirements for partnering actors 3. A finalized project plan with milestones 4. A commonly agreed vision based on beneficiary needs 5. Action plan on how to actively encourage trust-based relationships between partners	

*Key measurements – Individual empowerment for beneficiaries and KPIs for the initiative with the partners

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The Run Phase aims to implement the plan created in previous phase to create collective impact

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| | 1. INITIATION PHASE | 2. RUN PHASE | 3. RE-DESIGN PHASE | 4. EXPONENTIAL VALUE |

Purpose	**Implementation of the plan to create collective impact**

Main activities

Beneficiary engagement
- ❑ Ensure beneficiary involvement throughout the implementation and the planning and execution of activities and approach

Mutually reinforcing activities
- ❑ Execute direct actions to realize the long-term objectives
- ❑ Coordinate and follow-up of activities in an agile way of working
- ❑ Continuous co-creation and adjustment of plans and activities

Shared Measurement
- ❑ Measure social impact effectiveness of the initiative, by self-assessment with beneficiaries
- ❑ Validate and communicate the value to the partners

Communication
- ❑ Create a collaborative culture to support trust-based relations
- ❑ Continuously report on initiative's progress to system change, engage and ensure transparency

Orchestrator support
- ❑ Ensure alignment with overall vision and purpose (align with the common agenda)
- ❑ Ensure governance structure and process for implementation

Note: The activities in the orchestrator role can be divided amongst multiple partners

Expected outcome

1. Improved individual empowerment
2. Improved conditions for excluded groups in socio-economically marginalised areas
3. Improved understanding of the beneficiary needs based on direct input from beneficiaries
4. Core values for respective partners realized (can be different for different partners), in addition to partnership and ecosystem value

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Re-design for next phase aims to evolve the initiative based on the revisited beneficiary needs, to maximize collective impact

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1. INITIATION PHASE	2. RUN PHASE	3. RE-DESIGN PHASE	4. EXPONENTIAL VALUE

	Purpose	Evolve initiative based on the revisited beneficiary needs to maximize collective impact

Main activities

Beneficiary engagement
- ❑ Revisit the needs analysis and re-align with the beneficiaries to understand if there is an updated need

Common Agenda
- ❑ Adjust value proposition as well as revisit and re-design common agenda with partners

Investment
- ❑ Re-visit which partners and funders are needed

Shared Measurement
- ❑ Analyse data (social impact and partner value) and outcome of run phase, use insights to evolve the initiative
- ❑ *Note: the partner values can be very different for each partner*

Mutually reinforcing activities
- ❑ Conduct retrospective with beneficiaries and partners
- ❑ Validate existing roles and responsibilities and applicability to the re-designed initiative. Include funders in dialogues

Communication
- ❑ Ongoing communicate and connect with partners, however not in a operational manner as in the run phase
- ❑ Conscious and transparent on different partners value-drivers and capabilities

Orchestrator support
- ❑ The orchestrator facilitates the retrospectives and collects input to re-design

Expected outcome

1. Re-designed plan for next phase based on revisited beneficiary needs. Focusing on complementing the original vision
2. Updated infrastructure for the initiative
3. New value-adding initiatives as a result of the synergy effects of a collective impact partnership

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The exponential value phase aims to realize the synergy effect of working in an ecosystem partnership

The Refined Collective Impact Model

1. INITIATION PHASE	2. RUN PHASE	3. RE-DESIGN PHASE	4. EXPONENTIAL VALUE

Purpose — Realize the synergy effects of working in an ecosystem partnerships

Main activities

Common Agenda
- ❑ Coordinate visionary co-creation sessions to revisit/set a common agenda

Shared Measurement
- ❑ Develop key measurements for all value parameters with beneficiaries and partners
- ❑ Establish processes and measures and tools to collect data with beneficiaries and input from stakeholders

Mutually reinforcing activities
- ❑ Replicate imitative in other areas with same/or new partners
- ❑ Develop new initiatives with same and/or new partners

Investment
- ❑ Transparently disclose social return on investment to inspire systemic change

Communication
- ❑ Proof of concept illustrating the impact and practical application of CIM
- ❑ Insights and learnings shared beyond participating actors
- ❑ Share network (make new connections), ideas

Orchestrator support
- ❑ Identify and engage relevant partners

Beneficiary engagement
- ❑ Revisit beneficiary needs based on learnings
- ❑ Translate learnings from the beneficiary needs

Expected outcome

1. **Spinoff projects**, both directly connected to the original initiative and indirect connection to participating actors broadening their ecosystem
2. **Updated operating models** across all sectors by proving the concept of Collective Impact model, resulting in an overall systemic change

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Three key influencing factors have shown to be fundamental in order to reach innovative height in Collective Impact partnerships

Factors for innovation

INFLUENCING FACTORS TO INNOVATE		This factor entails…	How to succeed…
	Social innovation	The process of developing and deploying **effective** and **innovative solutions** to address challenging and systemic social issues	• Consider the role of digitalisation and technology in your partnerships and how it can support your vision • Build upon existing solutions to better fit the specific beneficiary needs
	Data-driven management	The governance approach that values decisions that can be backed up with **verifiable data** to improve the effectiveness of **analysing and interpreting the social impact** created	• Incorporate a plan on how to effectively measure progress aligned with social value • Develop or use an existing impact measurement tool for collection of structured data to prove the social impact of the partnership
	Social Return on Investment	The monetary value that Collective Impact can deliver to the **youth, the partners and the society** *(Note: non-quantifiable values are also important)*	• Quantify the opportunity youth • Identify the value levers which drive cost, define how they align with beneficiary needs • Develop business case and involve funders • Ensure social return is measured and communicated consistently

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