

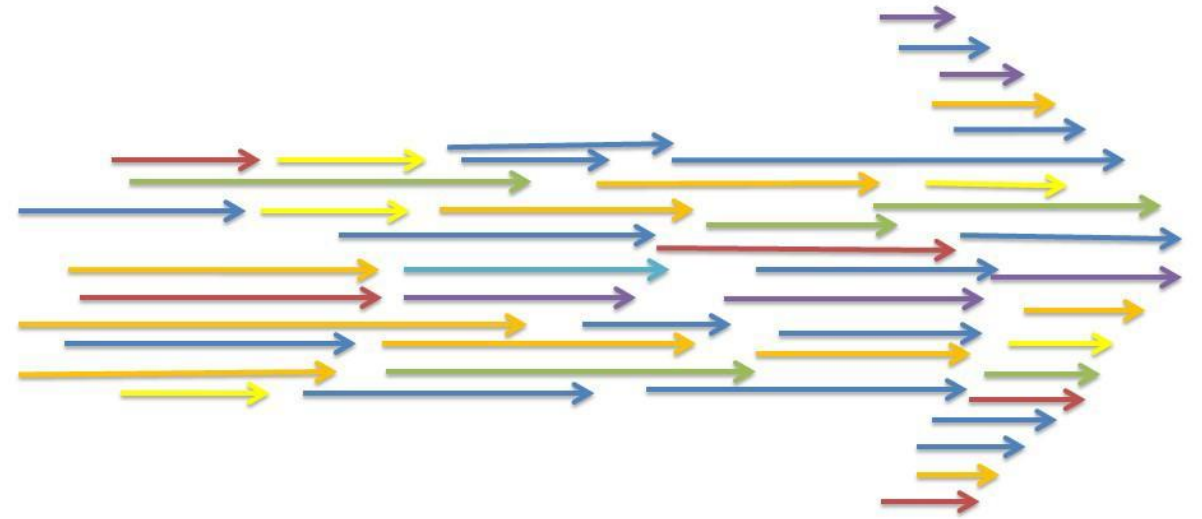
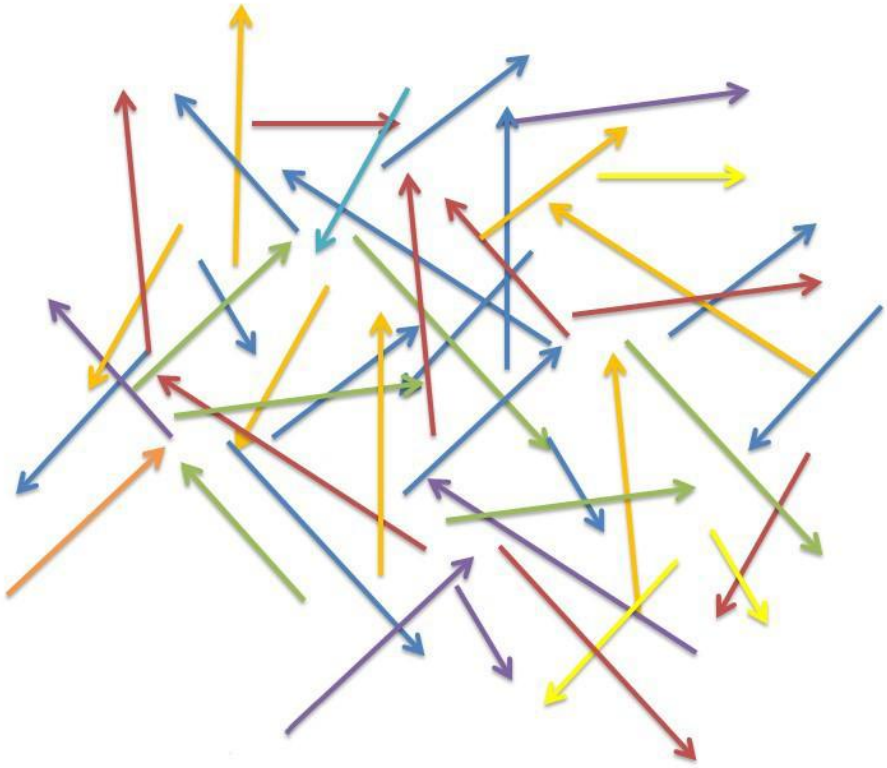
# From '*wicked problems*' towards collective impact

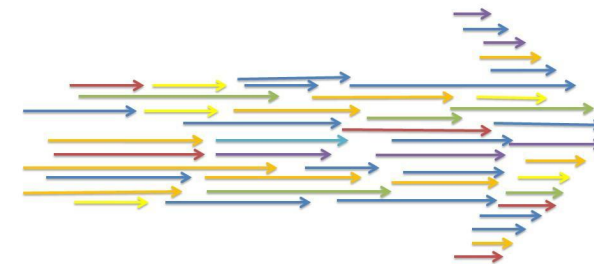
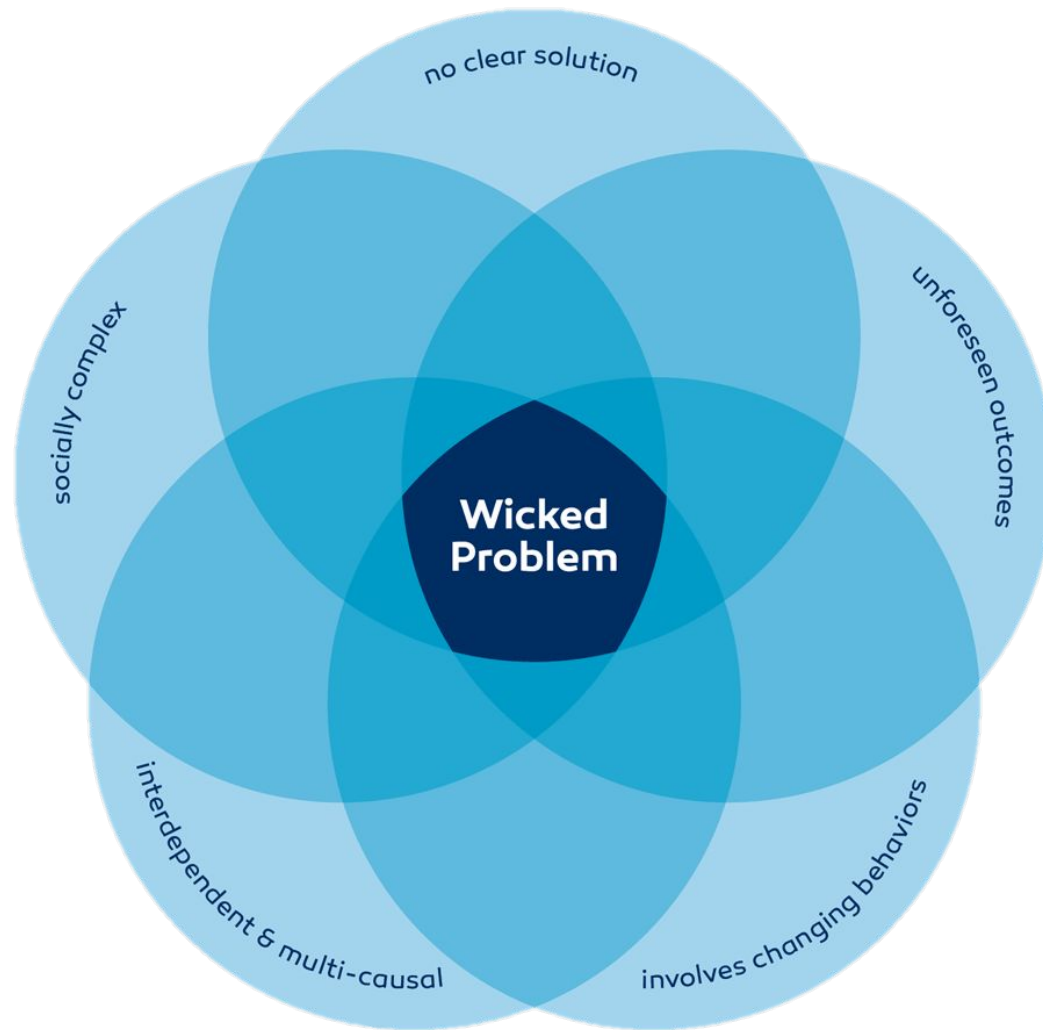
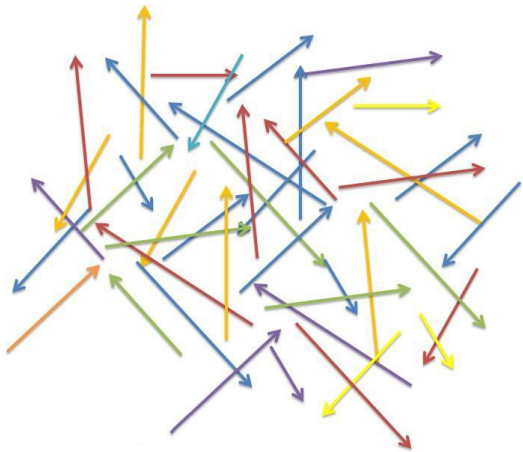
Christophe Busch

