

Refined Collective Impact Model

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

Accenture, February 2021



Rädda Barnen

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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?

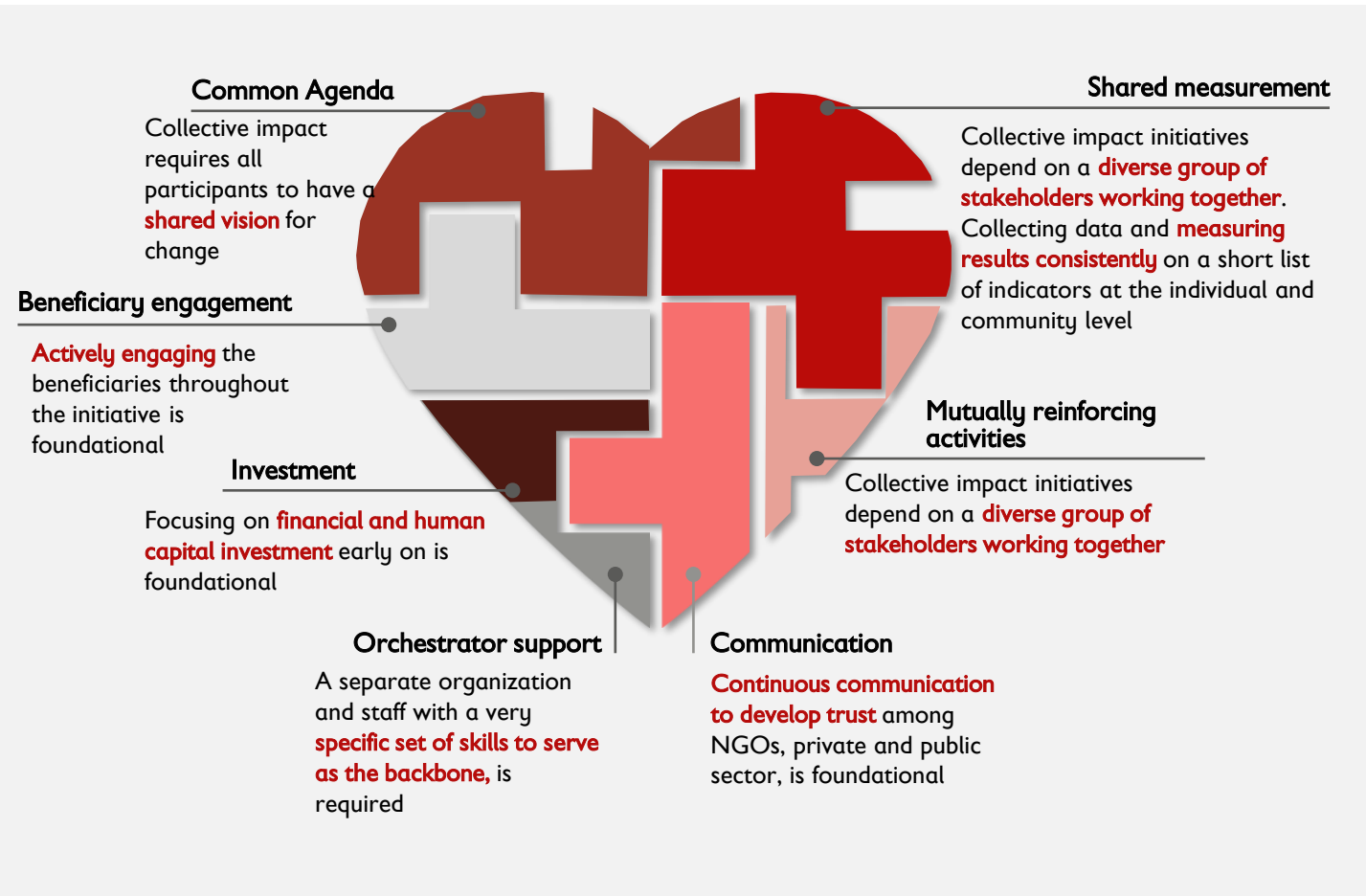
Exploring the inner workings of a successful ecosystem partnership to reach collective impact by triangulating...

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



02 Context



These findings are specifically developed for partners working in an ecosystem with Save the Children

Conditions

A number of conditions apply when the findings from this explorative piece of research are particularly useful to incorporate to achieve collective impact

When you have ...



Identified a **complex social challenge**



Realised that the solution will involve **competences that no one actor sits on**



Outlined the need of working on **long-term commitments**



Anchored the problem with at least one **beneficiary groups**



Realised that the solution will **vary over time**

Making you realise that you need to ...

- Identify a number of solutions as 'no one size fit all'
- Re-evaluate the problem statement continuously to better fit the needs
- Gather perspectives from multiple actors in the society in order to address the challenge

- Identify partners with complementary skills and competences
- Navigate across the ecosystem to identify partners with the similar core values

- Commit on a long-term horizon to drive real change
- Identify funders that are committed to the principles of social investments
- Quantify the value which requires a combination of qualitative and quantitative measures

- 'Keep the ear close to the ground' in order to continuously understand the beneficiaries' needs
- Avoid defining hypothetical solutions before anchoring the needs and estimate the opportunity youth

- Accommodate for multiple unknown parameters that may impact the solution over time
- Initiate new activities as the needs and partnership evolves

This study reinforces the need of rethinking the role of beneficiaries

A call to action

We are witnessing unprecedented challenges to achieve a fair and equitable access of support matching the local needs amongst socio-economically marginalised and excluded groups

... Unlocking the full potential will require local ownership to global issues to fully create a systemic change

\$5-7
trillion

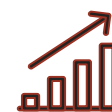
Estimated annual investment needed to achieve the UN SDGs by 2030¹ – with SDG17 working as an enabler

28
thousand

Youth (aged 15-29) without a job or education in Sweden²: with the Swedish Welfare System in a transformational change, cross-sector collaboration is needed to maintain high-quality youth social services

15
mSEK

Societal costs associated with an individual in lifelong social exclusion² – the cumulative costs for five age groups in exclusion amount the size of the Swedish government debt



All stakeholders interviewed agree that Collective Impact can only be reached by inclusion of beneficiaries



Trust in the actors complementing the Swedish welfare system is the most critical component to be successful in achieving social impact



25% of the stakeholders interviewed repeated that funding is a pre-requisite to be successful in establishing social impact partnerships



There is a window of opportunity to lead on Collective Impact...

