

THE COLLECTIVE IMPACT TOOLKIT

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A collection of tools designed to help launch and sustain your Collective Impact initiative





Welcome to the **Collective Impact Toolkit** – a collection of tools designed to help you launch and sustain your Collective Impact initiative. If you are reading this, our assumption is that you are already familiar with the five conditions of Collective Impact and are looking for a practical way to implement them. If that is not the case, we recommend that you start by reading [Achieving Collective Impact with Results-Based Accountability™](#) by Deitre Epps.

Five Conditions of Collective Impact:

- | | |
|-------------------------------------|---------------|
| 1) A common agenda; | Page 2 |
| 2) Shared measurement systems; | Page 3 |
| 3) Mutually reinforcing activities; | Page 4 |
| 4) Continuous communication; | Page 5 |
| 5) A backbone support organization | Page 6 |

The tools described in this document are all part of the [Clear Impact Scorecard software](#) – a data and collaboration tool designed specifically for non-profit and government organizations. With it, community partners and their backbone support organizations can organize around a common agenda, define means to measure progress, share data, and use information to drive their strategies and activities. For those that need a hand getting to this step, Clear Impact Scorecard also includes tutorials and others capacity building tools to ensure that users of all experience levels are able to participate. If you are unfamiliar with the concepts of Results-Based Accountability™, we recommend checking out the [RBA Guide](#) for an explanation of the terms and concepts.

Preliminary Resources

- ✓ **Achieving Collective Impact...**
<http://clearimpact.com/achieving-collective-impact-with-results-based-accountability/>
- ✓ **RBA Guide...**
<http://clearimpact.com/resources/publications/results-based-accountability-guide/>
- ✓ **Clear Impact Scorecard Software**
<http://www.clearimpact.com/scorecard>



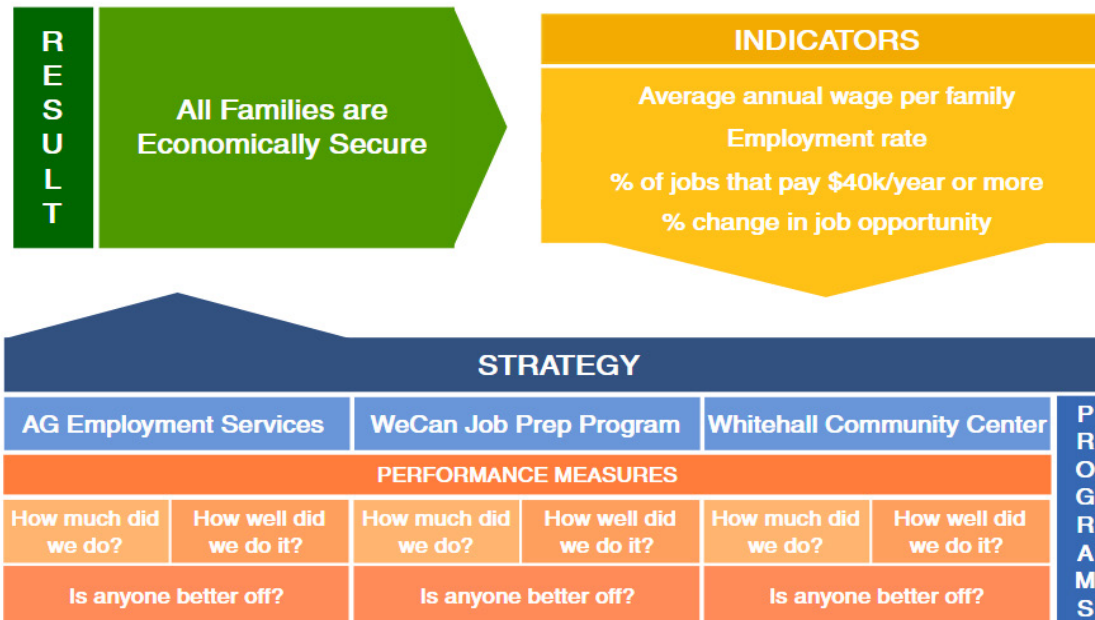
Condition #1: A Common Agenda

The Results-Based Accountability framework provides a clear, practical, and measurable way of articulating a common agenda for a community. A Strategy Map can help you to define your agenda, communicate it to your partners, and bring people together to build consensus on what work needs to be done to create collective impact.



