BARRIERS TO SUSTAINING COLLECTIVE IMPACT

- Weak Leadership
- Inability to deal with resistance
- Cultural misalignment
- Too much concurrent change
- Poor change management process methodology

- Source: http://www.changefirst.com/uploads/documents/ChangefirstWhitepaper_Building_Sustainable_Change_Capability.pdf

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DIVING DEEPER: 8 FACTORS FOR COLLECTIVE IMPACT SUSTAINABILITY

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Factor 1: Leadership Competence

- Activities that contribute to high-quality CI initiatives are the responsibility of leaders and include:
  - clearly developing and articulating a common vision and objectives;
  - performing regular needs assessments;
  - ongoing planning and adaptation; evaluation;
  - securing funding; fiscal management;
  - supporting and supervising staff; and
  - providing staff training.

Factor 2: Effective Collaboration

- Involves identifying relevant stakeholders who actively support program goals and who have clearly identified roles and responsibilities.
  - Collaborative efforts build a broad base of support in the community and of key stakeholders for program implementation, success, and sustainability.

Factor 3: Understanding the Community

- Entails having knowledge of community needs and resources; having respect for community members, and involving key community members in programs. Particular considerations include:
  - socioeconomic and political considerations;
  - community participation in programs;
  - honoring community values and cultural relevance;
  - cultivating key community leader support; and
  - utilizing indigenous staff.

Factor 4: Demonstrating Results

- Evaluating process and outcomes using acceptable research methods and informing stakeholders of the results of those evaluations is critical.
  - Evaluation must assess the intervention and subsequent program modifications focusing on measurable results.
  - Evaluation findings can then be used to leverage current successes for establishing future funding.

Factor 5: Strategic Funding

- Includes having plans and resources in place to support current and prospective program requirements.
  - Intentional planning for continued funding includes an analysis of short-term and long-term funding needs;
  - developing a range of financing options; and
  - recognizing that sustainability is enhanced when there is diversity in funding streams.

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Factor 6: Staff Involvement and Integration

- Inclusion of committed, qualified staff in the design, implementation, evaluation and decision making develops a culture that values broad-based participation in working toward program sustainability and success.
  - Supporting program goals occurs more readily when staff are important components in the organization and make the organization their own.

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Factor 7: Community Responsivity

- The ability of a CI initiative to adapt to meet changes in community needs is critical.
  - Although CI Initiatives may maintain their overall goals, strategies may need change to address evolving issues and contexts.
  - An important consideration in programs is the ability of the initiative to be modified to continually meet changing community needs and resources.

Factor 8: Learning and Innovation

- Building in a culture of learning and continuous improvement enables the initiative to evolve over time. Innovative practices leverage learning.

RESOURCE

Builds on the Factors of Sustainability and includes a self-assessment tool

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TOOL | SUSTAINING COLLECTIVE IMPACT EFFORTS

Building a collective impact approach requires the engagement of a diverse team of leaders, a focus on community impact and evaluation and learning. Sustaining collective impact efforts is about engaging, in unique ways, all the resources available to the collaborative. Sustaining collective impact is also about identifying which elements in the collective impact framework need to be sustained and how.

THE PRE-CONDITIONS AND CONDITIONS OF COLLECTIVE IMPACT

The 5 Conditions of Collective Impact

The collective impact framework consists of three pre-conditions and five conditions for community change. The pre-conditions are: engaging influential champions; identifying urgency of issue and ensuring there are adequate resources.

The conditions for effective collective impact efforts to emerge are: agreement on a common agenda and strategies; identifying shared measurement; leveraging mutually reinforcing activities; building continuous communications and the support of a backbone infrastructure. When considering sustaining collective impact efforts, it is important to consider which conditions are working well and what needs to be enhanced or changed.

BUILDING YOUR SUSTAINABILITY APPROACH

Lydia I. Marek, Ph.D. and Jay A. Mancini, Ph.D. from Virginia Polytechnic Institute and State University Blacksburg researched and developed an approach which identified seven factors of sustainable community change. This approach to sustainability has a direct correlation to collective impact efforts. The seven factors identified include; leadership competence; effective collaboration; understanding the community; demonstrating results; strategic funding; staff involvement and integration; and community responsibility.

Source: https://cals.arizona.edu/sfcs/cyfernet/evaluation/Sustaining_2007_cyfar_pp.pdf

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