



Impact Arena Norrsken

Kunskapsöversikt

Innehåll

- Populärvetenskapliga perspektiv
- Teoretiska perspektiv
- Pågående forskning

DANFO



Med finansiering från
VINNOVA
Sveriges innovationsmyndighet



POPULÄRVETENSKAPLIGA PERSPEKTIV

Sustainable business strategy; Shared value thinking

Source: Prof. Michael E. Porter & Mark Kramer, Creating Shared Value, Harvard Business Review, 2011



SOCIAL VALUE PROPOSITION

SOCIAL IMPACT OF DELIVERY

DELIVERY CONTEXT

RECONCEIVING PRODUCTS & MARKETS

REDEFINING PRODUCTIVITY IN THE VALUE CHAIN

IMPROVING THE COMPETITIVE CONTEXT

Meeting **specific unmet needs** profitably, in areas of core competence

Focusing on **resource and labor productivity**

Identifying **principal** social constraints to growth

Collective impact has proven to be a successful model for addressing complex problems

Marc Pfitzer & Mark Kramer, The Ecosystem of Shared Value, Harvard Business Review, 2016

What is 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**.

It is characterized by five conditions:



Vad särskiljer Collective Impact?



TYPES OF COLLABORATIONS

Organizations have attempted to solve social problems by collaboration for decades without producing many results. The vast majority of these efforts lack the elements of success that enable collective impact initiatives to achieve a sustained alignment of efforts.

Funder Collaboratives are groups of funders interested in supporting the same issue who pool their resources. Generally, participants do not adopt an overarching evidence-based plan of action or a shared measurement system, nor do they engage in differentiated activities beyond check writing or engage stakeholders from other sectors.

Public-Private Partnerships are partnerships formed between government and private sector organizations to deliver specific services or benefits. They are often targeted narrowly, such as developing a particular drug to fight a single disease, and usually don't engage the full set of stakeholders that affect the issue, such as the potential drug's distribution system.

Multi-Stakeholder Initiatives are voluntary activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results.

Social Sector Networks are groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal. Collaboration is generally ad hoc, and most often the emphasis is placed on information sharing and targeted short-term actions, rather than a sustained and structured initiative.

Collective Impact Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.

"Collective impact is a powerful new approach to cross-sector collaboration that is achieving measurable effects on major social issues" - FSG

Isolated Impact vs. Collective Impact

Isolated Impact

- ◆ Funders select individual grantees that offer the most promising solutions.
- ◆ Nonprofits work separately and compete to produce the greatest independent impact.
- ◆ Evaluation attempts to isolate a particular organization's impact.
- ◆ Large scale change is assumed to depend on scaling a single organization.
- ◆ Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.

Collective Impact

- ◆ Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
- ◆ Progress depends on working toward the same goal and measuring the same things.
- ◆ Large scale impact depends on increasing cross-sector alignment and learning among many organizations.
- ◆ Corporate and government sectors are essential partners.
- ◆ Organizations actively coordinate their action and share lessons learned.

Change in mindset needed

1. WHO IS INVOLVED

- *Get all the right eyes on the problem*

2. HOW PEOPLE WORK TOGETHER

- *The relational is as important as the rational*
- *Structure is as important as strategy*
- *Sharing credit is as important as taking credit |*

3. HOW PROGRESS HAPPENS

- *Pay attention to adaptive work, not just technical solutions |*
- *Look for silver buckshot instead of the silver bullet |*

Kania, J., Hanleybrown, F., & Splansky Juster, J. (2014, SSIR). *Essential mindset shifts for collective impact. Collective Insights on Collective Impact, 2-5.*



Keys to Successful Alignment

GUIDELINE	WHY IT'S IMPORTANT
Start with a focus on the outcomes you want to achieve	Focusing on outcomes galvanizes people around goals that are harder or more complex than those they've tried to tackle alone, and it prevents getting stuck on existing strategies that might not be best for those outcomes.
Draw a picture big enough so that existing efforts see how they can connect and why	A big picture reinforces the idea that complex challenges need interconnected solutions and prevents the "edifice complex," which assumes that solutions revolve around certain institutions, such as schools.
Identify where there is more efficiency and power in working together than alone	Analysis of synergies creates energy for leaders to take on issues that are too big to handle alone and to scale up solutions they didn't know they were pursuing separately. It also prevents development of agendas that are too big or piecemeal to make a difference.
Clarify the lines of communication and accountability	Clarification focuses committed partners on the routinization of their relationships and prevents "task force syndrome," in which partners sign on to recommendations without assuming responsibility to implement them.

Preconditions & Phases of CI



Preconditions

Innan ett CI initiativ inleds måste 3 preconditions uppfyllas .

Tillsammans skapar dessa en nödvändig sammanhållning och motivation som krävs för att få samtliga aktörer att arbeta tillsammans tills initiativets momentum tagit över.

