Achieving Large-Scale Change through Collective Impact
Involves Five Key Elements (Plus Two)

- **Common Agenda**
  - Common understanding of the problem
  - Shared vision for change

- **Shared Measurement**
  - Collecting data and measuring results
  - Performance management and learning
  - Shared accountability

- **Mutually Reinforcing Activities**
  - Differentiated approaches
  - Willingness to adapt individual activities
  - Coordination through joint plan of action

- **Continuous Communication**
  - Consistent and open communication Internally and externally
  - Focus on building trust

- **Backbone Support**
  - Dedicated staff
  - Resources & skills to convene & coordinate participating organizations

- **Community Engagement & Equity**
  - Include community members as decision-makers in the collaborative
  - Design and implement the initiative with a priority placed on equity

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews
The spectrum of community engagement

<table>
<thead>
<tr>
<th>INFORMING</th>
<th>CONSULTING</th>
<th>INVOLVING</th>
<th>COLLABORATING</th>
<th>EMPOWERING</th>
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</thead>
<tbody>
<tr>
<td>Providing balanced and objective information about new programs or services, and about the reasons for choosing them</td>
<td>Inviting feedback on alternatives, analyses, and decisions related to new programs or services</td>
<td>Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making</td>
<td>Enabling community members to participate in every aspect of planning and decision-making for new programs or services</td>
<td>Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles</td>
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<tr>
<td>We will keep you informed</td>
<td>We will keep you informed, listen to your input and feedback, and let you know your ideas and concerns have influenced decisions</td>
<td>We will ensure your input and feedback is directly reflected in alternatives, and let you know how your involvement influenced decisions</td>
<td>You will be true partners in making and implementing decisions for the community, your advice and recommendations will be incorporated as much as possible</td>
<td>We will implement what you decide</td>
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<td>Fact sheets, newsletters, websites, open houses</td>
<td>Surveys, focus groups, community meetings and forums</td>
<td>Community organizing, leadership development, workshops</td>
<td>Advisory boards, seats on governing boards, engaging and funding as partners</td>
<td>Support full governance, leadership, and partnership</td>
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Source: Adapted from Paul Schmitz’s Community Engagement Toolkit and the International Association for Public Participation (IAP2).