Background & context

Challenges to lead on social impact

Insufficient understanding of local needs amongst socio-economically marginalised and excluded groups – limiting the impact of multi-sectoral partnerships

Existing Collective Impact Models lack replicability and standardisation to be easily adapted for multiple actors to lead on system change

Collective Impact Models are often poorly documented, tested and verified with academic institutions – limiting the credibility

Opportunities for Save the Children and partners

Designed with and for beneficiaries

Save the Children and partners have developed a Collective Impact Model with strong roots and trust in local communities – a programme design that can be used to elevate the understanding of socio-economic vulnerability

Social innovation ready to scale

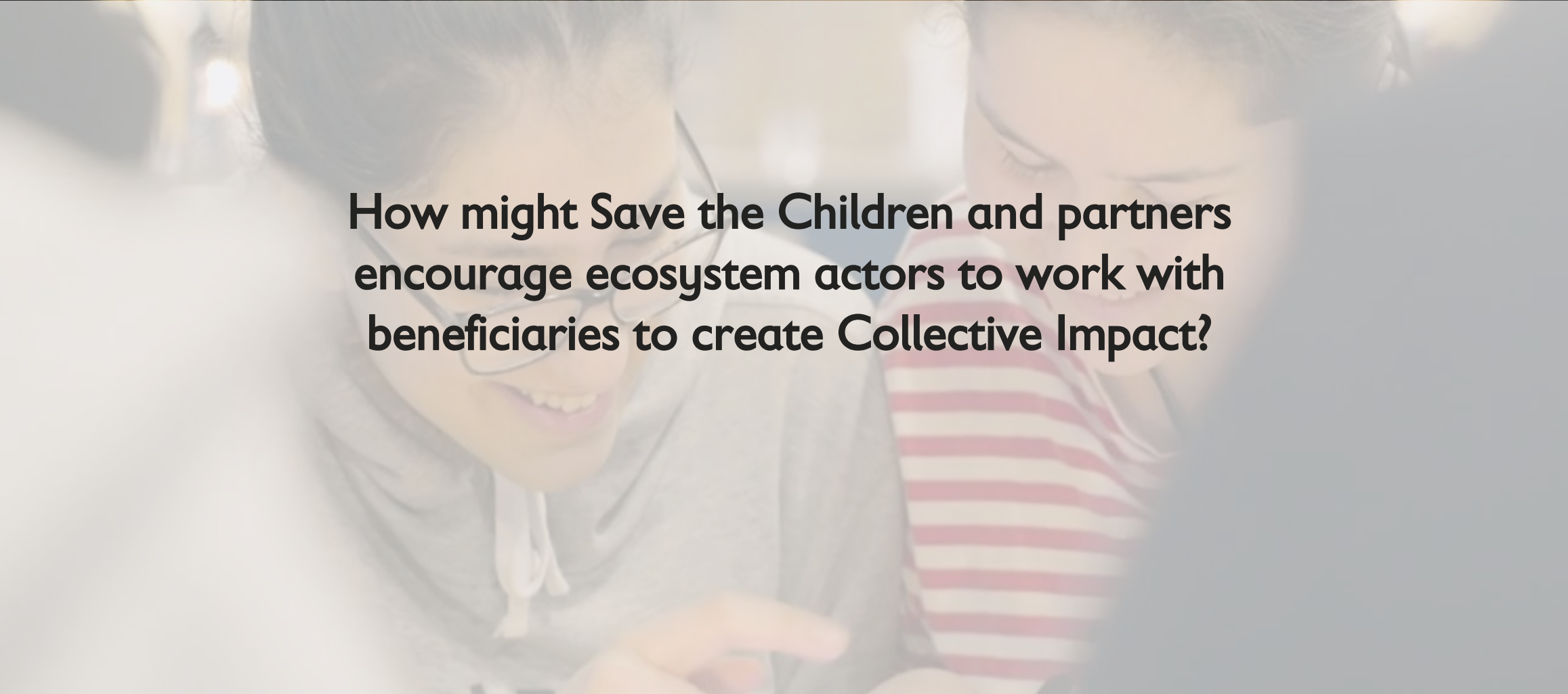
The Collective Impact Model involves actors from multiple sectors and builds on a variety of competences and capabilities – hence the governance structure has potential to be replicated across multiple actors

Translate experience into a point of view

Social impact has been measured and documented using an impact measurement tool – this model could be used to demonstrate progress and evidence-based impact

... and yet there is currently a limited impact on the needs of beneficiaries in the local communities

Research questions



How might Save the Children and partners encourage ecosystem actors to work with beneficiaries to create Collective Impact?

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

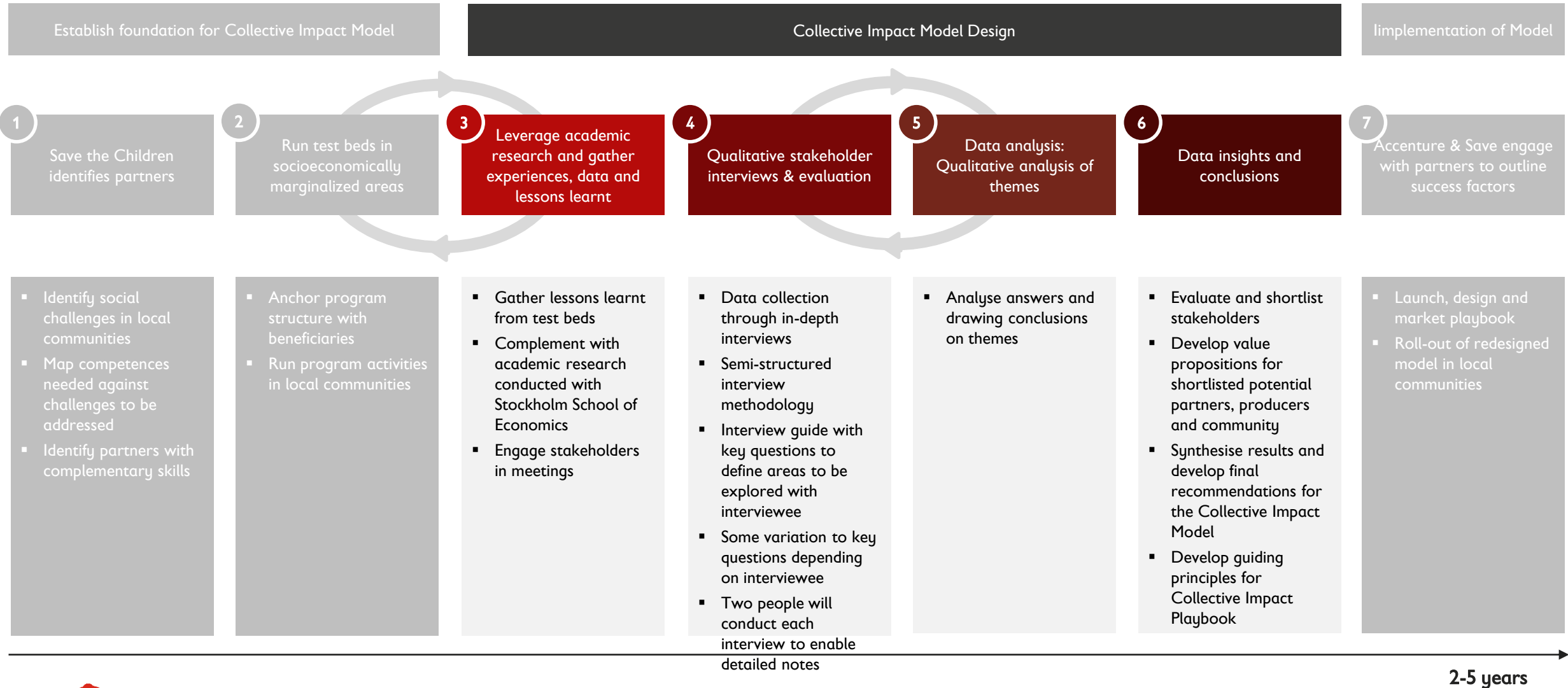
Concept	Definition	Reference
Collective Impact (CI)	Commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration	Stanford Social Innovation Review (M. Kramer, J. Kania)
Social Impact	Effect on people and communities 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)

