**Collective Impact: Key Concepts**

**Collective Impact:** Common goals achieved by multi-sector commitment to work together to address complex problems and create large-scale, lasting results that change lives.

**Cascading levels of linked collaboration:** A decentralized yet linked approach in which all efforts focus activities on shared goals and come together to share learnings. Structure may change over time. Engage in a continuous process of planning and doing grounded in evidence/feedback about what’s working or not working using mutually reinforcing activities and shared measurement systems.

1. **Backbone organization:** Lead convener who coordinates participants across the initiative. Does the “heavy lifting.” Provides periodic and systematic assessments of progress attained by workgroups and presents back to oversight committee.
   - Effective coordination by backbone can create aligned and coordinated action among multiple organizations simultaneously tackling various dimensions of a complex issue.
   - Requires respected, neutral leadership, ability to mobilize people, strong adaptive leadership skills and sufficient resources.

2. **Oversight group/steering committee:** Cross-sector CEO level members from key organizations and representatives affected by the issue. Creates common agenda and strategic framework.

3. **Working groups:** Formed around key strategies/leverage points. Subgroups may take on specific objectives within prioritized strategies. Meet separately; communicate and coordinate with each other.
   - Take actions organized around “moving the needle” (i.e., 10 percent or more) on a community-wide metric. Critical that all strategies clearly link to a common agenda/shared vision and shared measures, as well as link to each other.
   - Come together on a regular basis to share data and stories about progress and to communicate activities more broadly to grow circle of alignment.

**Dedicated capacity:** Staff support (2-7) to support day-to-day work and helps move effort forward. Includes Leader/Convener, Director and Facilitator, Data Analyst, Policy Analyst, Administrative Support and Communications Lead/Development Director. Other support may include team coordinators, coaches, interns/fellows and/or government affairs liaisons. Capacity may exist within one single organization or shared across multiple organizations.

**Shared measurement systems:** All participants collect data and measure results consistently. Data used for continuous learning, decision making, to track progress against community-wide goals, align resources, publicize outcomes to increase community support and attract funding.

**Work Collaboratively:** Focus on relationships and communication, share credit, and coordinate funding.