



Handout Materials

Getting Started with Collective Impact

Collaborating to Create a Common Agenda

Webinar 3 of 3



**COLLECTIVE
IMPACT FORUM**



REIMAGINING SOCIAL CHANGE

1. Welcome



Welcome to “**Collaborating to Create a Common Agenda**” the third webinar in a three-part series on “Getting Started with Collective Impact.”

This series is designed to help you learn more about starting a collective impact initiative and how to get your initiative off on the right foot. You’ll hear from consultants from FSG who have helped implement dozens of initiatives as well as partner practitioners who are working “on the ground” in these initiatives.

In this webinar, we’ll focus on:

1. Understanding what it means for a group to have a common agenda
2. Learning how steering committees make decisions in the common agenda process
3. Exploring how a common agenda may change and adapt over time

In the following pages, you’ll find tools and information to help you through this part of the journey.

For additional resources, please visit the Collective Impact Forum at <http://www.collectiveimpactforum.org>.

2. Glossary of Terms



Backbone Support – An independent, funded staff dedicated to the initiative provides ongoing support by guiding the initiative’s vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

Collective Impact – Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.

Common Agenda – One of the principles of collective impact. It is a vision for change shared by all participants that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.

Guiding Principles – Agreed upon values that guide the group in laying out the rest of the common agenda, making decisions, and how the group is going to work together overall.

Problem Definition – A common understanding of the problem the group is trying to solve. Often this involves establishing boundaries for what issues, players, and systems the group will engage with, and which are outside its scope.

Steering Committee – A group of ~15-20 cross-sector leaders who provide overall vision and leadership for the effort.

Working Group – Sub-groups of ~8-15 people who lead implementation on strategic areas that have been prioritized by the Steering Committee. Their role includes including indicator selection and strategy setting.

3. Common Agenda Elements

1. Principles

- Agreed upon values that guide the group in laying out the rest of the common agenda, making decisions, and how the group is going to work together overall.



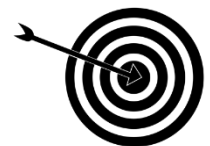
2. Common Problem Definition

- A common understanding of the problem the group is trying to solve. Often this involves establishing boundaries for what issues, players, and systems the group will engage with, and which are outside its scope. The problem definition is built on a shared understanding of the root causes of the issue at hand.



3. Goal

- A measurable, population level goal that demonstrates how you will define success.



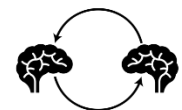
4. Framework for Change

- A structure for how the group will split up the work (into working groups, backbone roles, policy groups, etc.) and prioritize limited resources.



5. Plan for Learning

- A plan for how you intend to track your progress and learn from your efforts as an initiative.



How do you:

4. Set Guiding Principles



Guiding principles:

- Promote your shared values
- Set the “rules of engagement”
- Draw on best practices for collaboration in your community

Guiding Principles Example: Unidos Contra Diabetes

1. **Serve the whole community through a systems oriented approach**

We support not only the individuals at risk for diabetes, but also their families and the communities they live in. We strive to change the overall system, including policies, practices and culture and norms to create a healthier community

2. **Take an asset-based approach**

We will view all families and individuals as assets to build upon and avoid shaming people for poor health

3. **This is everyone’s responsibility**

Diabetes prevention is a shared responsibility of the entire community, including the private sector, governments, schools, families, and individuals at risk for diabetes

4. **Think holistically about health**

We believe that supporting health means promoting mind, body, and spiritual wellness

5. **Empower people and families**

We commit to empowering individuals and families with the knowledge and cost-effective care and tools they need to take their health into their own hands

Guiding Principles Example: WINS (Working in Neighborhoods Strategically) South Dallas

- **Respectful communication.**

Everyone has a right to express an opinion, and every view is valued for the purpose of moving WINS forward, independently and collaboratively

- **Sustainable Relationships.**

Working together as residents and stakeholders while coordinating efforts will help achieve a shared vision for change and accomplish our goals

- **Resident-Led and Community-Owed.**

In authentic community engagement, respect for resident voice, local leadership development, and community ownership are crucial to working in neighborhoods strategically