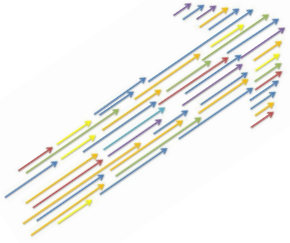


 hannah  
arendt  
instituut

# Collective Impact Model



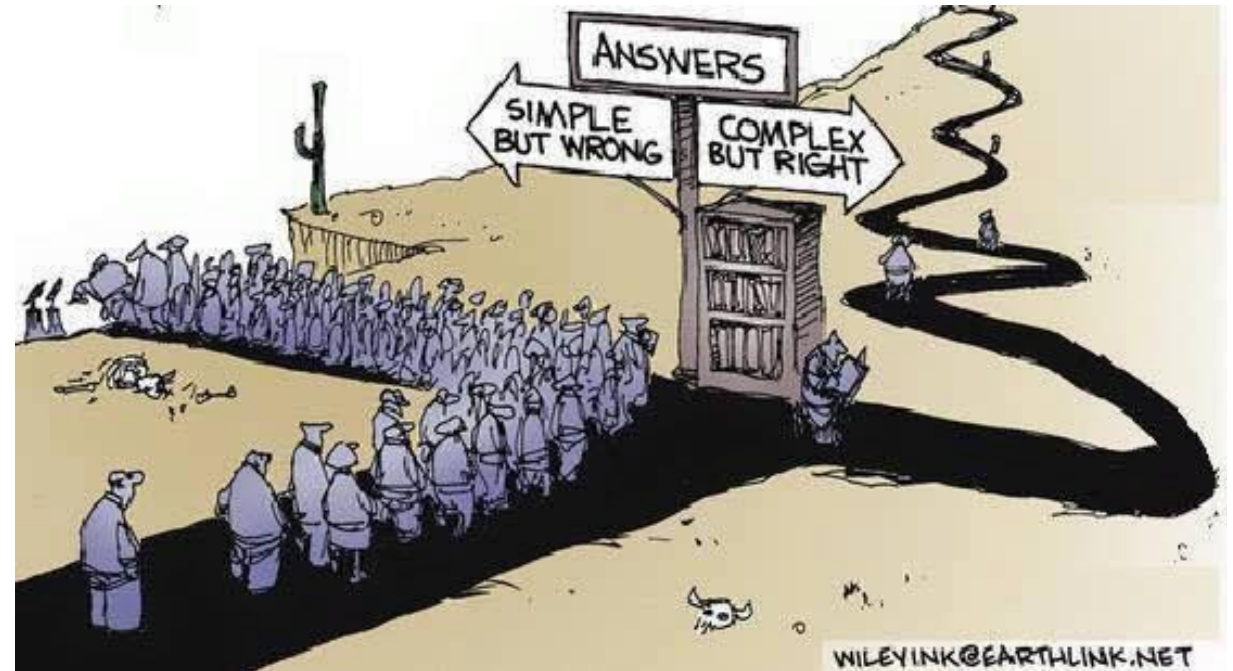


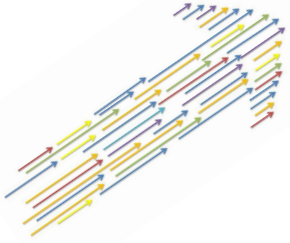


# Wicked Problems

Issues related to:

- Revolutions
- Financial crisis
- Radicalisation & polarisation
- Disinformation
- Health crisis (COVID-19)
- Climate change
- Migration dynamics
- fast-changing super-diverse cities
- ...

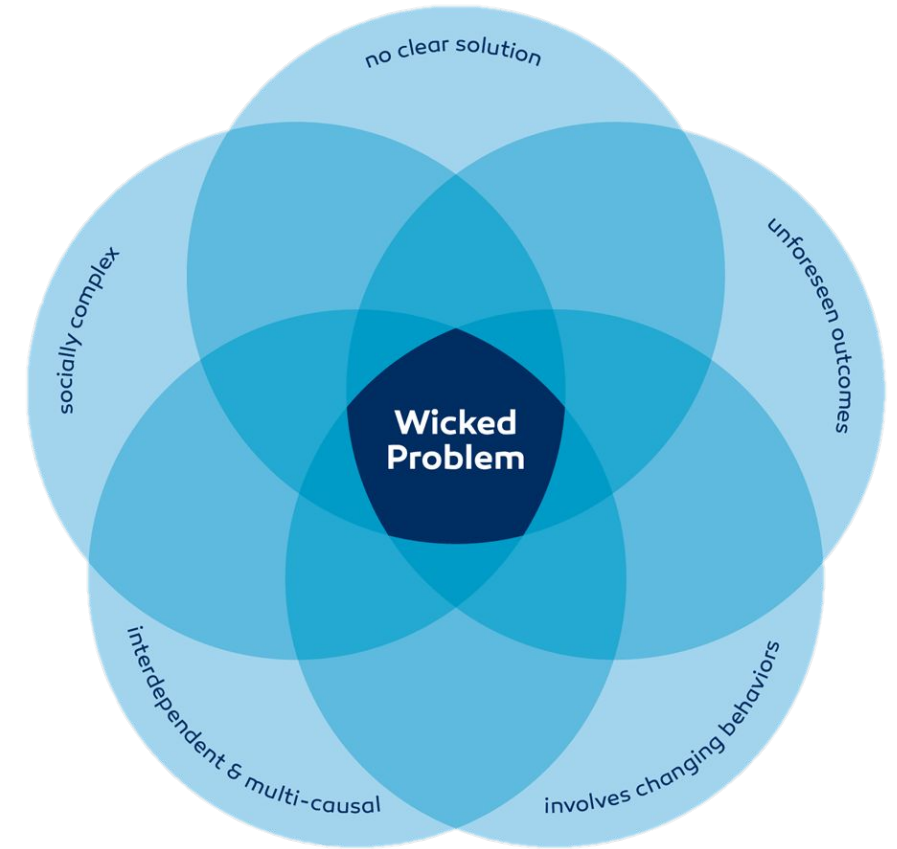




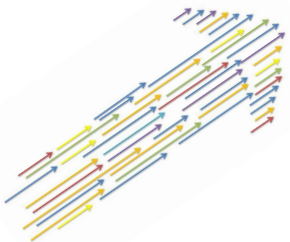
# Wicked Problems

## What makes them 'wicked problems'?

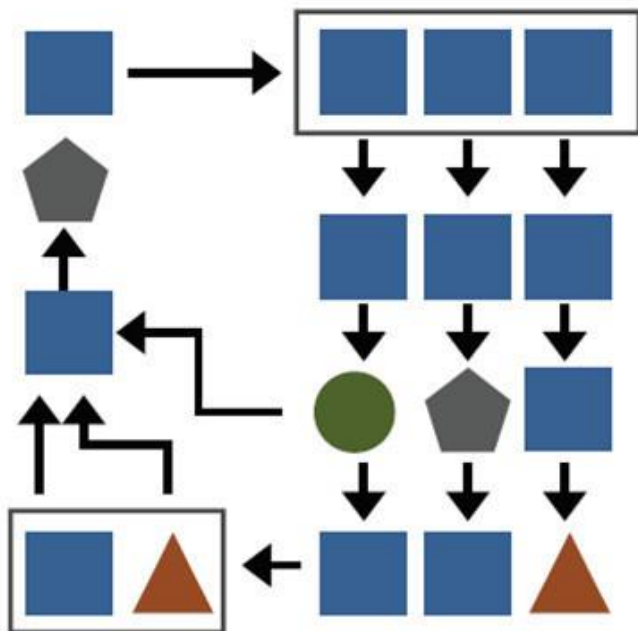
- Hard to define because they are rooted in (Complex Adaptive) **Systems**;
- A **complex**, ever-changing **web** of cause-and-effect relationships;
- **No** clear **paths** and no clear **solutions**;
- A **wide range** of **organisations** and **actors** are trying to address them;
- Organisations and actors often work **in isolation**;
- Actors rely on their **own experiences, perspectives** and **insights** when developing strategies;
- Efforts are usually **limited** in scope, **not** always **targeted** and/or so **resource-intensive** as to be unsustainable;
- What is **not sustainable cannot be effective**.