- **Influential Champion:** Krävs för att få andra industriledare på CEO-nivå att lockas, samarbeta och behålla sitt engagemang. Ledaren bör ha en passion för att lösa det specifika samhällsproblemet, men kunna låta övriga aktörer ge sina perspektiv och delta i att lösa frågan.
- **Financial Resources:** Dessa ska vara tillräckliga för att driva initiativet i 2-3 år, ofta i form av en "ankar-finansiär" som är med från start och stödjer initiativet genom att mobilisera resurser för att betala nödvändig infrastruktur och planeringsprocesser.
- **Urgency for Change:** Har en kritiskt punkt nåtts där människor är övertygade om att ett nytt angreppssätt behövs? Finns tillräckliga resurser för finansiering som kan locka aktörer att samarbeta?

Phases of Impact

Efter att the preconditions har mötts finns tre faser som CI- projekt går igenom för att kunna stå på egna ben.

- **Phase 1, Initiate Action:** Kräver en förståelse av landskapets nyckelspelare, det befintliga arbetet, basdata om det sociala problemet och en inledande styrningsstruktur med starka ledare. Insatser för CI är mest effektiva när de bygger på vad som redan finns, inkluderar nuvarande insatser och engagerar etablerade organisationer.
- **Phase 2, Organize for Impact:** Kräver att intressenter arbetar tillsammans för att fastställa gemensamma mål och delade åtgärder, skapar en tydliga ryggrad för projektet och påbörjar processen att koppla de medverkande organisationerna mot de gemensamma målen och mätetalen.
- **Phase 3, Sustain Action and Impact:** Kräver att intressenter arbetar mot prioriterade handlingsområden på ett koordinerat sätt, samlar data och inrättar hållbara processer som möjliggör inläring och omdirigering av kurs.

Phases of Collective Impact

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)

Embracing emergence: How collective impact addresses complexity



Hur underlättar CI upptäcken av systemlösningar till komplexa problem?

- **Collective Vigilance:** Genom att skärpa ett communitys kollektiva vision, med en gemensam förståelse av problemet, kan oförutsedda resurser och lösningar ofta identifieras tack vare ett ökat fokus av en rad olika aktörer.
- **Collective Learning:** Genom att reflektera över gemensamma åtgärder och använda en lärande tillvägagångssätt för utvärdering, lär sig kollektivt aktivt om sitt arbete medan deras aktiviteter fortskrider, vilket förbättrar effektiviteten i deras lösningar.
- **Collective Action:** Med ökad vaksamhet och kollektivt lärande kan verkliga kollektiva åtgärder uppstå när nya lösningar upptäcks som svarar till behoven hos flera organisationer eller endast är genomförbara när organisationer arbetar tillsammans. Alla deltagande organisationer kan även anta den nya lösningen samtidigt.



“Leaders of successful collective impact initiatives have embraced a new way of seeing, learning, and doing that marries emergent solutions with intentional outcomes.”

Definitioner

"In complexity": avgör de oförutsägbara interaktioner mellan flera spelare i ett system avgör resultatet av en situation eller svarar på ett problem.

"In emergence": nya idéer eller lösningar, som tidigare varit dolda på grund av interaktionen mellan delar av systemet, återfinns.

Essential Mindset Shifts for Collective Impact



Mindset Shift 1: Vem involveras?

Få alla rätt perspektiv på problemet.

Trots att ingen organisation själv kan lösa stora, komplexa sociala problem, undviker många organisationer samarbete och dialog med övriga viktiga aktörer i industrier och sektorer som skiljer sig från den egna. De radikalt olika perspektiven som kan åtnjutas av dessa olika aktörer är essentiella för innovation och utveckling,

Mindset Shift 3: Hur utveckling sker

Uppmärksamma adaptive work, inte endast teknologiska lösningar.

Den sociala sektorn har historiskt fokuserat på att identifiera tekniska lösningar, som är förutbestämda och replikerbara. I själva verket är tekniska lösningar ofta en viktig del av den övergripande lösningen, men det krävs adaptivt arbete för att genomföra dem.

Leta inte efter en enskild magisk lösning, komplexa problem kräver flera.

För utövare innebär denna tankeförändring att de måste se sitt arbete som en del av ett större sammanhang och reflektera över hur deras bidrag passar in i det större pusslet med de övriga aktörernas aktiviteter.

Mindset Shift 2: Hur människor samarbetar

Det relationella är lika viktigt som det rationella.

Även då data och mätsystem bär stor vikt i CI, ska man inte ignorera betydelsen av relationer. Bristen på personliga relationer, stora egon eller dålig historik kan begränsa samarbetet och den kollektiva läroprocessen.

Struktur är lika viktig som strategi.

Utövare av CI måste erkänna att kraften i kollektiv påverkan kommer från att möjliggöra kollektivt seende, inläring och handlande, snarare än att följa en linjär plan. Sådan interaktion leder till anpassning av åtgärder och således strategin.

Dela kudos är lika viktigt som att ta emot kudos.