- **Transparency.**

Inclusive processes and open communication to ensure community-wide buy-in, involvement and genuine engagement

- **Strong Families, Strong Faith.**

Holistic support (mental, physical, emotional and spiritual) will lead to improved quality of life for South Dallas/Fair Park families for generations to come

- **Forward.**

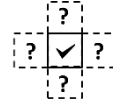
Creating a space to give voice to historic pains to achieve healing and wholeness for our community

- **Excellence.**

Mediocrity is unacceptable for our community

How do you:

5. Define Boundaries

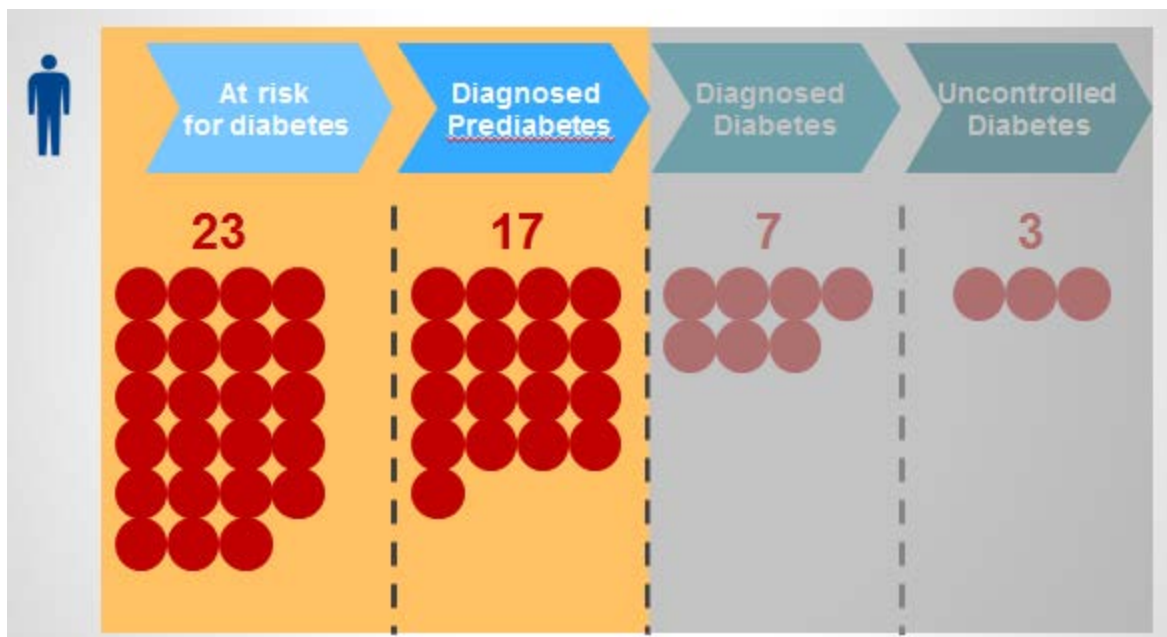


Defining the problem:

- Set boundaries
- Use quality data to inform thinking
- Allow to change over time

Defining Boundaries Example: Unidos Contra Diabetes

Based on analysis of various opportunities, Unidos Contra Diabetes' work will focus on **preventing diabetes** by targeting people at risk for diabetes and those with prediabetes.



How do you:

6. Set your Goal



Setting a goal:

- Choose a population goal that can be measured
- Make it audacious and inspiring
- Add considerations for issues of equity

Setting a Goal Example: Unidos Contra Diabetes

The goal of Unidos Contra diabetes is:

- To reduce the number of new cases of type II diabetes
- in 5 years
- such that we cause a 10% reduction in the prevalence of diabetes by 2030

We are committed to doing this by integrating primary and behavioral health for people at risk for diabetes in our community, with a particular emphasis of meeting the needs of low-income and underserved populations.