03 Research Methodology



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

Research methodology

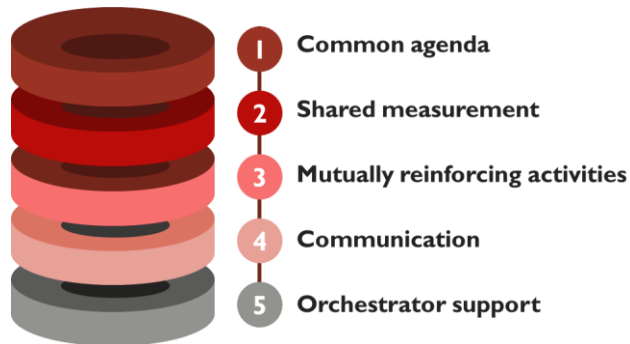


Reviewing the academic model with a hypothesis based on experience of Collective Impact will enable validation and refinement of the model

Research method

Starting point

- The refined Collective Impact Model is based out of the academic model of originally published in the Stanford Social Innovation Review (M. Kramer, J. Kania)
- Triangulated with research conducted at Stockholm School of Economics and experience insights from stakeholders in Save the Children's partnerships, the design of the model will be refined



Hypothesis to test

1. Importance of **beneficiary engagement** and involvement to reach collective impact
2. Importance of actors from different sectors and **complementary capabilities**
3. Evaluate the importance of **shared values** and **joint objectives** in the partnership to create collective impact

Key research question

HOW MIGHT SAVE THE CHILDREN AND PARTNERS **ENCOURAGE ECOSYSTEM ACTORS TO WORK WITH BENEFICIARIES IN FOCUS, TO CREATE COLLECTIVE IMPACT?**

The research methodology aims to identify barriers and opportunities to the Collective Impact Model

Research methodology

1. Interviews

- Semi-structured, qualitative interviews
- Conducted interviews with 15 stakeholders from different sectors and with different roles in ecosystem partnerships

2. Thematic analysis

- A. Familiarization:** Transcribing interviews and jointly condensing notes by jointly summarizing them
- B. Coding:** Creating codes to describe the content of the data synoptically
- C. Generating themes:** Identifying patterns among the created codes and combing the codes into themes
- D. Reviewing themes:** Compare the themes with original dataset to ensure representation and review in group to mitigate risk of biased interpretation
- E. Defining themes:** Formulating each the meaning of each theme to the research

3. Insight generation

- Identifying new insights per each pillar in the Collective Impact Model (CIM)

Interviewee cluster \ Pillar of CIM	1. Common agenda	2. Shared measurement	3. Mutually reinforcing activities
Public Sector	• ... • ...	• ... • ...	• ... • ...
Private Sector	• ... • ...	• ... • ...	• ... • ...
Non-profit Sector	• ... • ...	• ... • ...	• ... • ...
Academia	• ... • ...	• ... • ...	• ... • ...

4. Conclusion

Concluding the insights into recommendations to feed into each component of the academic model for Collective Impact

- Barriers and opportunities of each component
- Extracts from the interviews

Illustrative example

A.

Questions \ Interviewees	Interviewee #1	Interviewee #2	Interviewee #3
1. How would you describe the common agenda of the partnership?	• ... • ... • ...	• ... • ... • ...	• ... • ... • ...
2. How do you describe 'beneficiaries'?	• ... • ... • ...	• ... • ... • ...	• ... • ... • ...
3. How would you describe the value of the partnership in terms of both financial and non-financial outcomes?	• ... • ...	• ... • ...	• ... • ...

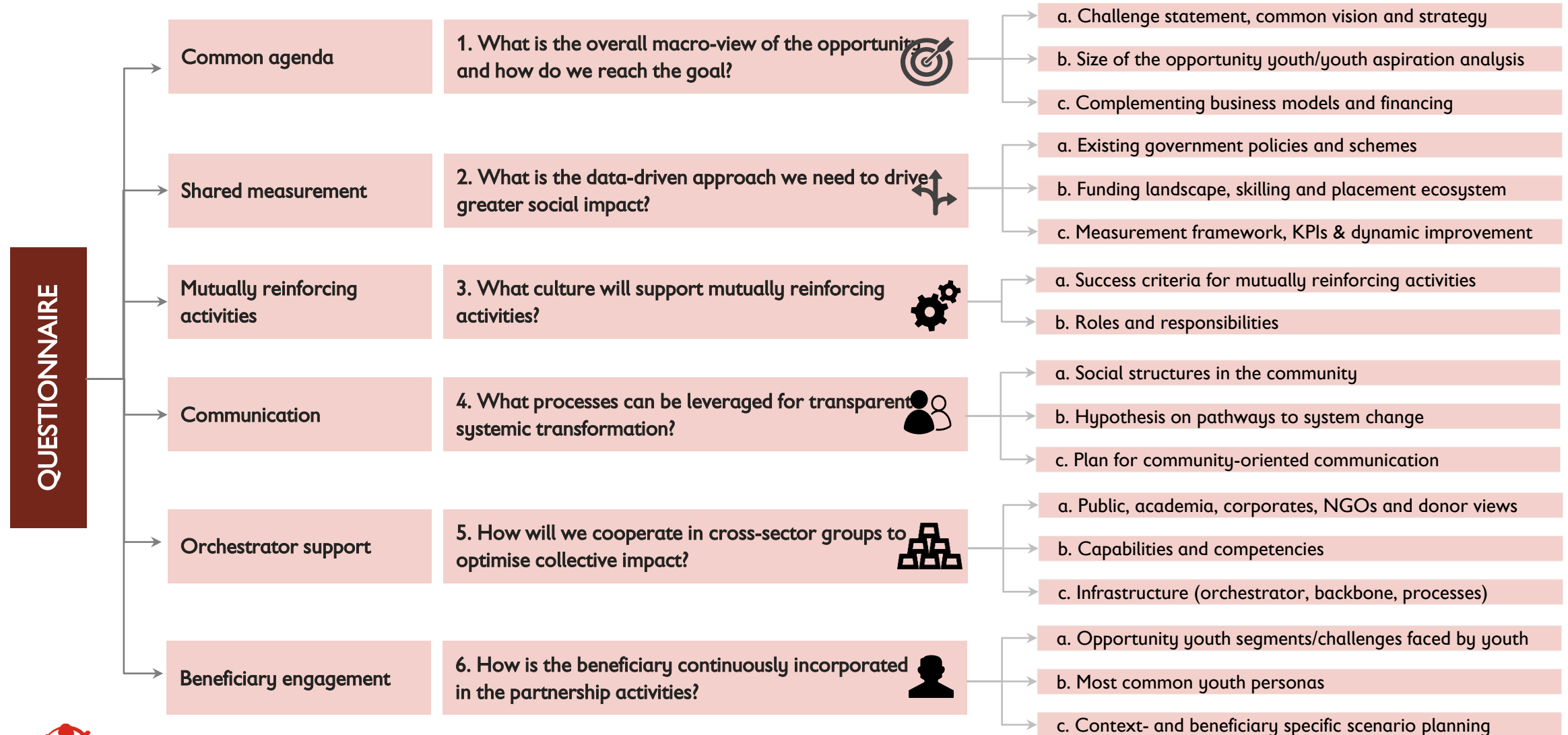
B.