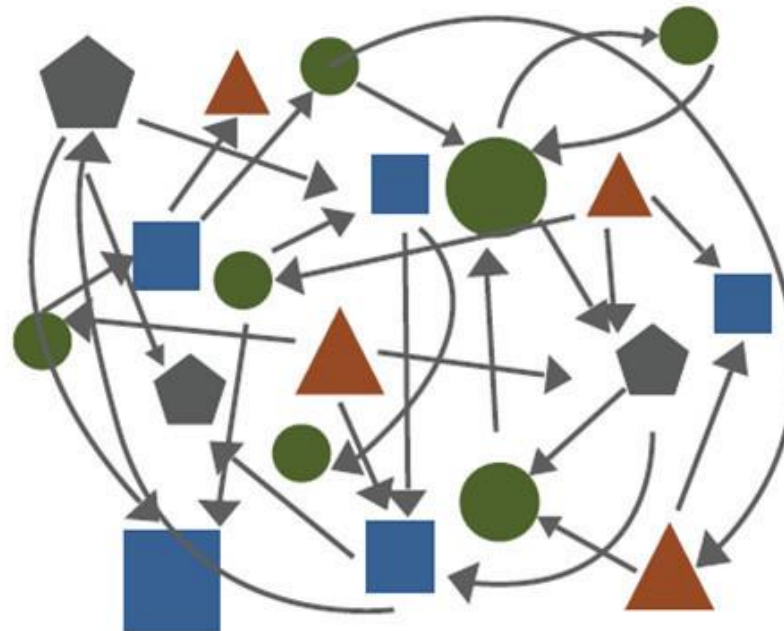
**Systemic change!**



# Wicked Problems = complex

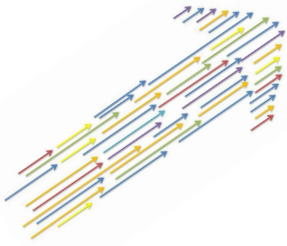


Complicated



Complex



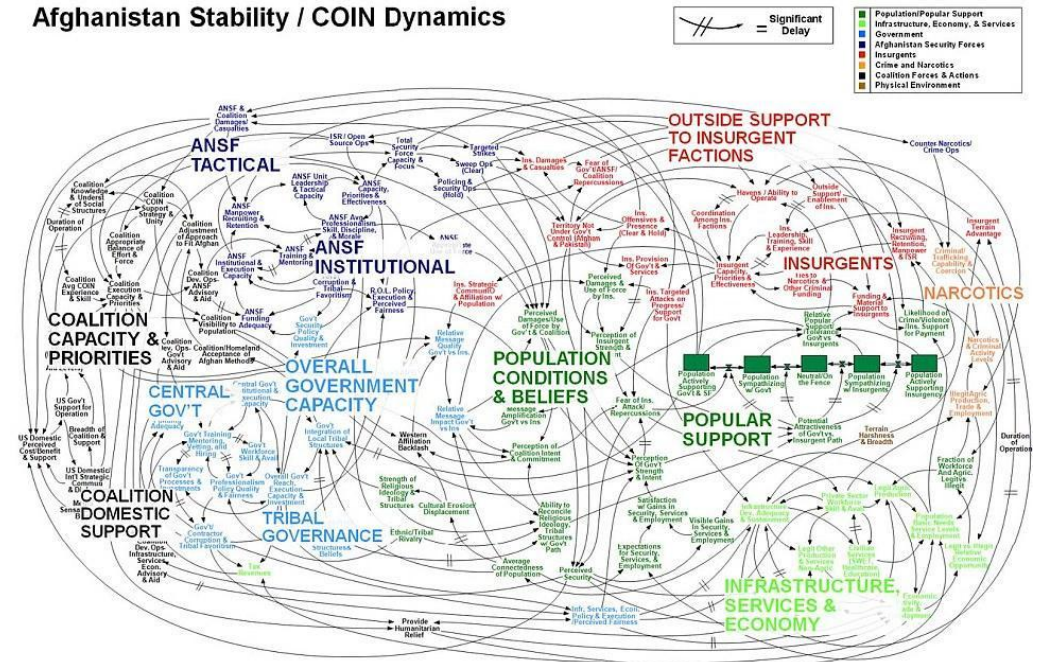


# Wicked Problems = complex

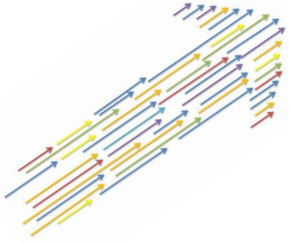


**Complicated**  
(Linear: cause-effect)

## Afghanistan Stability / COIN Dynamics



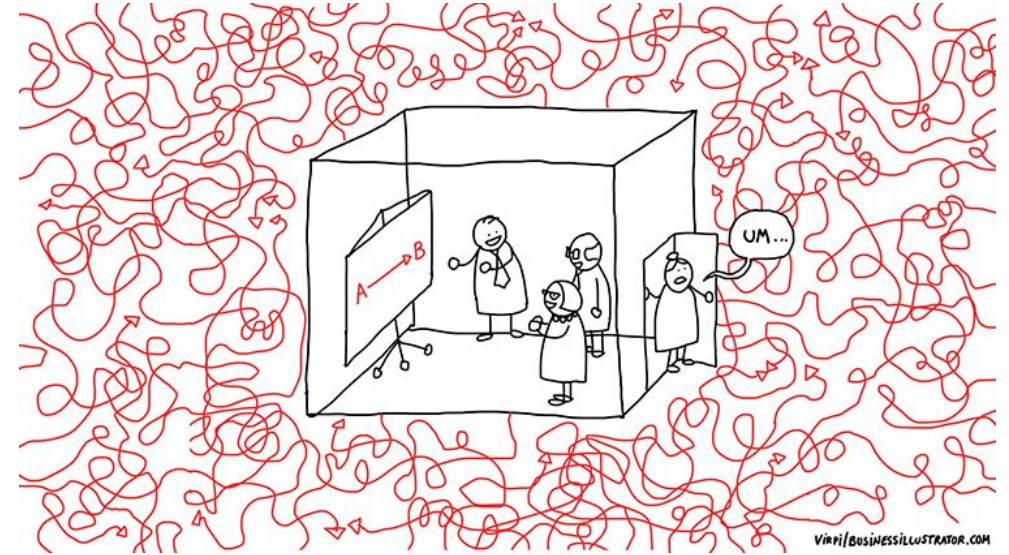
**Complex**  
(Circular: feedback cycles)



# Complexity approach

## EVOLUTION EXPLANATORY MODELS:

- Shifting away from monocausal thinking that perpetuates binary view
- Towards **process-based** approaches that take into **account different (f)actors** and their **complex interaction** (interplay)
- Causes & **causes of the causes**

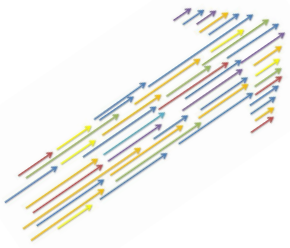


*Etiology is **complex** where (f)actors at the micro-meso-macro level come into play to mobilise individuals, groups and entire societies into a particular frame of thought and action*



*Different development paths are possible  
(patterns & events)*

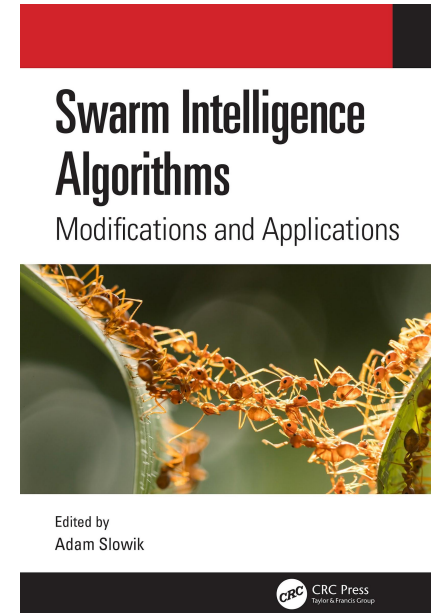
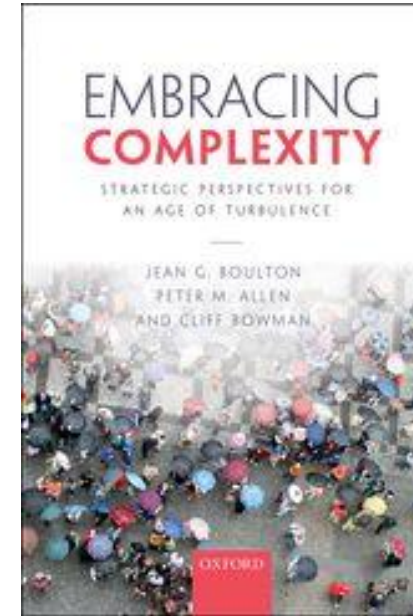




# Evolution of complexity approach

## EVOLUTION EXPLANATORY MODELS:

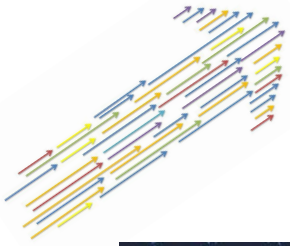
- Shifting away from monocausal thinking that perpetuates binary view
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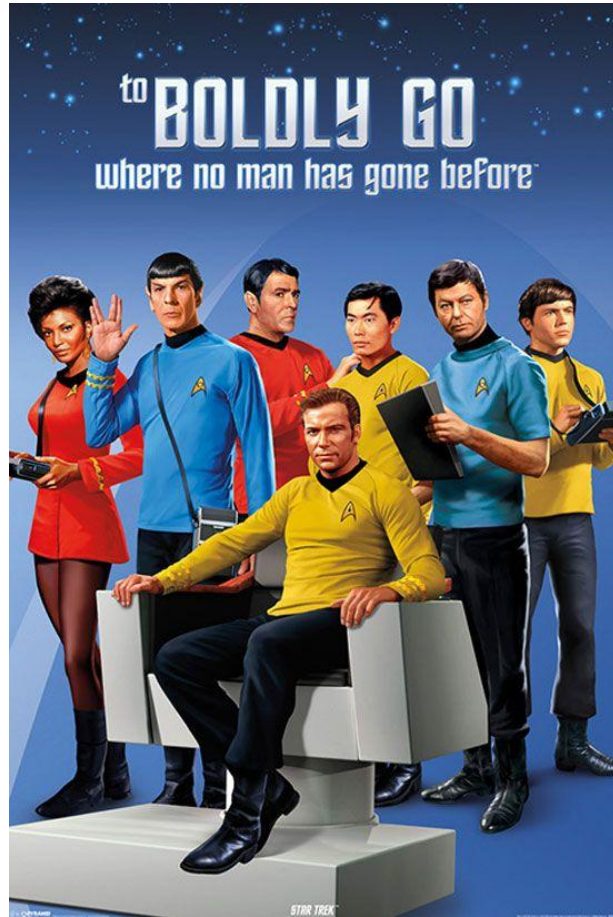
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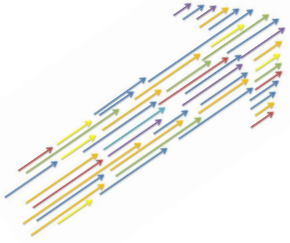
## How do people look at social challenges and approaches?