Setting a Goal Example: Road Map Project

The goal of the Road Map Project is:

- To double
- the number of students in South King County and South Seattle who are on track to graduate from college or earn a career credential
- by 2020

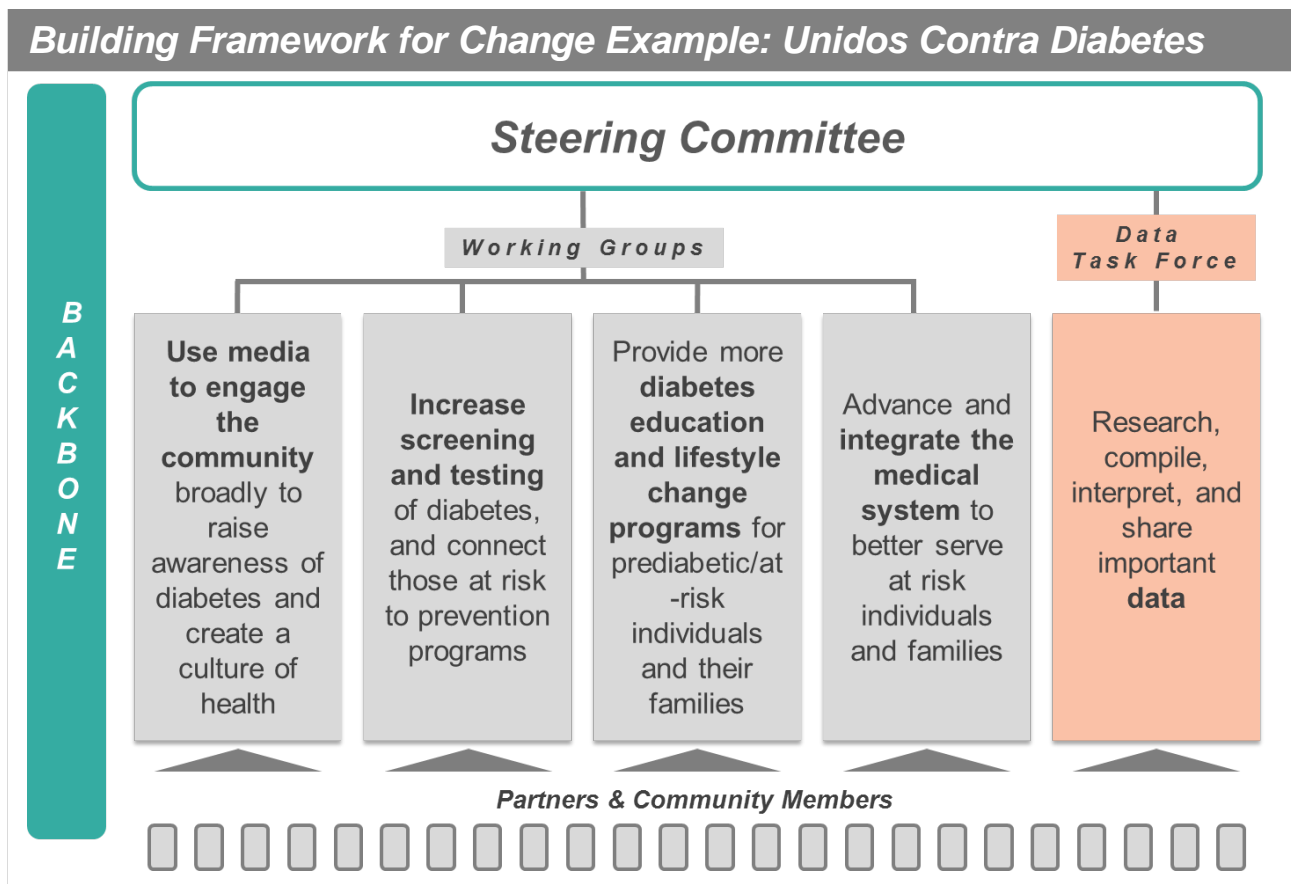
We are committed to nothing less than closing the unacceptable achievement gaps for low-income students and children of color, and increasing achievement for all students from cradle to college and career.