Questions \ Interviewees	Interviewee #1	Interviewee #2	Interviewee #3
1. How would you describe the common agenda of the partnership?	• ■ • ■ • ■	• ■ • ■ • ■	• ■ • ■ • ■
2. How do you describe 'beneficiaries'?	• ■ • ■ • ■	• ■ • ■ • ■	• ■ • ■ • ■
3. How would you describe the value of the partnership in terms of both financial and non-financial outcomes?	• ■ • ■ • ■	• ■ • ■ • ■	• ■ • ■ • ■

- C.**
- -
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- } Theme 1

We have considered the following perspectives when exploring Collective Impact in the stakeholder interviews

Research methodology



We engaged with 15 stakeholders across three domestic programmes, as well as external stakeholders to bring in an outside-in perspective on Collective Impact (1/2)

Research scope

	Ungas Vagar – Arbetsmarknads-	På Lika Villkor	Bäckby	Others
Non-profit	 Rädda Barnen	 Rädda Barnen	 Rädda Barnen	
Public	 ARBETSFÖRMEDLINGEN SWEDISH PUBLIC EMPLOYMENT SERVICE  Malmö stad	 apoteket  mimer	 VÄSTERÅS STAD  mimer	
Private	 IKANO Bostad  IKEA  Skånetrafiken	 skandia:  accenture  IKEA	 IKEA	 accenture
Academia				

We engaged with 15 stakeholders across three domestic programmes, as well as external stakeholders to bring in an outside-in perspective on Collective Impact (2/2)

Research scope

Name	Actor	Role
Maria Lindelöf	Mimer bostadbolag Västerås	Process- & projektledare inom socialt hållbar stadsdelsutveckling
Camilla Johansson	Ikea Västerås	
Christian Skoog	AF Region Skåne	
Truls Hallin	Malmö City	Avdelningschef
Annika Person	Västerås City	Enhetschef
Dee Jadeja	Accenture	ADP Senior Manager
Ingrid Alexandersson	Accenture	Corporate Citizenship Lead
Jennie Perzon	Stockholm School of Economics	PhD
Emma Sterky	Agenda 2030	
Judith Wefer	Vinnova	Programledare för Social Innovation
Sara Damber	Stenbeck Foundation	COO & Social Entrepreneur
Ahmed Noor	Save the Children	Operativ projektledare
Ola Mattson	Save the Children	Cheif Growth Hub
Marie Dahlgren	Save the Children	
Dilan Aksoy	Save the Children	Operativt ansvarig för kill- och tjejforum
Göran Nilsson	Ingka	VD IKEA Hubhult

04 Case Studies



The job market program – Ungas Vägar

Case study

The challenge

In Sweden there are more than 28 000 youth between the ages 15 - 29 years, who neither work or study. One third do not participate in any job market measures or receive any allowance. Authorities lack information about how they occupy themselves. The study also show that the youths do not have the self esteem to believe in their ability to face challenges. The youths lack positive outlook on the future and knowledge on how to build a network to get a job.

The initiative

In a collaboration with Ikano Bank, Ikea, Inter Ikea and Skånetrafiken, Malmö City and job center, Save the Children have developed a job market program. Aiming to increase the opportunities for youths to become breadwinners on their own.

The program is created as a long-term solution to oppose exclusion and accommodate individual needs and decrease societal costs associated with youth unemployment.

The individual's development during the program is different from person to person. For some the individual empowerment is substantial and for some slightly smaller. It can involve everything from getting a job, academic admission to taking a call which the participant would not have earlier.

The long-term societal change

Children and youths should have equal opportunities to participate in society without being discriminated or marginalized.

The measurement and outcome so far

The objective was to ensure employment or further studies for 70% of the participants

- Improved belief in their abilities, self esteem and cv
- Expanded their networks
- Increased knowledge and tangible tools of how to realize their ambitions

To ensure goal fulfilment, a steering committee, a working group from each partner collaborate with Save the Children and public sector.

The individuals transition is measured on a qualitative and quantitative level, to some extent, but there is not enough data to analyse on a high level.

Case Information

PARTNERS



TIMINGS

Month, Year – Month, Year

EFFORT

– Rädda Barnen – X hours

Bäckby/Västerås

Case study

The challenge

What was the challenge and how were we able to reframe the problem to get down to the root cause?

The long-term societal change

What was the long-term objective for societal change?

The initiative

How was the project run, what was to scope and objective for the first phase?

The measurement and outcome

What was the value proposition? What were the main outcomes?
What quantified value did we deliver for the client? - *Effektmättningsresultat*

Information

PARTNERS



VÄSTERÅS STAD
Skolverksamheter



Rädda Barnen

mimer



TIMINGS

Month, Year – Month, Year

INVESTED TIME SO FAR

– Rädda Barnen – X hours



Rädda Barnen

På Lika Villkor

Case study

The challenge

What was the challenge and how were we able to reframe the problem to get down to the root cause?

The long-term societal change

What was the long-term objective for societal change?

The initiative

How was the project run, what was to scope and objective for the first phase?

The measurement and outcome so far

What was the value proposition? What were the main outcomes?
What quantified value did we deliver for the client? - *Effektmättningsresultat*

Case Information	PARTNERS	 Rädda Barnen		TIMINGS	EFFORT
					

05 Key Insights



Co-creating a Common Agenda with the partners is considered to be foundational to set the project off to a good start

Key insights (1/6)



COMMON AGENDA

Quotes from stakeholders



*"Agreeing on **common values** is the most important success factor. But we barely understand our own organisation's values, how can we understand others?"*

- Christian Skoog, Arbetsförmedlingen

*"It's always the **ones with money who have the power** to formulate the agenda"*

- Sara Damber, Stenbeck Stiftelsen

*"The number of actors in the partnership naturally increases the **complexity in forming a common agenda to fit all**" [Comparing Ungas Vågar to PLV]*

- Marie Dahlgren, Save the Children

*"The **beneficiaries** should guide the needs analysis"*

- Dilan Aksoy, Save the Children

*"The **Vinnova application helped guide the common agenda**"*

- Annika Persson, Västerås County

*"We don't go to a city with hypothesis, that could introduce a bias. We assess the **size of the opportunity** and tailor the agenda"*

- Dee Dajeja, Accenture

*"The most important thing is to have a **joint view of the challenges**, not necessarily on the results"*

- Ingrid Alexanderson, Accenture

*"There is this need to **be hyper local**"*

- Dee Dajeja, Accenture

Barriers



The interviewees perceived the following as barriers to succeed with developing a common agenda...

- Too detailed agenda was mentioned as a barrier to effectively tailor the activities to the needs of all partners
- Developing the common agenda to align with KPIs of all partners
- Power structures derived from the financing structure of a project, are determining the common agenda
- Assuming what value drivers the other partners see in the partnership
- Trying to address too many challenges at the same time making more difficult to agree on a joint agenda with actionable objectives to measure results

Opportunities



The interviewees perceived the following as opportunities when developing a common agenda...