Our achievements and aspirations

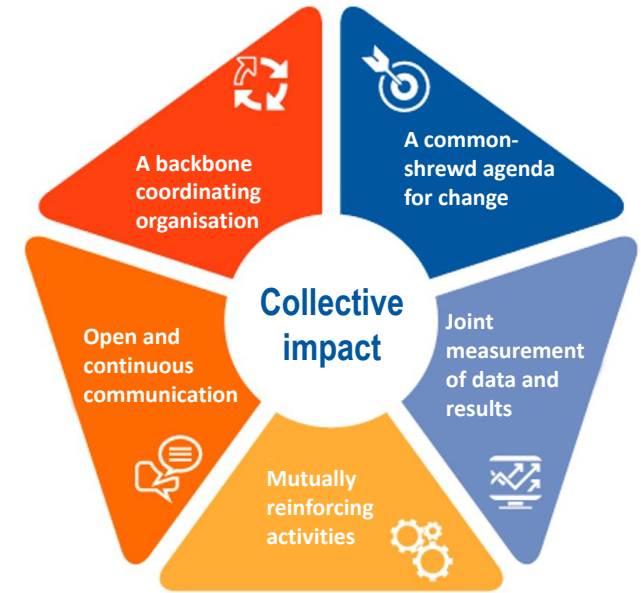


Our follies and fears

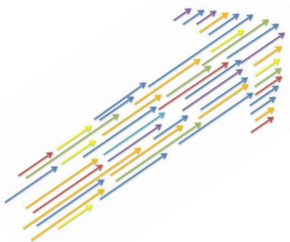


# Collective Impact Model

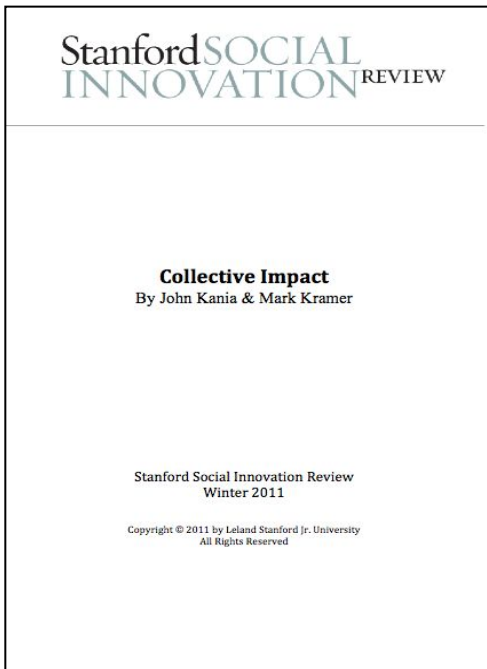
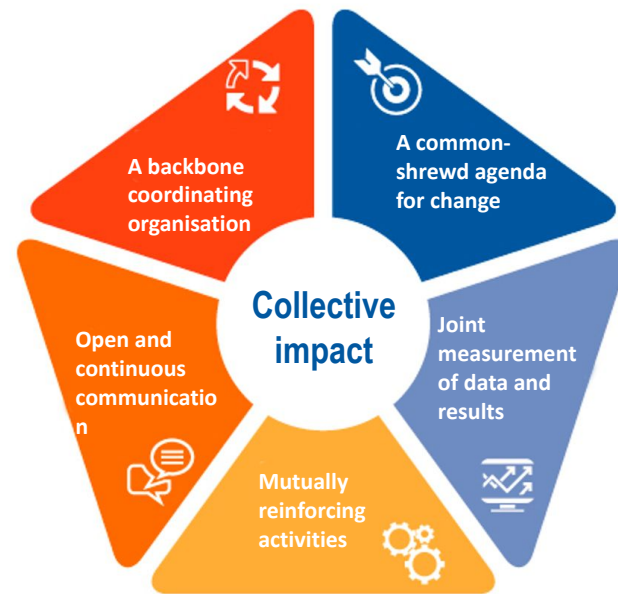
- **No single** organisation, actor or entity can **single-handedly** solve the world's most challenging problems.
- Collective Impact occurs when **actors from different sectors connect** to a common agenda to solve a specific, often very complex, community problem.



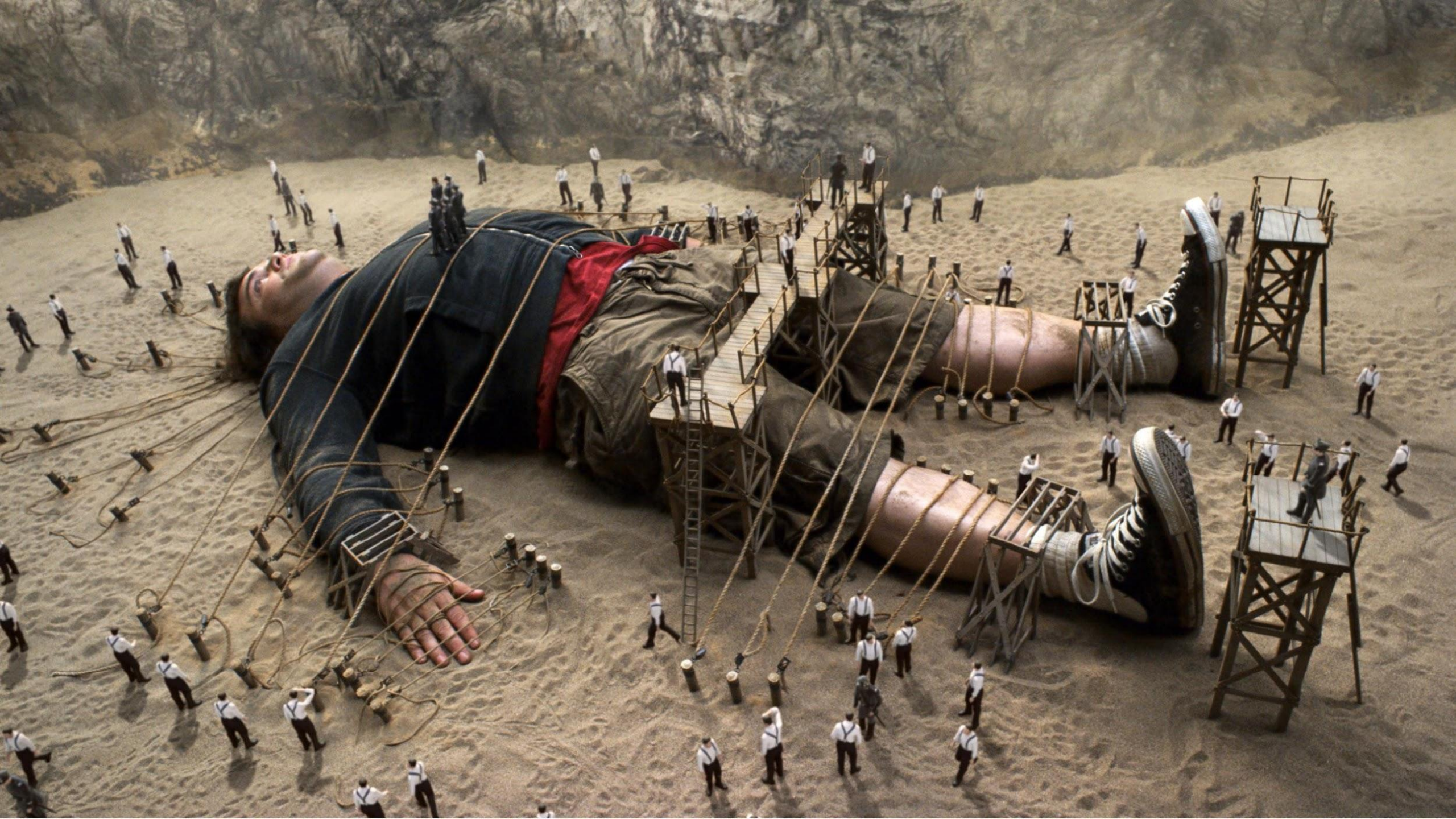




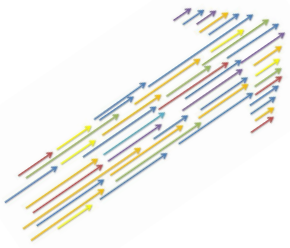
# Collective Impact Model







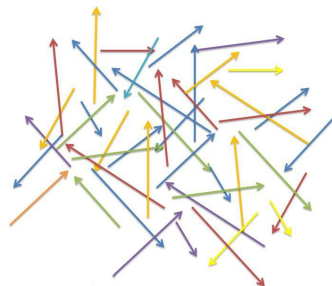




# From isolated impact to collective impact

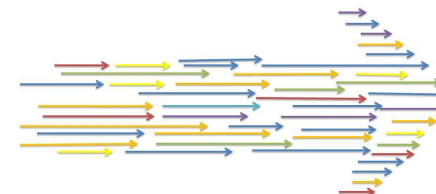
## Isolated impact

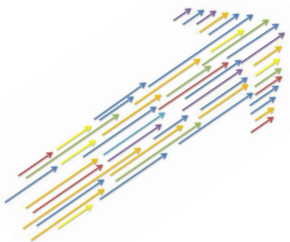
- Organisations work **separately** and **compete** for (limited) resources.
- Funders select individual beneficiaries based on set **parameters**.
- It is assumed that large-scale change depends on **upscaling**.
- Evaluation tries to **isolate** the **impact** of a particular organisation.
- Companies and governments are **separate from** foundations and non-profits.



## Collective impact

- All players bring their **unique skills to work** towards the same goal.
- Organisations are actively **coordinating** their actions, **measuring** the same things and sharing lessons learned.
- **Process orientation** with a focus on continuous improvement.
- **Cross-sectoral coordination** takes place with government and industry as essential partners.



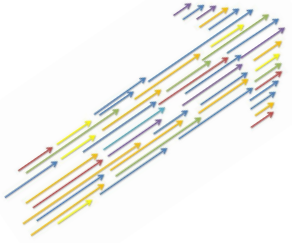


# The cooperation spectrum



Territory

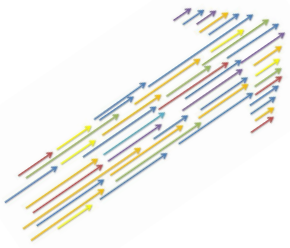
Trust



# Nature of collective impact

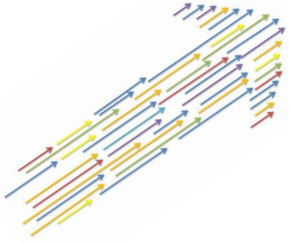
- Supports changes in individual and organisational behaviour that create a **continuous progression** of alignment, discovery, learning and emergence.
- In many cases, **this progression** significantly **accelerates** social change without requiring ground-breaking innovations or much more funding.
- **Previously unnoticed solutions and resources** from within or outside the community are identified and adopted.





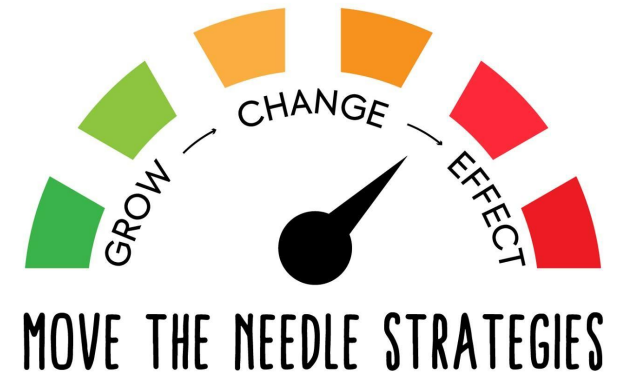
# Nature of collective impact

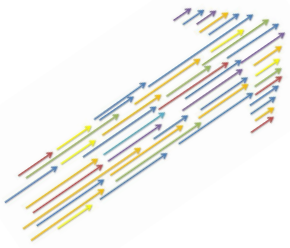
- Existing organisations are finding **new ways of working together** that deliver better results.
- Leaders recognise and accept that **new opportunities** and setbacks constantly arise for **greater impact**.
- Developing a **new way of looking, learning and doing** that links emergent solutions to purposeful outcomes.