Strategy Map

County Workforce Development Strategy



County Workforce Development Strategy

The **Strategy Map** tool can help define a Common Agenda that you and your partners are passionate about and create a clear line of sight between individual partner efforts and high-level collective goals.

[See an example](#)



Condition #2: Shared Measurement Systems

Defining population level indicators and performance measures for each community partner that clearly align with the Common Agenda provides the information needed to make decisions and revise strategies going forward. The Clear Impact Scorecard provides an easy and efficient way to monitor those metrics and share progress in real-time.

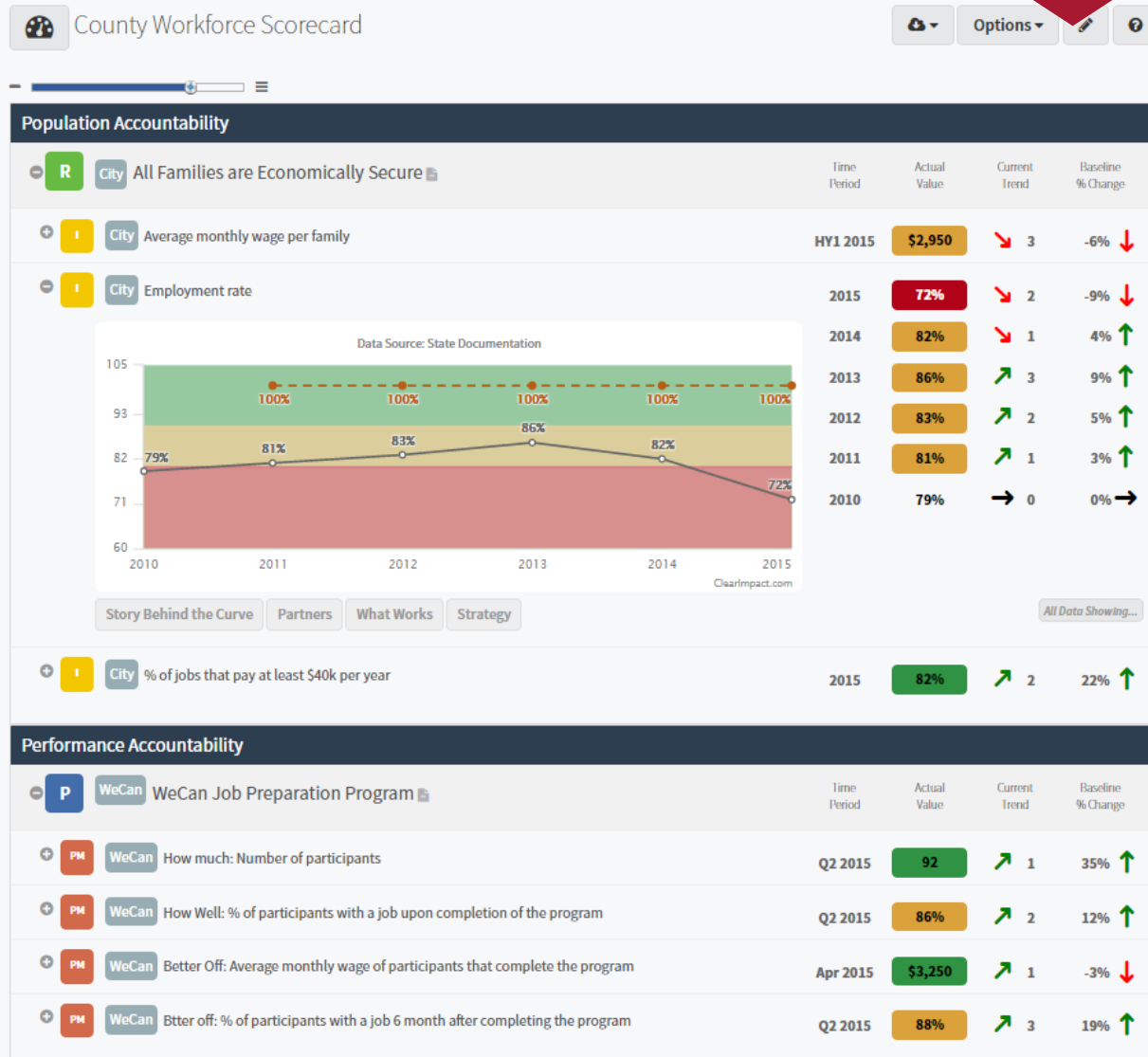


Interactive Scorecard: Community Workforce Scorecard

From small local collaborations to large national initiatives and everywhere in between, **Clear Impact Scorecards** can organize your program performance data and analysis to ensure that the information you need to make **decisions is never more than a few clicks away.**

Clear Impact Scorecard enables you to zoom out to see how the partnership is performing as a whole, or zoom in to focus on the performance of any individual program.