- The use of data in validating beneficiary needs was mentioned as one of the most important opportunities to deliver value
- Transformative leadership amongst stakeholders will help guide the common agenda in an inspirational, motivating and assertive manner
- Co-creation of a *Letter of Intent* or a visionary document to guide the common agenda
- It is essential with a diverse team, individuals from different organizations and sectors will enable setting the common agenda to be innovative and transformative

Measuring the shared value of the partnership is important on several levels; for the individual empowerment, partner values and on a societal level

Key insights



SHARED MEASUREMENT

Quotes from stakeholders



*"We have learnt a lot from aiming high and defining too large systemic challenge statements – we need to focus on a **concrete and measurable goal**"*
- Ingrid Alexanderson, ACN & Marie Dahlgren, RB

*"We have spent too little time on **Social Return on Investment**"*
- Ola Mattson, RB

*"We measure operation before maintenance: what is the state of the real-estate and what is the **state of the people** living in them, since they will effect the property"*
- Maria Lindelöf, Mimers

*"**Storytelling** is important in order to be successful to secure funding"*
- Dee Dajeja, ACN

*"Measuring effect in terms of the **individual empowerment** is on everyone's agenda"*
- Maria Lindelöf, Mimers

*"Measuring effect holds a **value for the individual in terms of motivation**, for partners it holds a value to understand the learning experience"*
- Truls Hallin, Malmö City

Barriers



The interviewees perceived the following as barriers to succeed with measuring the shared value...

- Not having a long-term perspective on measurement. Indirect impact is very high in long-term but not in short-term
- Not understanding the beneficiaries root issues, hence looking at the wrong data when measuring the shared value

Opportunities



The interviewees perceived the following as opportunities when measuring the shared value...

- Inclusion of beneficiaries in developing the measurement tools
- Interviewees stated that starting early with defining the problem area is considered being an opportunity
- Quantifying the opportunity of impact with relevant data throughout the process is mentioned as an opportunity to successfully measure the shared value

To create collective impact the interviewees mentioned a balance between strategic and operational activities in the steering committee as a success factor

Key insights



MUTUALLY REINFORCING ACTIVITIES

Quotes from stakeholders



*“The steering group should provide more **strategic** support than what has been done”*
- Ingrid Alexanderson, ACN

*“The steering group has been very **operational**, which has resulted in great success”*
- Marie Dahlgren, Save the Children

“PLV [partnership] started 10 years ago when Accenture volunteered time, which did not create that much value for either employees or the youth”
- Ingrid Alexanderson (ACN), on what the StC and ACN partnership started as

*“It is **in-between the meetings** that all the work happens. Marie’s job has been to guide everyone in the same direction. At times there has been huge challenges **in-between companies**”*
- Maria Lindelöf, Mimer

Barriers



The interviewees perceived the following as barriers to succeed with mutually reinforcing activities...

- That partners are restricted by their own company’s KPIs in the activities they prioritise
- Not using the steering committee member’s expertise in the most suitable way, resulting in an ineffective meeting structure
- Individuals with a limited mandate and/or organizations suffering from highly bureaucratic processes struggle with cross-organizational collaboration
- Underestimating the individuals drive to make things happens

Opportunities



The interviewees perceived the following as opportunities when reinforcing mutual activities...

- Starting off with the same set of core values
- The ability to spend time on aligning agendas in-between the common meetings. E.g. steering group and working meetings
- Operational working sessions with close weekly connects has been mentioned as an opportunity

Maintaining a transparent dialogue and generous mindset is mentioned as key to succeed with creating collective impact

Key insights



COMMUNICATION

Quotes from stakeholders



*“Formal agreements are sometimes a limitation. A **Letter of Intent** might be more effective”*

- Jennie Perzon, Stockholm School of Economics & ACN

*“I recommend an **exit clause** so that partners can leave the partnership”*

- Jennie Perzon, Stockholm School of Economics & ACN

“Open and transparent dialogues create trust in the group”

- Truls Hallin, Malmö City

“There is a need to create engagement amongst partnering companies and forums”

- Maria Lindelöf, Mimer

*“The value of **social and actual contracts** in a partnership”*

- Marie Dahlgren, Save the Children

Barriers



The interviewees perceived the following as barriers to succeed with continuous communication...

- Not allocating enough meeting time to build a culture for open conversations
- For each organization to be restricted by their own ways of working and organizational objectives
- Not presenting a tangible communication plan, hence the partners do not know what to expect

Opportunities



The interviewees perceived the following as opportunities in succeeding with continuous communication...

- Interviewees mentioned the use of *Letter of Intent* to successfully communicate within the partnership
- Interviewees mentioned transparency in dialogues and encouraging partners to have an open and generous mindset as an opportunity

The role of the orchestrator can be shared amongst partners but remains foundational to succeed with collective impact, according to the interviewees

Key insights



ORCHESTRATOR SUPPORT

Quotes from stakeholders



*"A coordinating role as orchestrator it is a **mix of developing the concept and identifying partners**"*

- Marie Dahlgren, Save the Children

*There is a need of **one orchestrator** who is communicating its role clearly from the very beginning*

- Christian Skoog, Arbetsförmedlingen

*"The orchestrator has an important task **in driving progress and make executive decision** where not all partners (e.g. ACN) need to be involved"*

- Ingrid Alexanderson, ACN

*The **orchestrator role can be shared** amongst the partners, as long as we have agreed and firmly anchored the vision – measuring impact and collecting data is more important*

- Ola Mattson, Save the Children

Barriers



The interviewees perceived the following as barriers to a successful orchestrator role...

- Lack of a common agenda and vision will create barriers for the orchestrator to successfully coordinate and drive the initiative

Opportunities



The interviewees perceived the following as opportunities in succeeding with the orchestrator role...

- Allocating the funds for the orchestrator in a partnership enhances the coordinating function
- Having a personal relation with
- The operational sessions and activities should be owned by the orchestrator to succeed
- Transformative leadership

The interviewees witness about the importance of beneficiary engagement to create systemic change in ecosystem partnerships

Key insights



BENEFICIARY ENGAGEMENT

Quotes from stakeholders



*"The fact that there are **business interests** in **understanding the beneficiaries** experience does not conflict with the long-term social impact. It could be a good thing"*
- Sara Damber, Stenbeck Stiftelsen

*"It is fundamental for Save the Children to be **the voice of the marginalised**. It is in our DNA and it is our role in a partnership"*
- Marie Dahlgren, Save the Children

*"Beneficiaries have been involved in the **executive decision making**"*
- Ingrid Alexanderson, ACN

*"We need the insights from these areas in order to **design products accordingly**"*
- Camilla Johansson, Ikea

*"We apply a top-down perspective as soon as we mention 'beneficiaries', we need to include them at an **equal level**"*
- Ola Mattson, Save the Children

*"Even if it does not always work we have to **keep trying to involve the beneficiaries**"*
- Sara Damber, Stenbeck Foundation

Barriers



The interviewees perceived the following as barriers to a successfully engaging beneficiaries...