# Five questions to the collective impact model

- Are we striving for -needle- **change** (i.e. 10% or more) **at the community level**?
- Do we believe that a **long-term investment** (i.e. three to five years) by stakeholders is necessary to achieve success?
- Do we believe that **cross-sector engagement** is essential for community-wide change?
- Do we commit to **using measurable data** to set the agenda and improve over time?
- Do we want **community members** as partners and producers of impact?



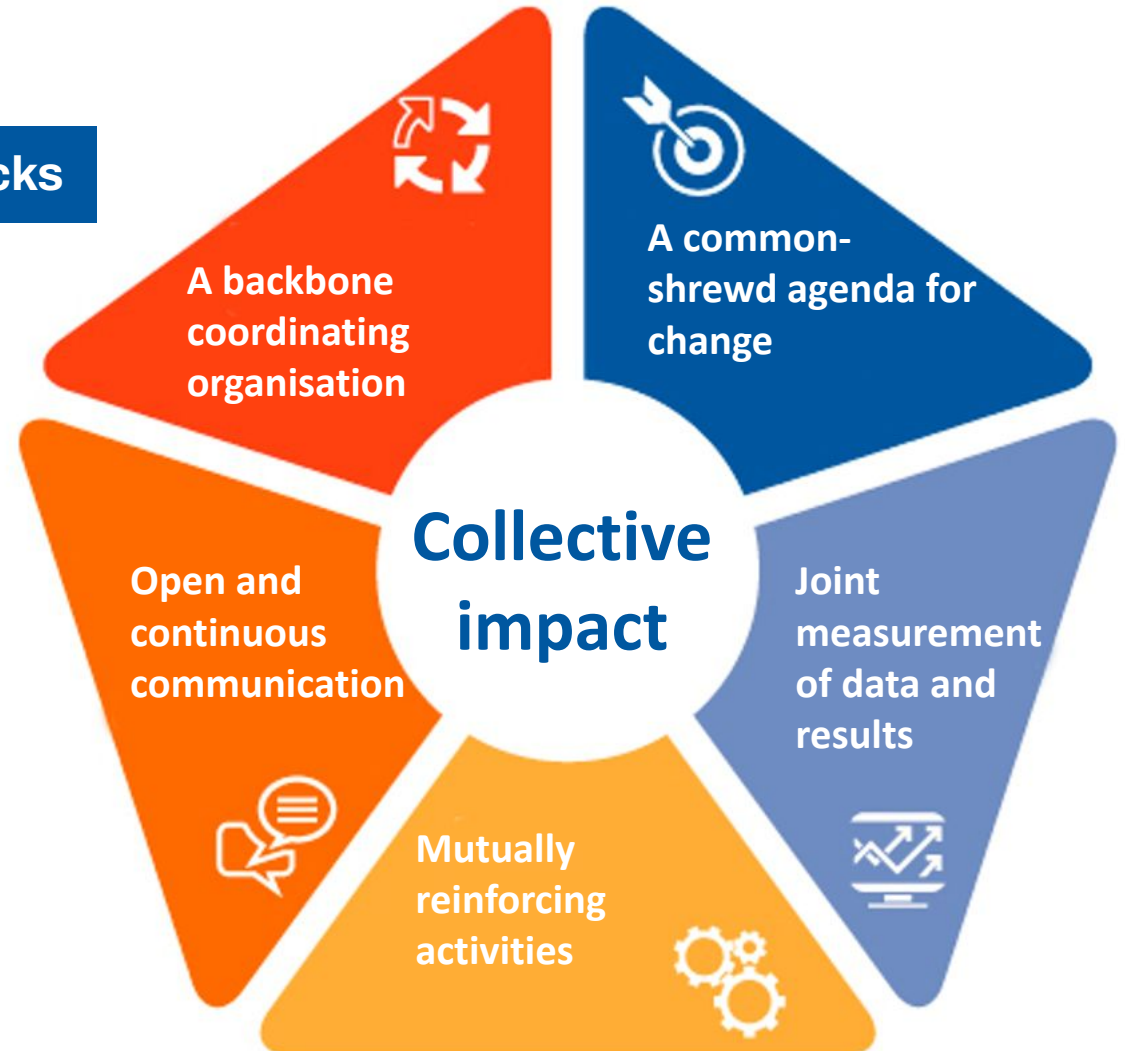


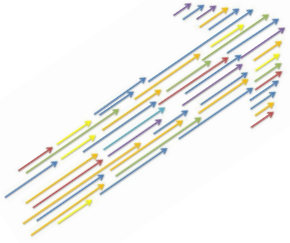
# Collective Impact Model

## Foundations

1. Urgency of the problem
2. Key figures of influence
3. Sufficient resources

## Building blocks





# Foundations for **Collective Impact**

The first phase is a **preparatory phase**. In that phase, the project team taking the initiative will explore the readiness **of their community** for a Collective Impact Initiative.

There are three **foundations** for collective impact:

1. Urgency of the problem
2. Key figures of influence
3. Sufficient resources

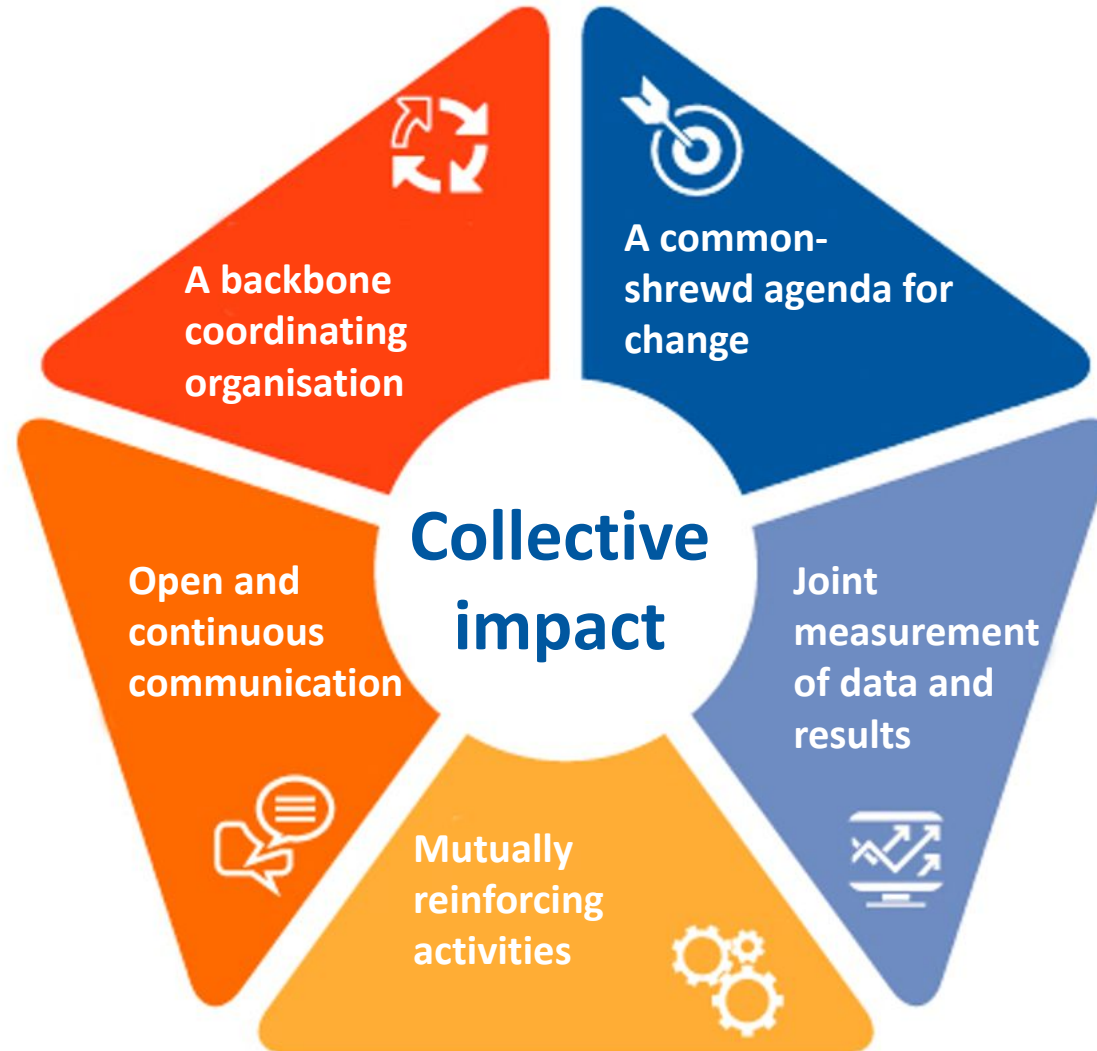


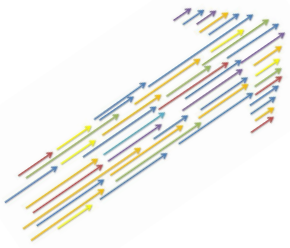




# Collective Impact Model

## Building blocks





# Building blocks of collective impact

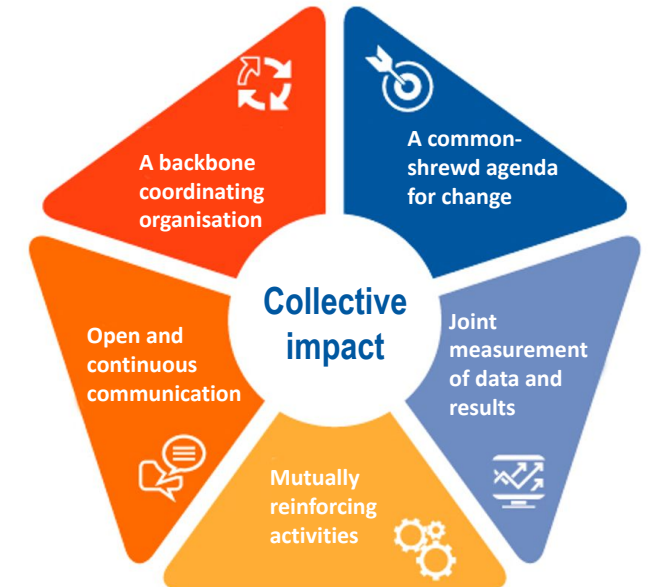
## Building block 1: Shared agenda

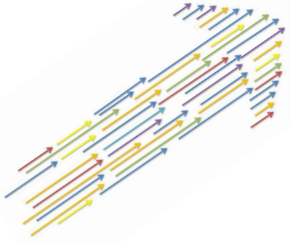
A **shared understanding** of the problem and a **joint approach to solving** it through **agreed actions**.

