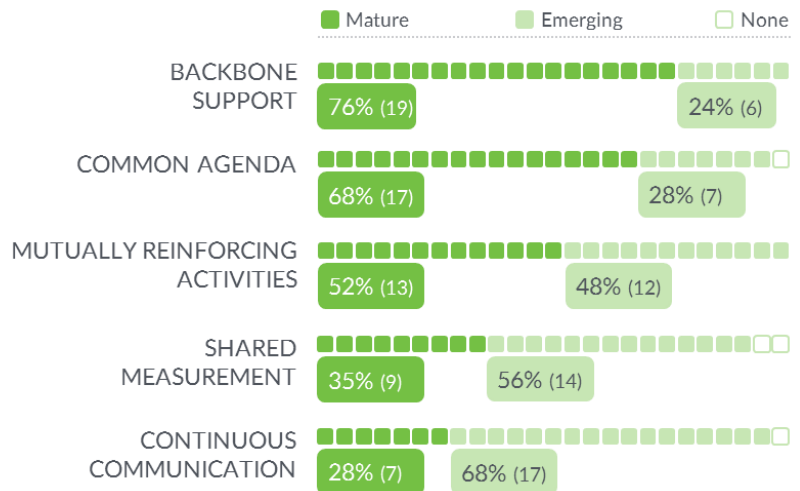# CONDITIONS

PRIMARY QUESTION

To what extent and under what conditions does the collective impact approach contribute to population level outcomes?

FIVE COLLECTIVE IMPACT CONDITIONS

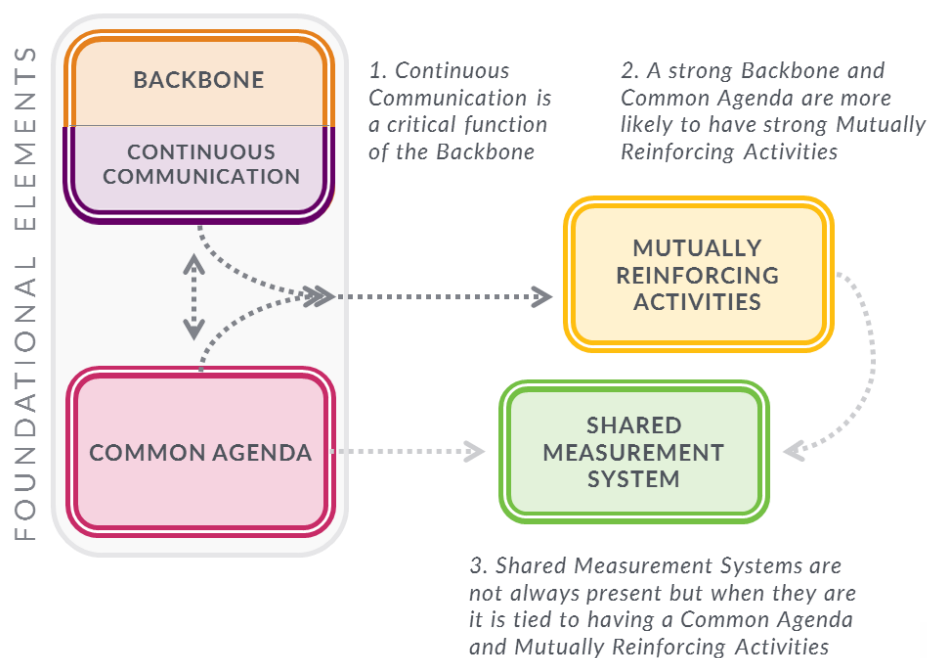| COMMON AGENDA | SHARED MEASUREMENT | MUTUALLY REINFORCING ACTIVITIES | CONTINUOUS COMMUNICATION | BACKBONE SUPPORT |

KEY FINDINGS: CONDITIONS

Study sites generally evidenced stronger implementation of the Backbone Support and Common Agenda conditions and emerging or no implementation of the Shared Measurement and Continuous Communication conditions.

Legend: ■ Mature ■ Emerging ☐ None

BACKBONE SUPPORT — 76% (19) / 24% (6)

COMMON AGENDA — 68% (17) / 28% (7)

MUTUALLY REINFORCING ACTIVITIES — 52% (13) / 48% (12)

SHARED MEASUREMENT — 35% (9) / 56% (14)

CONTINUOUS COMMUNICATION — 28% (7) / 68% (17)

Evidence suggests a refined understanding of the interplay between the five conditions of collective impact. The five collective impact conditions are often presented as equal in importance, whereas data from the study sites suggests a slightly refined understanding. Backbone support and the common agenda were fundamental to the study sites: maturity in these two conditions was related to having achieved a variety of outcomes (early, systems, and population change).

FOUNDATIONAL ELEMENTS

BACKBONE

CONTINUOUS COMMUNICATION

COMMON AGENDA

MUTUALLY REINFORCING ACTIVITIES

SHARED MEASUREMENT SYSTEM

1. Continuous Communication is a critical function of the Backbone

2. A strong Backbone and Common Agenda are more likely to have strong Mutually Reinforcing Activities

3. Shared Measurement Systems are not always present but when they are it is tied to having a Common Agenda and Mutually Reinforcing Activities

REFLECTION QUESTIONS

What implications does this have for your work?

What implications does this work have for the field?

EQUITY

KEY PRINCIPLES

In addition to the five Collective Impact Conditions, many collective impact initiatives deploy eight additional principles of practice, which are increasingly recognized as important to achieving population change.