- Limited financial funds to spend time on the initiative
- Power structures conflicting with the priority of the beneficiaries
- Not having the right people to connect and build a trust-based relationship with the beneficiaries

Opportunities



The interviewees perceived the following as opportunities in succeeding with engaging the beneficiaries...

- Start early in identifying the challenge area and engaging the beneficiaries
- Recruiting the right people to level and connect with the beneficiaries

Having a long-term perspective and not being too detail oriented in financing collective impact initiatives is important for the social impact

Key insights



INVESTMENT

Quotes from stakeholders



*"The fact that there are **business interests in understanding the beneficiaries** experience does not conflict with the long-term social impact. It could be a good thing"*

- Annika Persson, Västerås City

*"State funding can be **structured as a cooperative fund**, enabling social innovation. This kind of innovative thinking is enabled in the partnerships"*

- Marie Dahlgren, Save the Children

*"The objective is to work more effectively with other actors, internally and externally to **think long-term about new methods and financing**"*

- Maria Lindelöf, Mimers

*"Business and corporate need to understand their roles in individually supporting the municipalities. To do so they need to **invest and take a leap without knowing the exact return**"*

- Annika Persson, Västerås City

*"People want to collaborate. There is a lot of competition, people are glad to see what we are doing, it is not just another forum but **an area to identify funding for this interest**"*

- Dee Dajeja, ACN

Barriers



The interviewees perceived the following as barriers to securing investment...

- Short-term perspectives on financing and budgeting will have little long-term societal impact
- Social impact is hard to measure and requires proper data collection tools over a long period of time in order to be successfully measured
- Private organization's capitalistic interests may interfere with the aims of a social impact partnership

Opportunities



The interviewees perceived the following as opportunities in succeeding with securing investment...

- Involve funding partners that support beneficiary needs at an early stage
- Engaging early on with potential funders to anchor the purpose the partnership to encourage ownership from funders and increases the likelihood of receiving funding
- Establishing a funding committee and financing strategy to secure investment
- Sharing resources, financial and non-financial (e.g. competences, skills) across partners is necessary in order to keep the beneficiaries in focus

06 Refined Collective Impact model



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.

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.

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

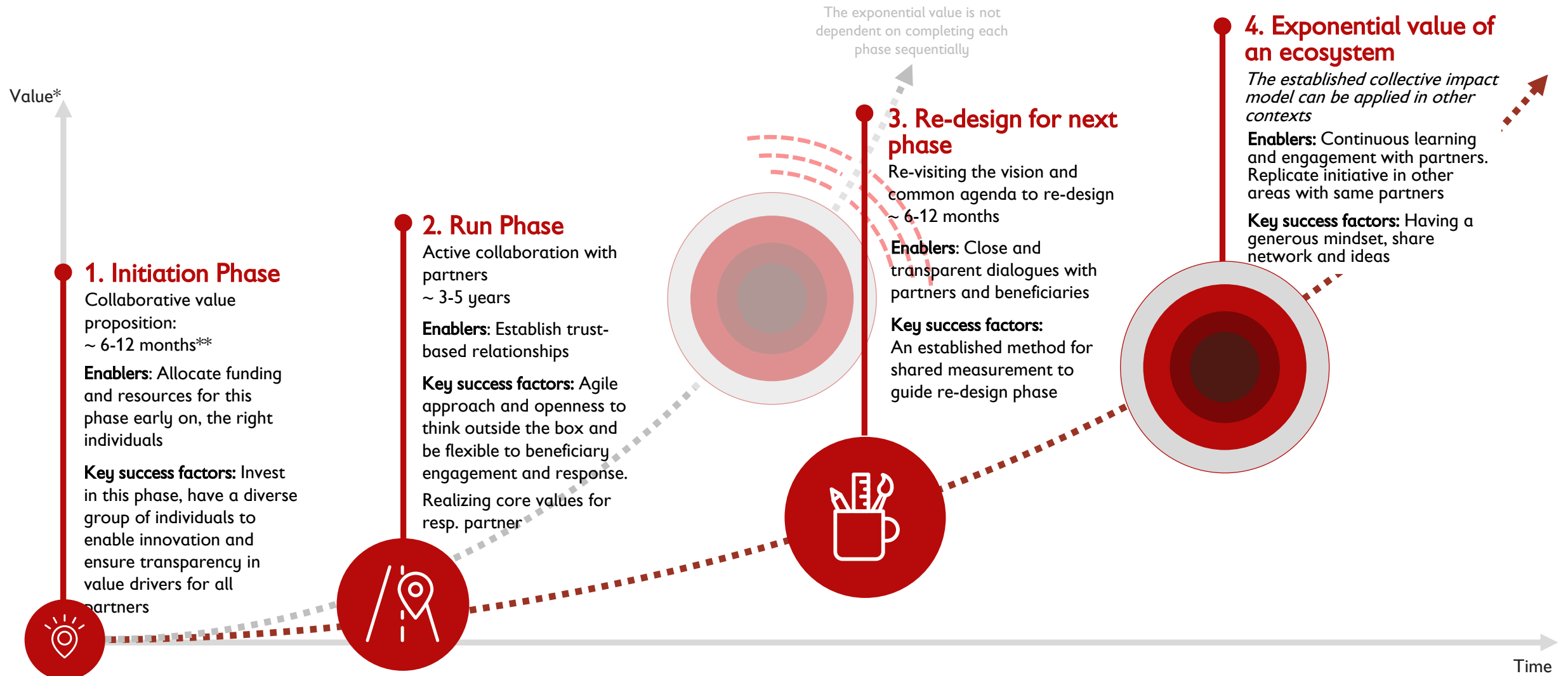
Collective impact initiatives depend on a **diverse group of stakeholders working together**. It does not require all participants do the same thing, but rather encourages each participant to undertake activities within their **area of expertise**. Important that all activities support the common agenda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

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.