A shared agenda is about **what we want to achieve together**. It shapes a **sense of community**, builds **trust between people** and **cohesion** between different actions.

It is also a process of **prioritisation**, to arrive at an action plan, whereby cross-sector actors commit to certain realisations.

The **process** is at least as important as what ends up on paper. It is an iterative process, takes time and can also be adjusted.



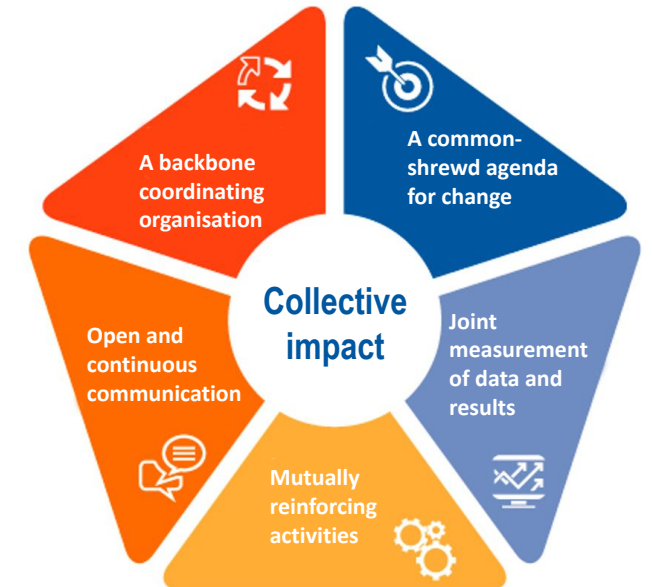


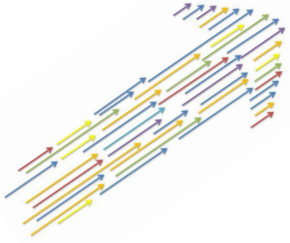
# Building blocks of collective impact

## Building block 1: Shared agenda

A shared agenda has three goals:

1. define clear **deliverables**
2. defining key **goals and priorities** to which key people (actors) are committed
3. making explicit the **partnerships** between the various actors





# Building blocks of collective impact

## Building block 2: Shared measurements

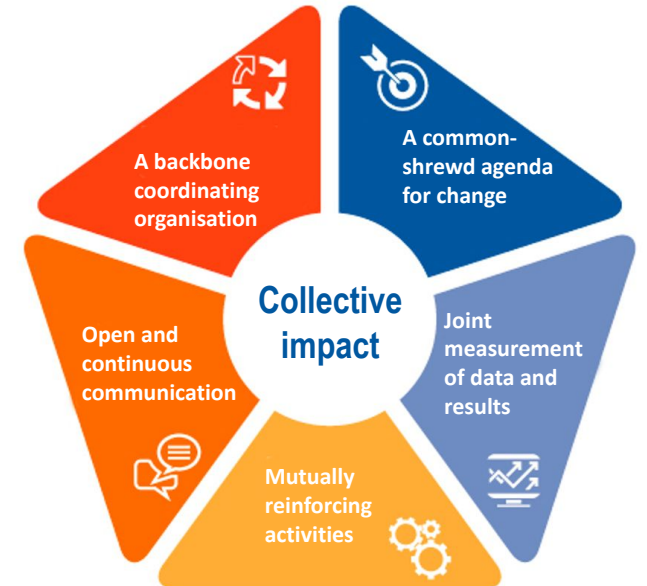
Collective efforts for change are distinguished by involving **many partners**, at **different levels**, working towards a **common outcome** and **measurable progress** in a complex area.

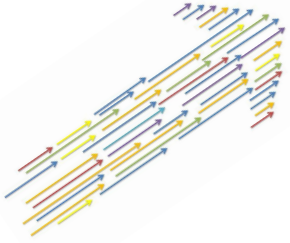
### 2 purposes:

- continuous learning
- Evaluation

### Why use data and shared measurements?

- To help underpin shared agenda
- baseline measurements to check evolution
- systems and processes that encourage actors to interact with data to adjust actions if necessary
- different perspectives on data and what they tell





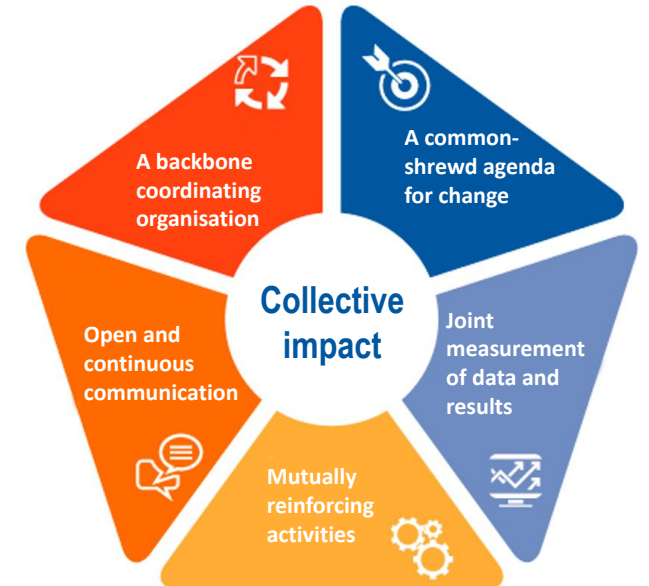
# Building blocks of collective impact

## Building block 2: Shared measurements

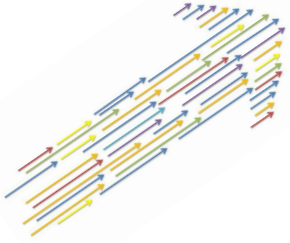
Data are both **quantitative and qualitative**, both numbers and stories.

examples:

- **Data Stations**: What data stations do we have at hand?
- Organising a **data walk**?







# Building blocks of collective impact

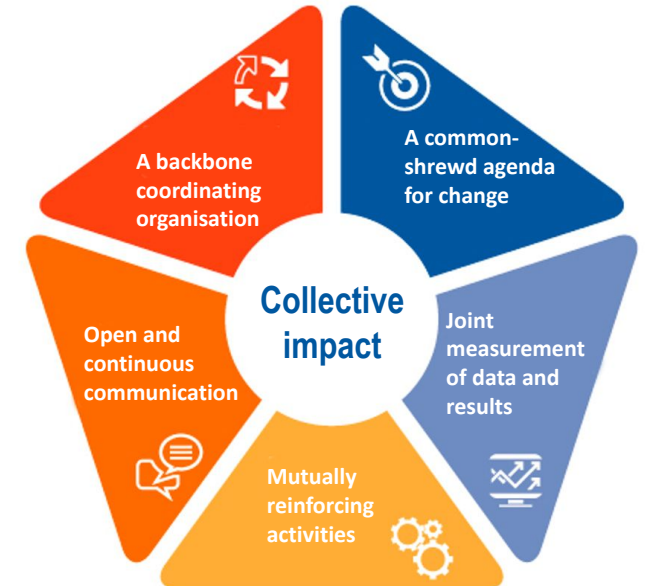
## Building block 3: Mutually reinforcing activities

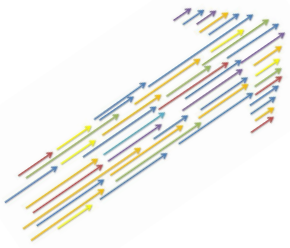
Identify **complementary projects and activities** and integrate them into a mutually reinforcing action plan to achieve results.

questions to consider:

- Can existing **activities** be **redirected** to achieve collective impact objectives?
- Can activities of various actors be **linked or aligned**?
- Are there any **gaps** that need to be filled?

**Main focus:** how can partners align their resources to realise the shared agenda?





# Building blocks of collective impact

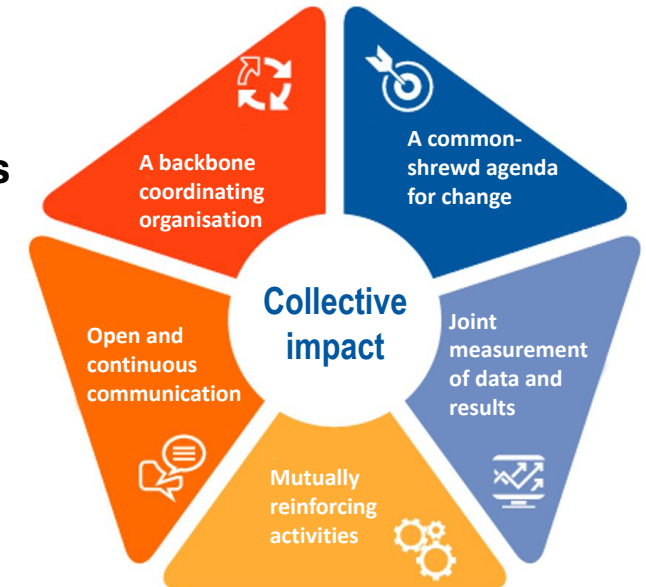
## Building block 4: Continuous communication

formal and informal communication channels to keep all actors informed of **progress** and **key milestones** (internal).