How do you:

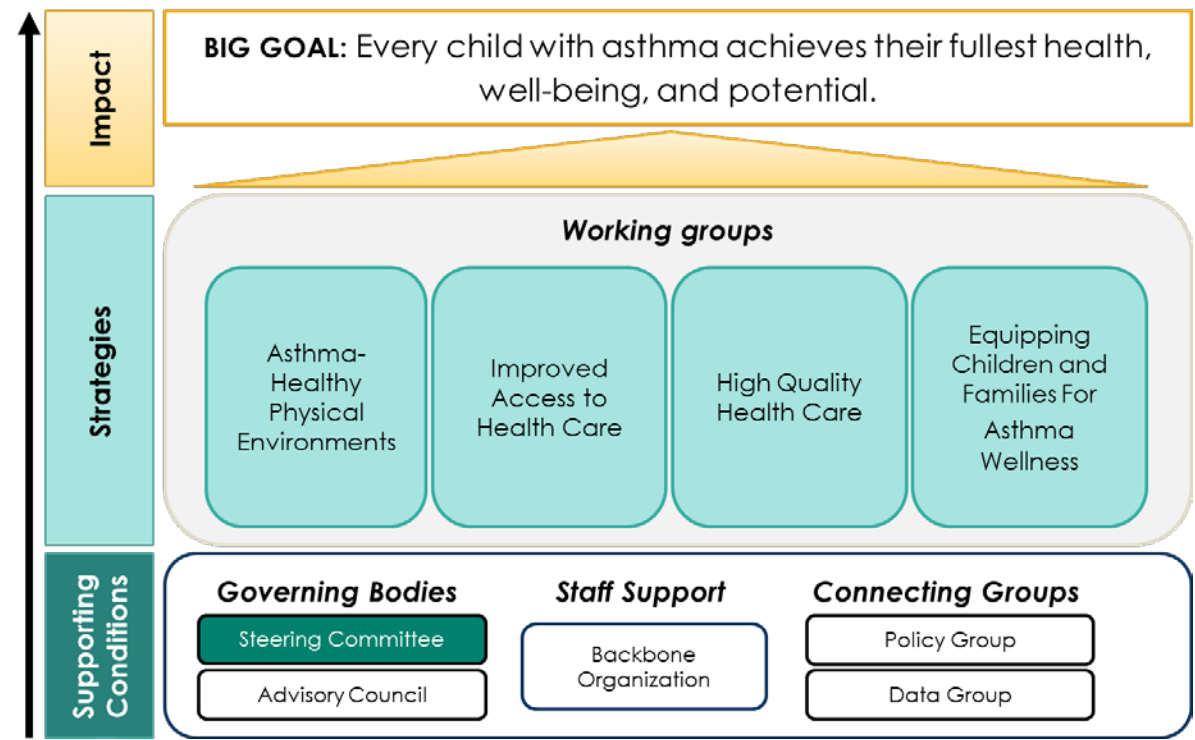
7. Build your Framework for Change

Building your framework for change:

- Prioritize the strategies you want to work on first
- Build your groups for action
- Respect that this is an art and a science