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

The Refined Collective Impact Model

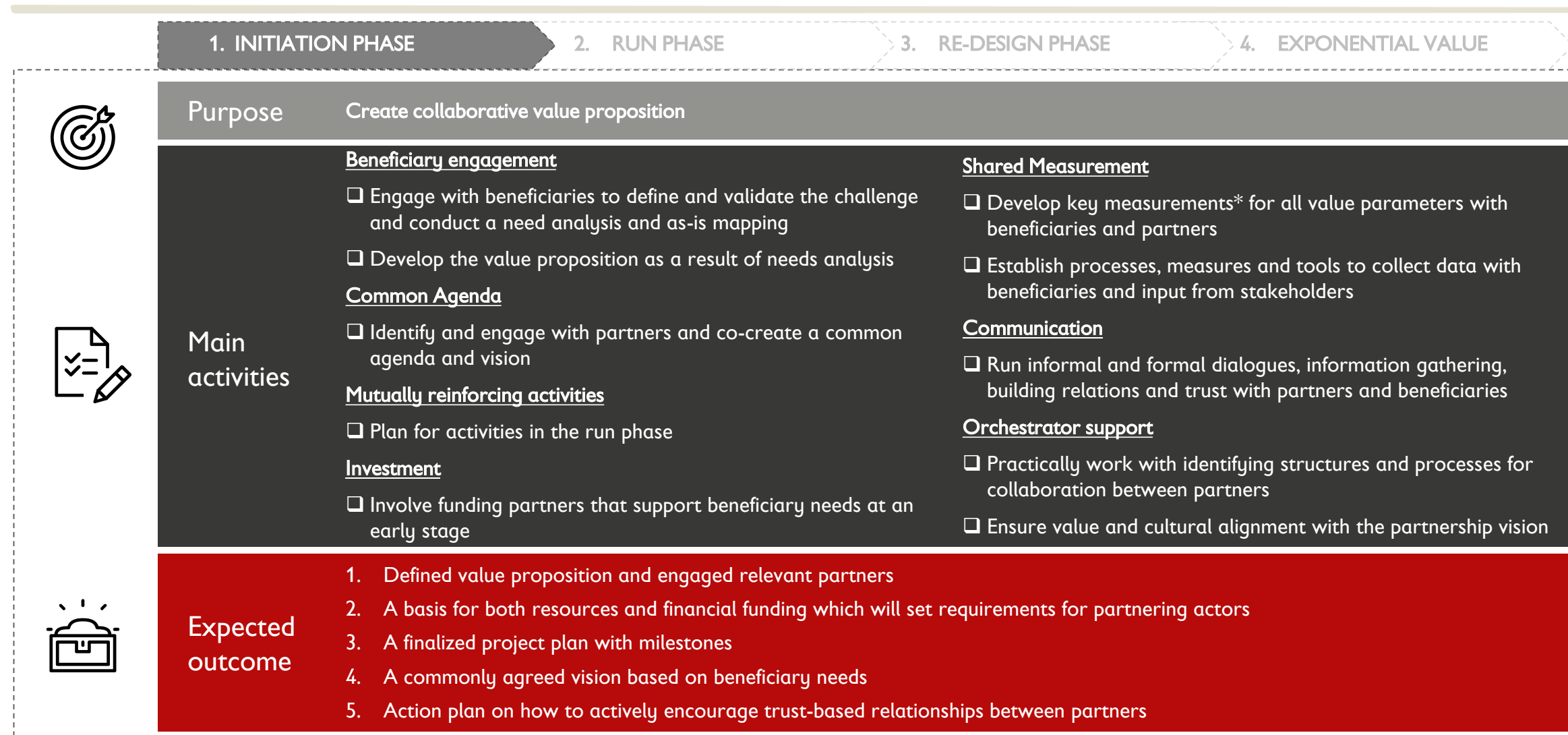


*Value - A broad definition of value, from social impact, external knowledge, media and marketing, to engagement. [Source](#)

** Timing is indicative, based on the case studies

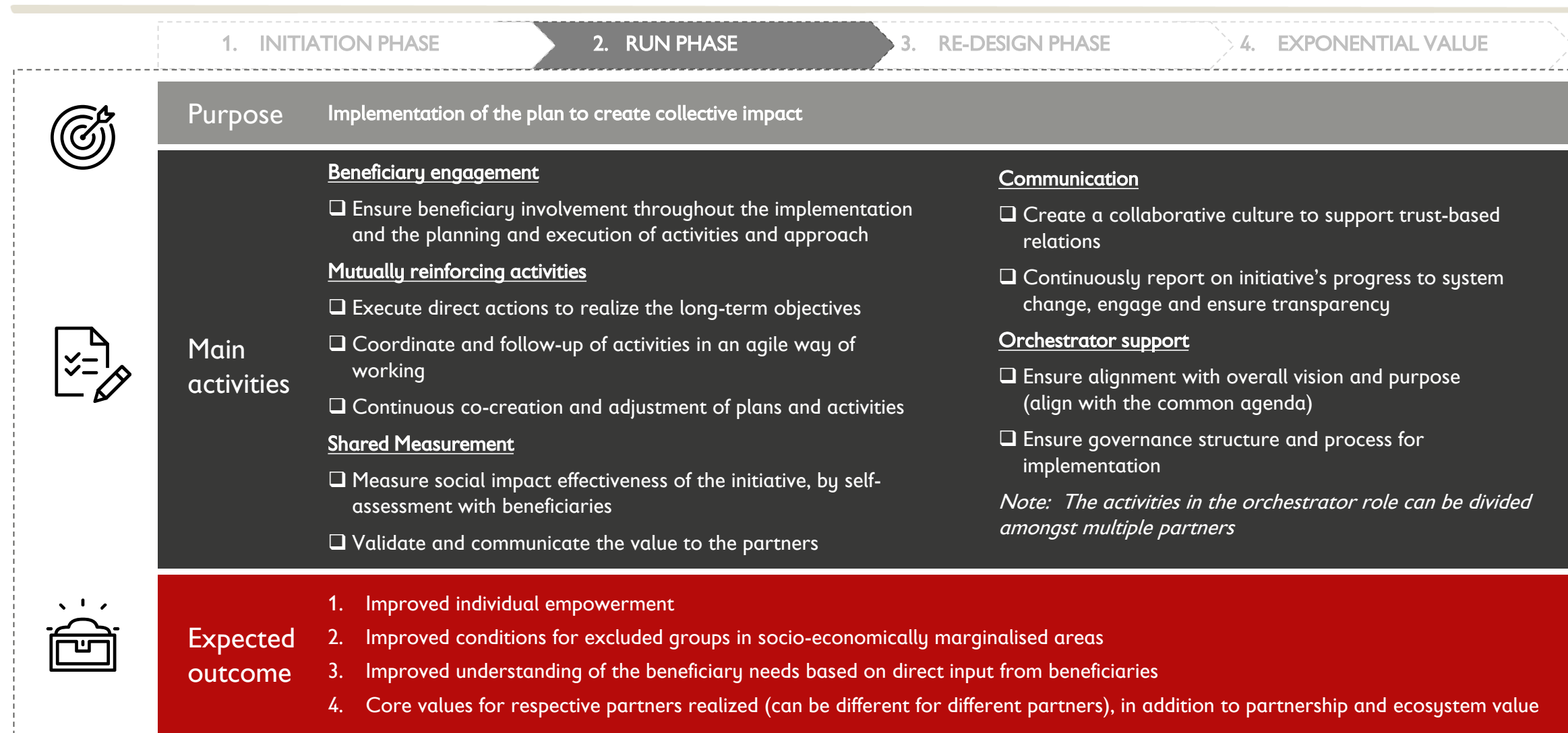
The Initiation Phase aims to create a collaborative value proposition in the partnership