Communicate about the initiative to a **wide and diverse audience**, using **various communication channels and strategies** (external).

Communication strategy includes:

- structures for effective communication **between partners** CI
- **needs** of partners to be able to communicate about the work within their own organisation and networks.
- strategies to **keep** broad public informed **and involved** in initiative.

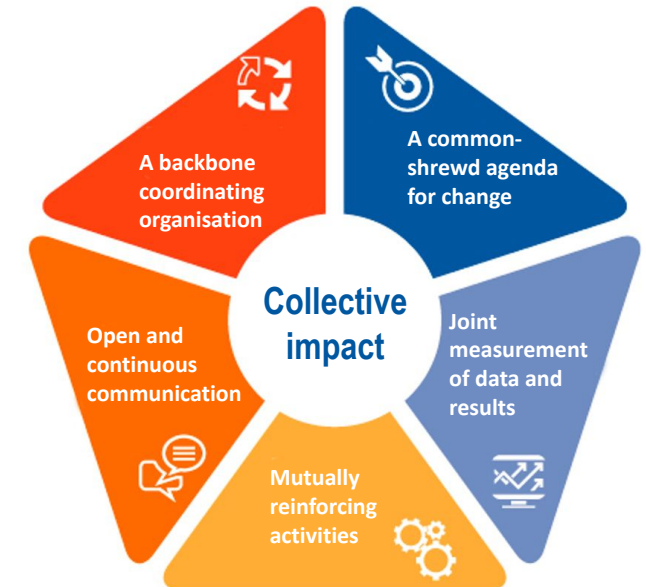


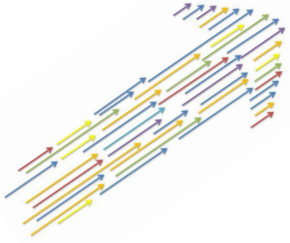


# Building blocks of collective impact

## Building block 5: Backbone support

**Independent, funded staff** for the initiative provides ongoing support by guiding vision and strategy, **supporting** aligned activities, establishing common measurement practices, building public will and **mobilising** resources.

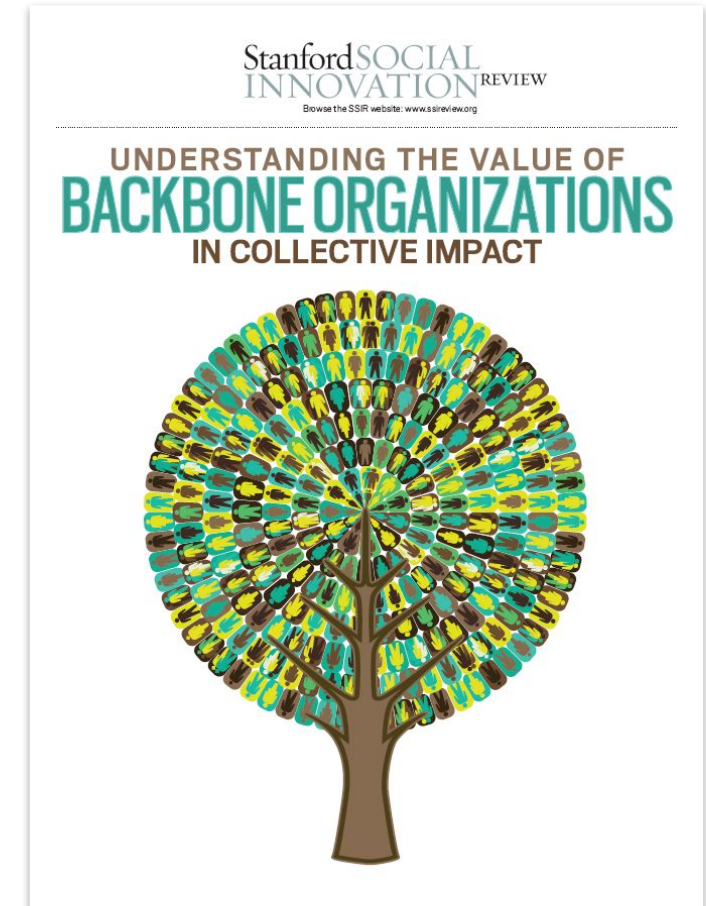




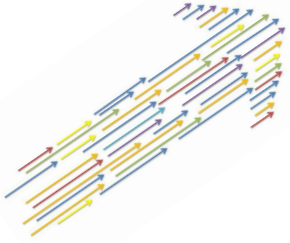
# Building blocks of collective impact

## Building block 5: Backbone support

- Effective backbone support is **essential** for Collective Impact work.
- Backbone organisations offer a **unique viewpoint, reach, and set of skills** that many other organisations do not possess.
- Requires vision, **relationship-building** skills, focus, adaptation, result orientation and charisma.



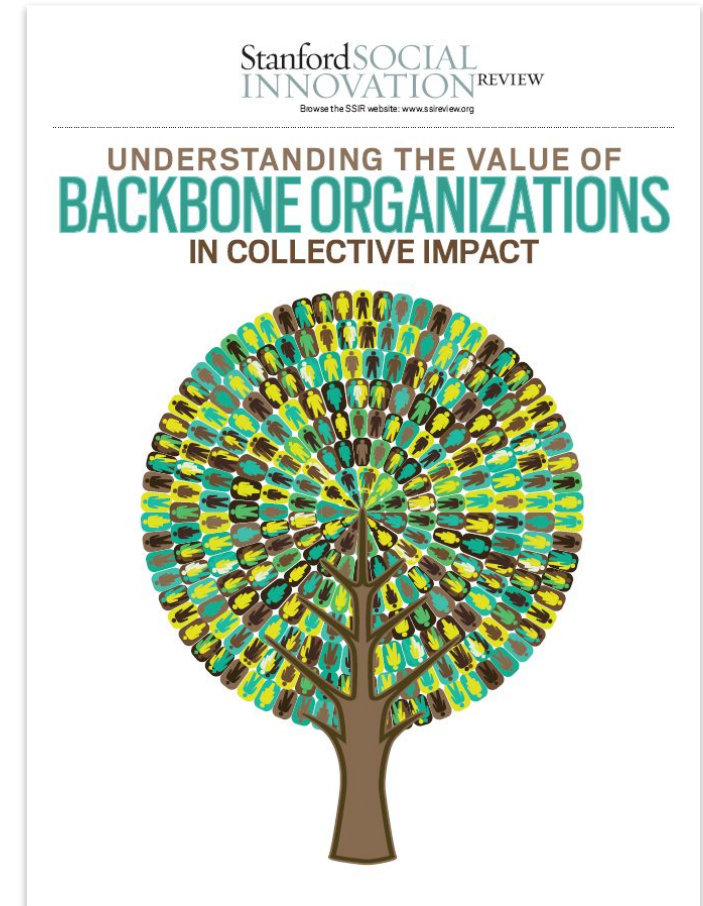


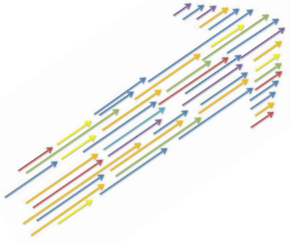


# Building blocks of collective impact

## Building block 5: Backbone support

- Backbone organisations bring together **a wide range of people** to work on issues.
- Backbone organisations understand both the **problems of the community** and the types of **activities already taking place** and how they can be aligned.
- Backbone organisations facilitate a natural transition from partnership-focused activities to **broader externally-focused activities at the community level**.

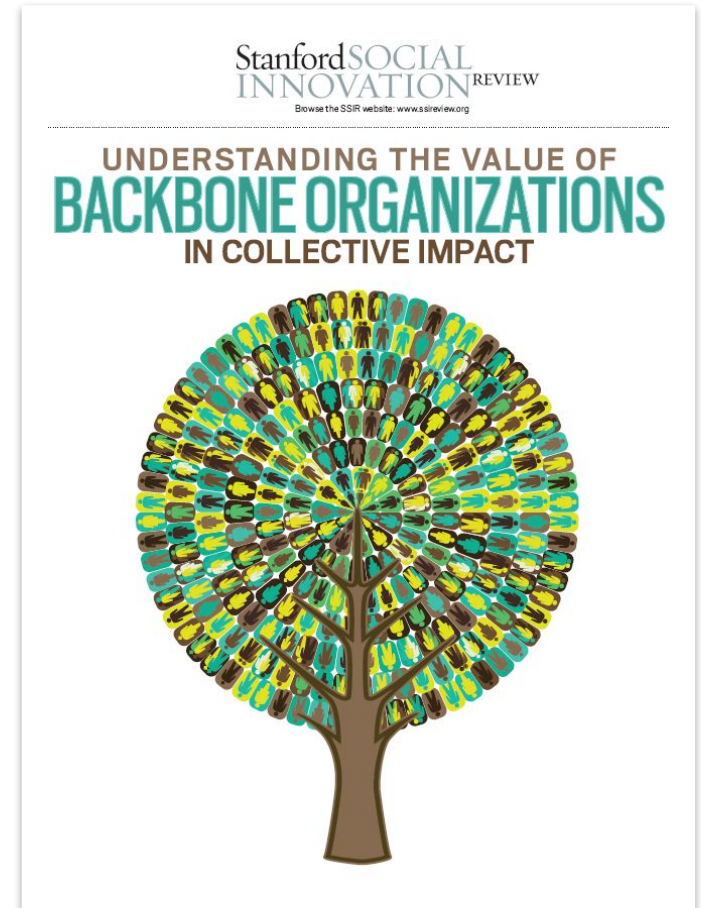




# Building blocks of collective impact

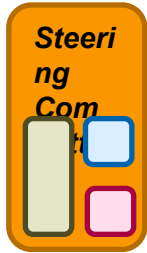
## Building block 5: Backbone support

- Backbone organisations build partner capacity to contribute to and use **data in a shared measurement system**.
- Backbone organisations **communicate** the added value of the effort and the progress made.
- **Backbone organisations must balance between coordinating and being accountable, while staying behind the scenes to foster collective ownership.**