Building Framework for Change Example: Health and Wellness Alliance for Children



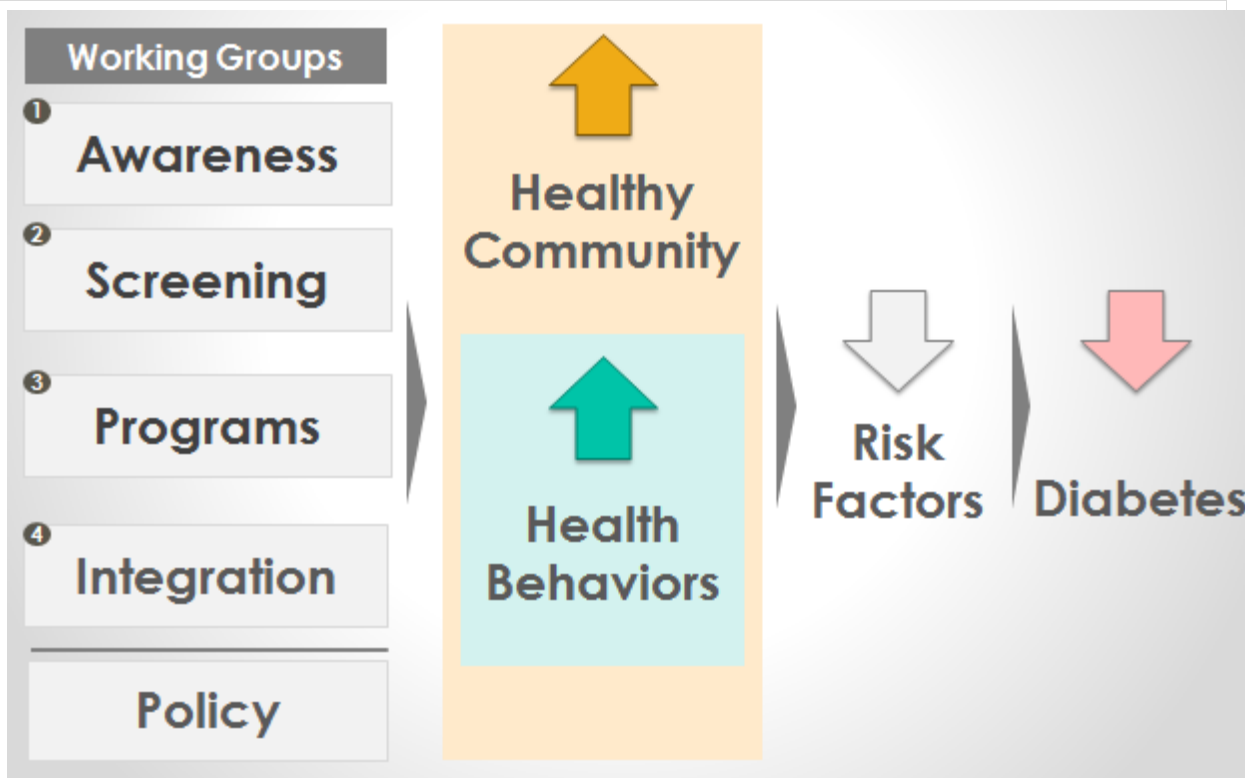
How do you:

8. Plan for Learning and Evaluation

Planning for learning and evaluation:

- Incorporate early thoughts on shared measures
- Note change on different scales
- Strongly emphasize learning

Plan for Learning and Evaluation Example: Unidos Contra Diabetes



10. Resources



[Setting a Common Agenda](#)

Presentation

This presentation gives a brief overview of how a common agenda can be developed, as well as examples from sample collective impact initiatives around the country.

[Sample Strategies for Pursuing a Common Agenda](#)

Tool

These strategies were developed for a collective impact effort focused on improving health outcomes in a large U.S. city. These strategies (included for illustrative purposes only) represent the areas where each working group would focus over the next one to three years.

[Tools for Working Groups](#)

Tool

This toolkit includes a number of tools for Working Groups as they form, determine strategic direction, develop implementation plans, and identify measurement indicators. This toolkit includes a description of working group member responsibilities, an action planning template, and sample instructions for the development of indicators. The tools have been generalized to be applicable across contexts; however, because no two collective impact efforts are the same, these resources should be considered a starting place to be tailored to the unique circumstances of each initiative.



About the Collective Impact Forum

The Collective Impact Forum, an initiative of FSG and the Aspen Institute Forum for Community Solutions, is a resource for people and organizations using the collective impact approach to address large-scale social and environmental problems. We aim to increase the effectiveness and adoption of collective impact by providing practitioners with access to the tools, training opportunities, and peer networks they need to be successful in their work. The Collective Impact Forum includes communities of practice, in-person convenings, and an online community and resource center. Learn more and join the community at collectiveimpactforum.org.



About FSG

FSG is a mission-driven consulting firm supporting leaders in creating large-scale, lasting social change. Through customized consulting services, innovative thought leadership, and support for learning communities, we help foundations, businesses, nonprofits, and governments around the world accelerate progress by reimagining social change. Our website is designed to provide you with the tools and resources you need to put ideas into practice. Learn more and visit the new FSG.org.