The Refined Collective Impact Model



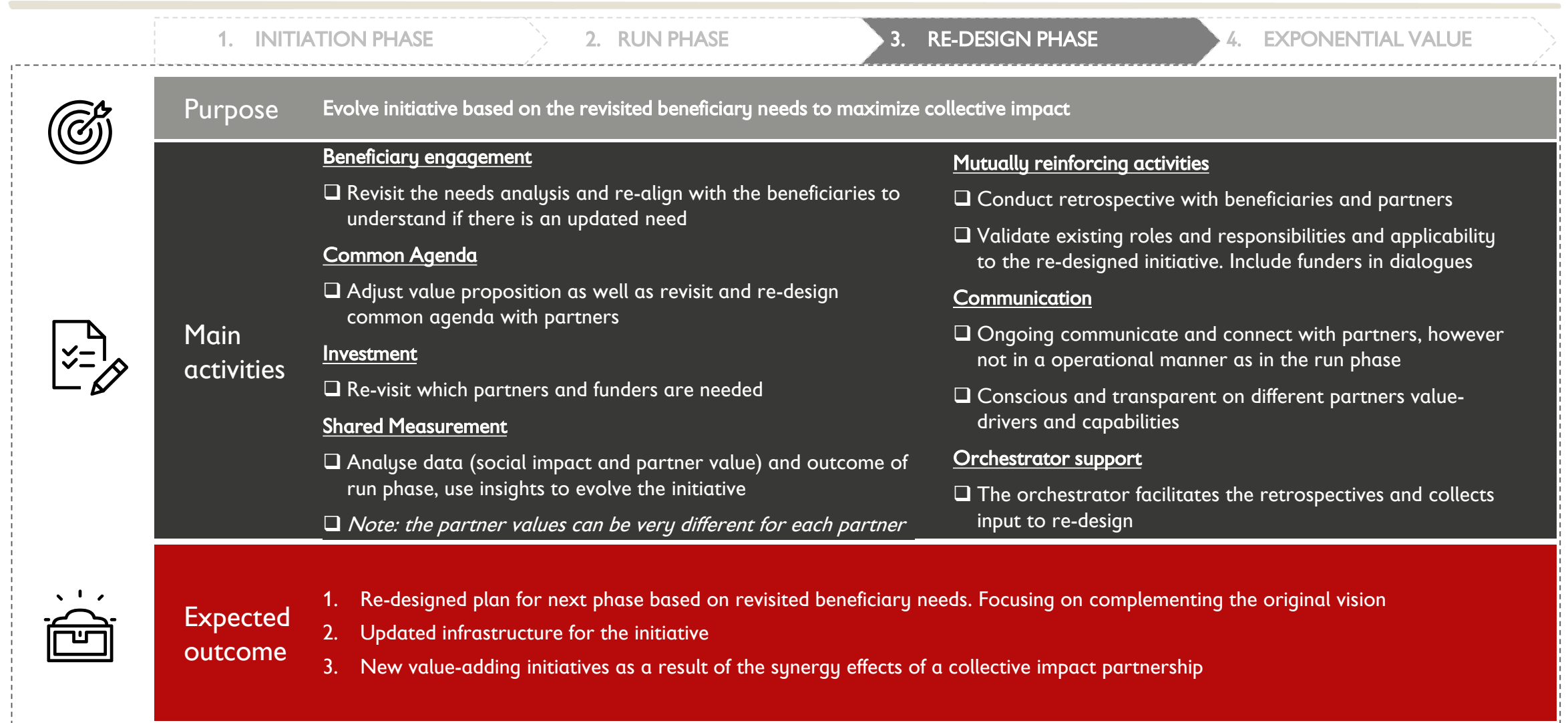
The Run Phase aims to implement the plan created in previous phase to create collective impact

The Refined Collective Impact Model



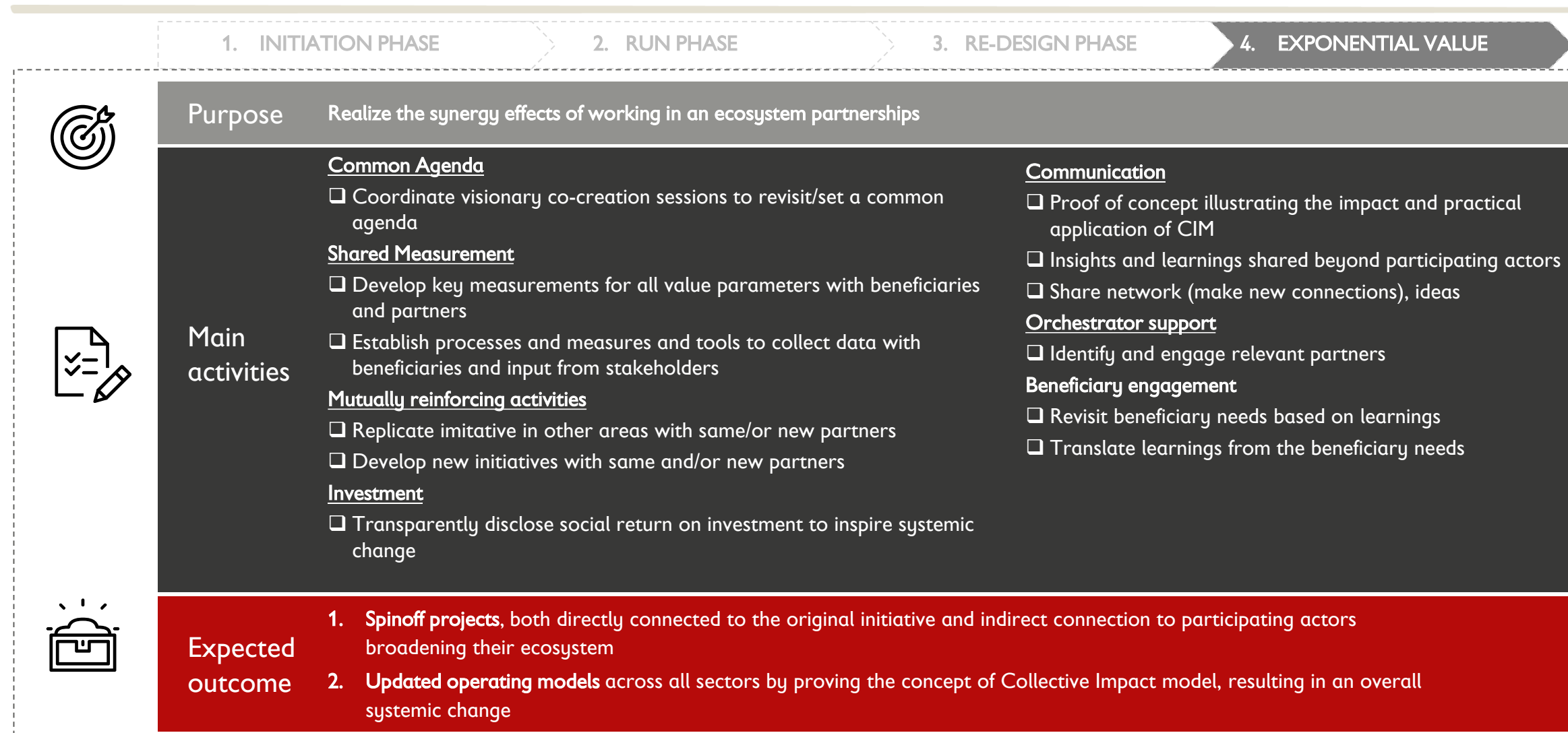
Re-design for next phase aims to evolve the initiative based on the revisited beneficiary needs, to maximize collective impact

The Refined Collective Impact Model



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

The Refined Collective Impact Model



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

Factors for innovation

	This factor entails...	How to succeed...	
INFLUENCING FACTORS TO INNOVATE	Social innovation	The process of developing and deploying effective and innovative solutions to address challenging and systemic social issues	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 <i>(Note: non-quantifiable values are also important)</i>	<ul style="list-style-type: none">• 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