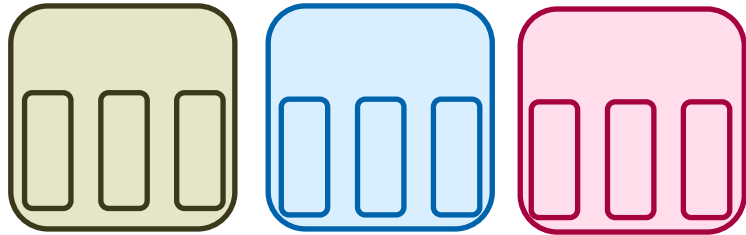
Shared agenda

Shared measurements



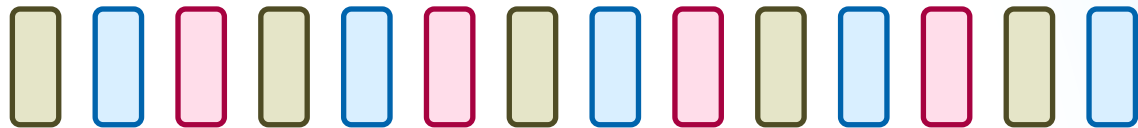
Governance, Vision and strategy

Working groups



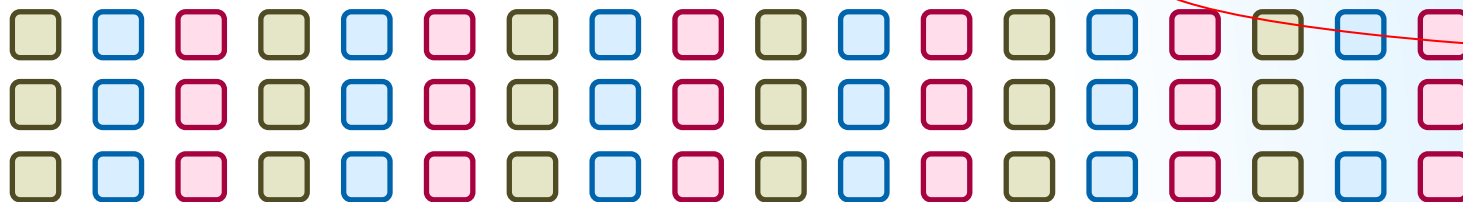
Action planning

Partners



Implementation

Community members



Public will



Backbone

# Six key functions for the backbone organisation

## Guiding Vision-Strategy

- build a **common understanding of the problem**
- Provide **strategic guidance** to common agenda

## Support aligned activities

- Ensuring **mutually reinforcing activities** take place:
  - Coordinate and facilitate **communication and cooperation**
  - **Bringing together** partners and key external stakeholders
  - **Catalyse** or **incubate** new initiatives or partnerships
  - Providing technical **assistance**
  - Create **avenues for** and **recruit new partners**.
  - Seeking opportunities for **alignment** with other efforts

## Establish shared measurement practices

- Collect, analyse, interpret and report **data**.
- **Analyse** or **develop** common **measurement systems**
- Provide **technical assistance** to build partners' **data capacity**.

## Building public will

- Building public **will, consensus and commitment**:
  - Creating a **sense of urgency** and a **call to action**.
  - Support community member **engagement activities**
  - Production and management of **external communications**

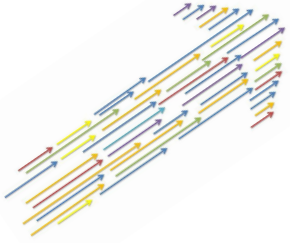
## Promote policies

- **Advocating** for an **updated policy agenda**

## Freeing up funding

- mobilise and align **public and private funding** to support objectives





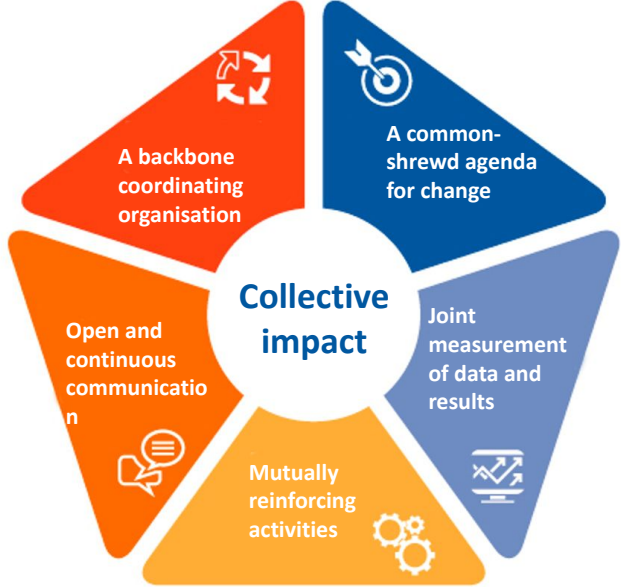
# Nine leadership principles for 'backbone' leaders

1. Look at the system you are trying to change through a lens **of complexity**.
2. Let the vision/dynamic be "**good enough**" instead of trying to plan every little detail.
3. Balance between **data and intuition, planning and action, safety and risk**.
4. Be comfortable exposing **paradoxes and tensions**.
5. **Don't wait** to be "sure" before taking action.
6. Create an **environment of information, diversity and difference, connections and relationships**.
7. **Mix cooperation and competition** - it's not one or the other.
8. Understand that **informal conversations**, gossip and rumours contribute to mental models, actions and beliefs. Listen to this.
9. Let complex systems emerge from the **interaction** of systems, ideas and resources.

# Stages of Collective Impact

<i>Components for success</i>	<i>Phase I Generating ideas and dialogue</i>	<i>Phase II Initiating action</i>	<i>Phase III Organising for impact</i>	<i>Phase IV Supporting action and impact</i>
<b>Board &amp; Infrastructure</b>	Convening community stakeholders	Designating champions and forming cross-sector group	Creating infrastructure (backbone and processes)	Facilitate and refine
<b>Strategic Planning</b>	Have a dialogue about the problem, community context and available resources	Mapping the landscape and using data to make arguments	Setting a common agenda (common goals and strategy)	Supporting implementation (alignment with goals and strategies)
<b>Community involvement</b>	Facilitate community contact specific to the purpose	Facilitating contact with the community	Engaging the community and building public will	Sustained engagement and advocacy
<b>Evaluation &amp; Improvement</b>	Determine whether there is consensus/urgency to move forward	Analysis of baseline data to identify key issues and gaps	Establish common metrics (indicators, measurement and approach).	Collect, track and report progress (process to learn and improve)

# Common Agenda and Shared Metrics

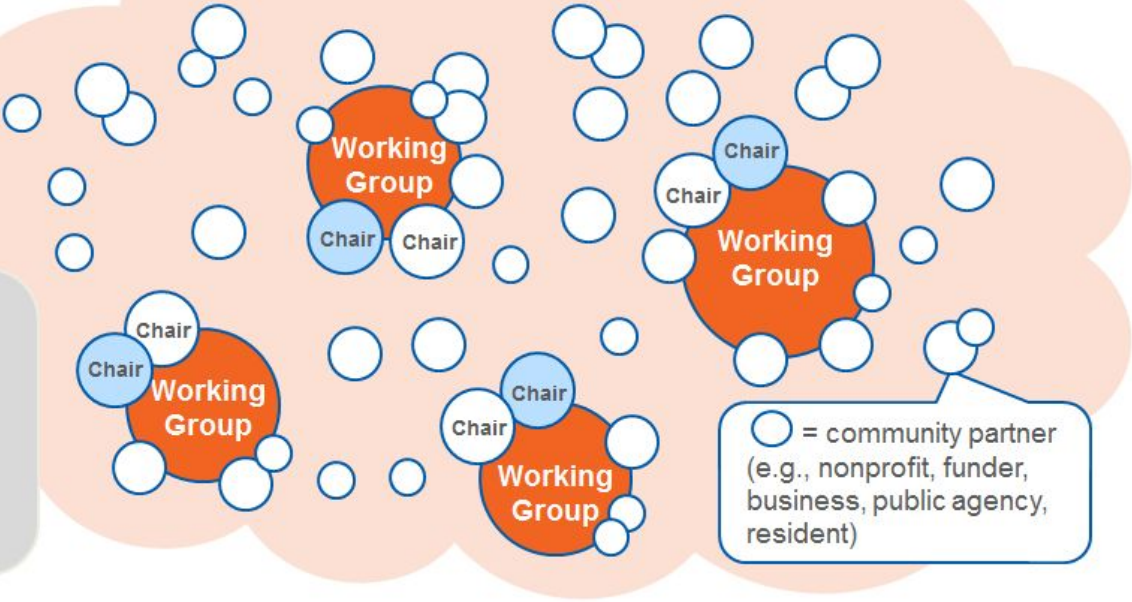


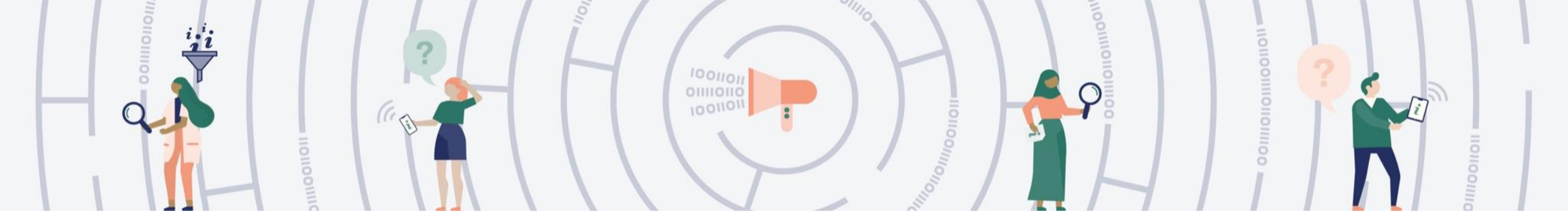
## STRATEGIC GUIDANCE



- BACKBONE SUPPORT**
- Guide strategy
  - Support aligned activities
  - Establish shared measurement
  - Cultivate community engagement and ownership
  - Advance policy
  - Mobilize resources

## PARTNER-DRIVEN ACTION





# Questions?