[See an example](#)



Condition #3: Mutually Reinforcing Activities

Collecting data is only half the battle – you also need an efficient process to use that data to make decisions. The tools below can help you get from talk to action, guide your strategies to improve, and manage their on-going implementation.



Turn the Curve Exercise for Strategy Development

R All Families are Economically Secure

I Demo % of jobs that pay at least \$40k per year

Actual Value
82%

Target Value: 100%

Forecast Value: []

Actions: []

Files: []

Show Data Values

Story Behind the Curve

Partners

What Works

Strategy

Actions

Name	Assigned To	Status	Due Date	Progress

File Attachments

File Name

The **Turn the Curve exercise** guides users through a data-driven decision making process to help develop strategies and actions that can be assigned to specific partners and stakeholders.

[See an example](#)



Gantt Charts for Project Management

City Education Scorecard

City Education Scorecard

Title	2014	2015	2016	2017	2018	
All children succeed in school	children succeed in school					
% of students that graduate from hi		% of students that graduate from high school on				
% of students reading on grade lev		% of students reading on grade level or above				
Marketing campaign		Marketing cam	Karen Cooper			
New project		New project	Karen Cooper			
nEW ACTION		n	Dwayne Barker			
% of students that graduate on time and						
Develop family communication docur		Develo	Karen Cooper			
Allocation Meeting			Allocation			
Budget Proposal				Bud	Justin Mik	
Career Day				Career	Dwayne Barker	
ABC Afterschool Program						
How Much: Number of Participan						
Develop family communication doc		Develo	Karen Cooper			
Contact Graphic Designer About B		Contact Graphic	Dwayne Barker			
Outreach Initiative				Outreach Initiative	Dwayne Barker	
Parent education class				Parent	Justin Mik	
Grant proposal				Grant pro	Dwayne Barker	
Print Brochures				Print Brochu	Dwayne Barker	
New Action				New Action	Karen Cooper	
Distribute documentation					Distrib	Karen Cooper
How Well: Student to teacher rati						
Better Off: Percent of participants						

The **Gantt Chart tool** turns complex projects into an organized breakdown of their component parts and displays them on as an easy-to-read timeline.

Assign Actions to specific individuals and monitor progress toward completion to add an element of personal accountability to the implementation of your strategies.

Condition #4: Continuous Communication

Communication, not just between partners but also with funders and the public, is a key component to any successful Collective Impact initiative. The tools below can help you provide real-time, transparent communication to stakeholders, funders and/or the public with just a few clicks of the mouse.



Embedded/Shared Scorecards

LIVE UNITED United Way of Central Iowa United Way

GET UPDATES BY EMAIL
enter your email zip code SIGN UP!

HOME ABOUT PARTNERS CAMPAIGN LEADERSHIP GROUPS RECOGNITION REGISTRY GIVE NOW

Search SEARCH

EDUCATION Helping Achieve Potential
INCOME Promoting Financial Stability
HEALTH Improving People's Health

Education
Born Healthy
School Readiness
Early Grade Success
Middle Grade Success
Graduation On Time
Education Cabinet

High School Success

EDUCATION GOAL: All youth are ready for college, work and life

Time Period	Actual Value	Benchmark	Current Trend
FY 2014	93.2%	95.0%	3
FY 2013	92.1%	95.0%	2
FY 2012	91.8%	95.0%	1
FY 2011	90.9%	91.7%	1
FY 2010	91.5%	91.7%	2
FY 2009	86.2%	91.7%	1
FY 2008	83.4%	—	0

Percent of Youth that graduate from high school-five year

Percent of low-income Youth receiving (FRPL) that graduate from high school-four year

Percent of Minority Youth that graduate from high school - four year

Education Result 4: High School Success

Strategy 4.1: Promote successful transition into high school

Number of high school students with 2 or more DOP indicators who participate in high school transition programs

Number of high schools students with 2 or more DOP indicators who are on track to graduate

Number of high schools students with 2 or more DOP indicators who graduate on time

Share on Facebook

Share on your own Timeline

JD Miklas

We're making great improvement!