Definition of Equity in this Study

*Equity is fairness achieved through **systematically** assessing **disparities in opportunities and outcomes** caused by structures and systems and by addressing these disparities through **meaningful inclusion** and representation of affected communities and individuals, targeted actions, and **changes in institutional structures and systems** to remove barriers and increase pathways to success.*
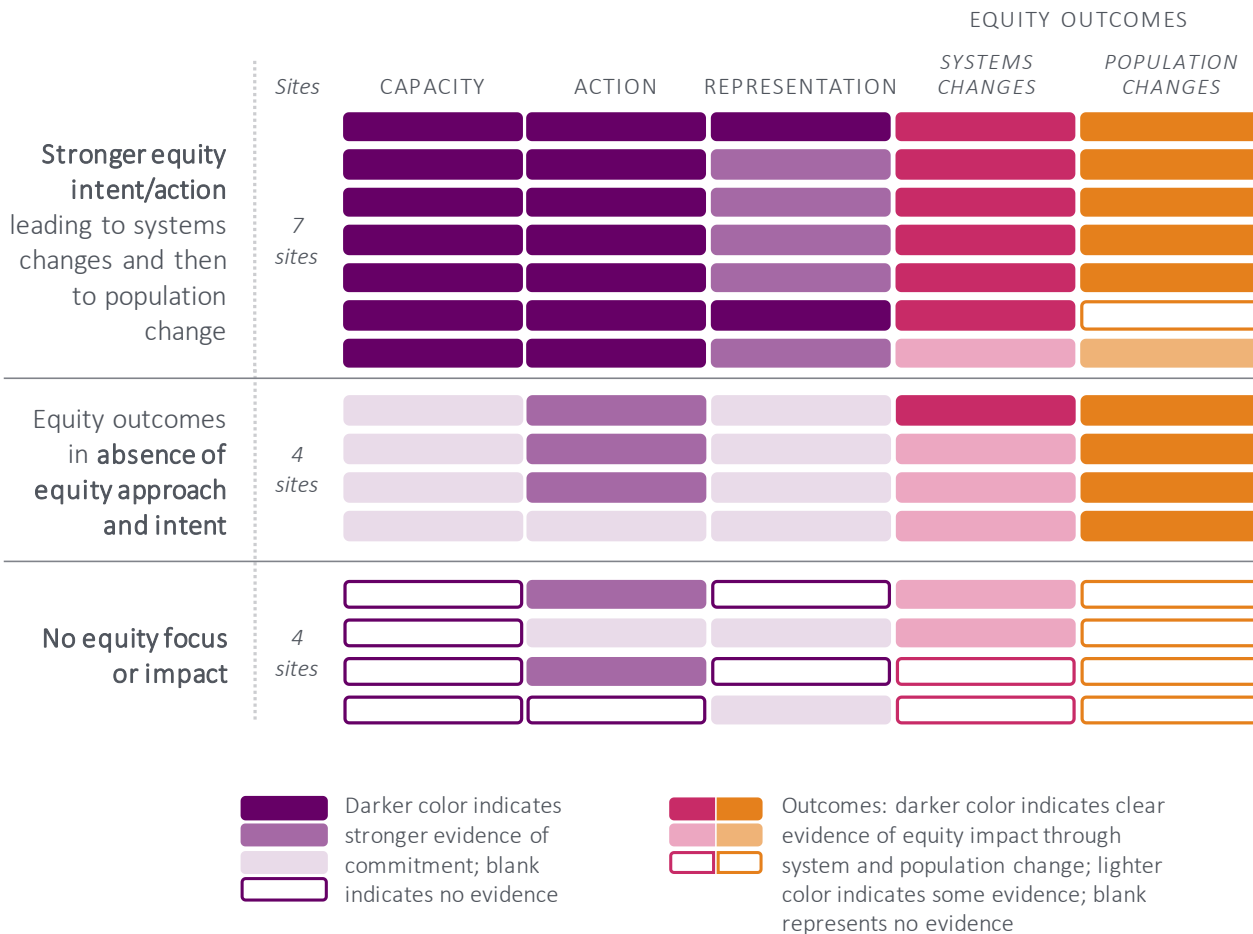
KEY FINDINGS EQUITY

When looking at how initiatives approach equity in their work, about **a third had equity capacity/intent and focused actions, but many struggled with meaningful inclusion.**

Capacity to engage in equity action	1/3 of sites (8) have strong equity capacity
	1/3 of sites have emerging equity capacity
Equity focused actions	Often seen in a mix of data and communications strategies
	Few sites focused on root causes of inequities
Representation and meaningful inclusion	Two sites with strong grassroots organizing approaches
	Most sites struggled with this

Initiatives with strong and emerging equity focus showed promise in their equity outcomes; those with no focus typically did not see results that advanced equity, with a few exceptions.

EQUITY OUTCOMES

	Sites	CAPACITY	ACTION	REPRESENTATION	SYSTEMS CHANGES	POPULATION CHANGES

Stronger equity intent/action leading to systems changes and then to population change — 7 sites

Equity outcomes in absence of equity approach and intent — 4 sites

No equity focus or impact — 4 sites

Darker color indicates stronger evidence of commitment; blank indicates no evidence

Outcomes: darker color indicates clear evidence of equity impact through system and population change; lighter color indicates some evidence; blank represents no evidence

What implications does this have for your work?

What implications does this work have for the field?