City Workforce Scorecard

WeCan served 1,744 clients this past calendar year 2014 after serving 1,044 in 2013. With return visits, WeCan averages about 120 client visits per month during our operating hours of 20 hours per week.

APP.RESULTSSCORECARD.COM

Friends Cancel Post to Facebook



Provide complete transparency and accountability to funders and the public by **embedding scorecards, strategy maps and Turn the Curve reports into your website** or sharing them on social media.

Shared/Embedded elements are automatically updated in real-time so you can quickly and easily provide an ongoing, up-to-date stream of information to those that need it.



Condition #5: A Backbone Support Organization

A backbone organization provides the supporting infrastructure for a Collective Impact effort and is a facilitator of a highly structured data-driven decision making process. The Results-Based Accountability™ framework, as defined by Mark Friedman in the book, “Trying Hard is Not Good Enough,” provides a simple but rigorous process for Backbone Support Organizations to align the efforts of the collaborative group.



Virtual RBA Facilitator

Virtual RBA Facilitator

My name is Mark Friedman and years ago I created the Results Based Accountability framework to help communities and organizations be more effective through using simple language and accountability techniques. Throughout the Clear Impact Scorecard software you will have the opportunity to use RBA Workshops that will guide you through the steps of defining results, turning the curve on population indicators, planning successful strategies, and much more. These virtual tutorials have been derived from on-site work I, and many other consultants, have done over the past years with countless organizations in an effort to better share our knowledge and techniques with more people at a lower cost.

As we learn and grow we will update these tutorials to reflect the latest best practices and new thinking.

To get started, select a tutorial from the list below.

Let's turn some curves together!



Population Result and Indicator

This workshop will help you define the population Results you are seeking to achieve and choose the Indicators to monitor your Results. Then you have the chance to place the Results on Scorecards.

What you should have on hand:

- Cooperative team of planners
- Initial list of possible indicators available in your area

Estimated completion time: 10-30 minutes

Get Started

Continue

Program Performance Measure

The Program Workshop will walk you through the steps of identifying and describing the Programs that are working to achieve your Population Results. Once you have defined the Program this workshop will also walk you through the Performance Measure selection process.

What you should have on hand:

- Cooperative team of planners
- List of Results you are identifying programs for
- List of Programs you would like to track performance for

Estimated completion time: 20-50 minutes

Get Started

Continue

Turn the Curve Tutorial

In this workshop you will create/select an Indicator or Performance Measure that you want to analyze and create a plan to change for the better.

What you should have on hand:

- Historical Indicator Data (if available)
- Community partner list

Estimated completion time: 15-45 minutes

Get Started

The **Virtual RBA Facilitator** provides a scalable set of tools designed to build your community's capacity and reduce the need for ongoing consultant support to create your common agenda, shared measurement system, and mutually reinforcing activities



Don't wait,
get started
today!

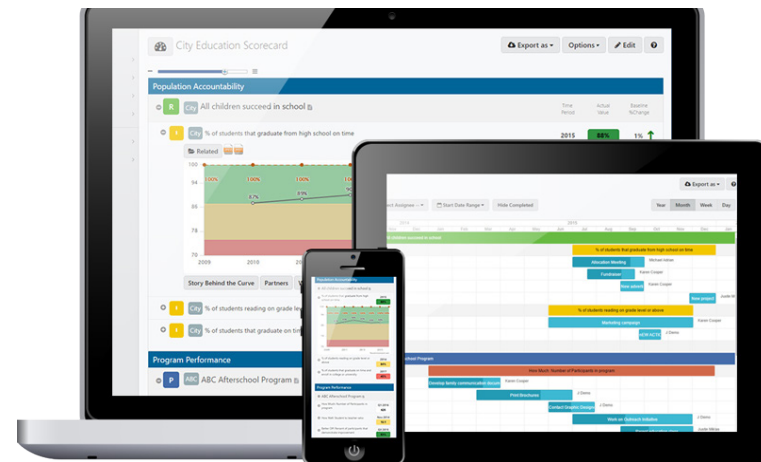


For more information on the tools described in this document, or to begin a

30 day free trial

visit:

www.ClearImpact.com



Additional Collective Impact Resources:

- Results-Based Accountability and Collective Impact - <http://clearimpact.com/solutions/collective-impact/>
- Free RBA Tools and Resources - <http://clearimpact.com/resources/>
- Purchase RBA Books and DVD's - <http://clearimpact.com/shop/>