Detta kan påverka aktörer att fatta beslut som ligger i linje med den uppsatta agendan, då fokus ligger på image-uppbyggande.



Power Dynamics in Collective Impact

Hur makt påverkar collective impact initiativ

- **Makten betydelse:** CI-initiativ för kollektiv påverkan för social förändring och de kan inte lyckas utan att uppnå betydande makt i sina samhällen.
- **Know your content:** Ledare för kollektiva effekter måste veta vem som har maktens tyglar och hur dessa aktörer påverkas bäst. De måste förstå sina allierade såväl som sina fiender, samt den miljö de verkar inom.
- **Test for favorable wind conditions:** Ett communitys förhoppningar och drömmar - liksom den utbredda önskan hos många intressenter att ändra status quo - samlar kraft som förenlar starten och momentum av CI-initiativ.
- **Build collective power:** CI-initiativ förstärker sin makt genom att bygga stora, mångfaldiga koalitioner i flera sektorer som är engagerade i ett tydligt syfte och en gemensam agenda.
- **Develop alliances between “unusual bedfellows” by focusing on common goals:** Kraften i en CI-initiativ kommer ofta från att skapa allianser mellan aktörer som vanligtvis inte arbetar tillsammans. Att bygga dessa allianser kan vara effektiva för att skapa förändringar eftersom det medför press på status quo från flera vinklar.
- **Apply pressure from the outside and inside:** Skapar mer engagemang, och ledare kan använda den yttre pressen för att bekämpa nödvändiga interna strider.
- **Use competition and data to accelerate progress:** Data, producerat på rätt sätt och levererat vid rätt tillfälle kan vara ett otroligt användbart verktyg.



Learning in Action: Evaluating Collective Impact



De fyra utvärderingsnivåerna

De medverkande aktörerna ska utvärdera utvecklingen och effektiviteten av förändringsarbetet i sin helhet. Detta görs på fyra nivåer:

- **Context:** Kontext inkluderar allt som påverkar ett initiativ t.ex. design, implementering och effektivitet. Det inkluderar ekonomiska förhållanden, demografi, mediefokus, politisk vilja, finansiering, ledarskap och kultur mm.
- **The initiative itself:** Detta innebär CI-initiativets design, process och implementation.
- **The system that the initiative targets:** Inkluderar både systemförändringar (normer, lagar, finansieringsflöden), men även beteendeförändringar (i t.ex. professioner och på individnivå).
- **The initiative's ultimate outcome:** Större framsteg mot slutmålet kan ofta inte förväntas förens ett par år.

SAMPLE OUTCOMES

The collective impact initiative is influencing changes in attitudes and beliefs toward the desired behavior change

SAMPLE INDICATORS

- Individuals view the issues and goals of the collective impact initiative with increased importance, relevance, and a sense of urgency.
- Individuals express attitudes or beliefs that support the desired behavior change.

Utvärderingsmetoder

När den initiala kartläggning och analysen har genomförts bör resultaten användas för att göra smarta val för att förbättra initiativet. Den sociala förändringens VAD, måste kompletteras med HUR och VARFÖR. Samarbetspartners kan utnyttja tre olika metoder för utvärdering vid olika punkter av initiativets livstid: developmental evaluation, formative evaluation, och summative evaluation.

	DEVELOPMENTAL EVALUATION	FORMATIVE EVALUATION	SUMMATIVE EVALUATION
Stage of collective impact development	Collective impact initiative is exploring and in development.	Collective impact initiative is evolving and being refined.	Collective impact initiative is stable and well-established.
What's happening?	<ul style="list-style-type: none"> ■ Collective impact partners are assembling the core elements of their initiative, developing action plans, and exploring different strategies and activities. ■ There is a degree of uncertainty about what will work and how. ■ New questions, challenges, and opportunities are emerging. 	<ul style="list-style-type: none"> ■ The initiative's core elements are in place and partners are implementing agreed upon strategies and activities. ■ Outcomes are becoming more predictable. ■ The initiative's context is increasingly well-known and understood. 	<ul style="list-style-type: none"> ■ The initiative's activities are well-established. ■ Implementers have significant experience and increasing certainty about "what works." ■ The initiative is ready for a determination of impact, merit, value, or significance.
Strategic question	What needs to happen?	How well is it working?	What difference did it make?
Sample evaluation questions	<ul style="list-style-type: none"> ■ How are relationships developing among collective impact partners? ■ What seems to be working well and where is there early progress? ■ How should the collective impact initiative adapt in response to changing circumstances? 	<ul style="list-style-type: none"> ■ How can the initiative enhance what is working well and improve what is not? ■ What effects or changes are beginning to show up in targeted systems? ■ What factors are limiting progress and how can they be managed or addressed? 	<ul style="list-style-type: none"> ■ What difference(s) did the collective impact initiative make? ■ What about the collective impact process has been most effective, for whom, and why? ■ What ripple effects did the collective impact initiative have on other parts of the community or system?

Defining Quality Collective Impact: Theory of Action

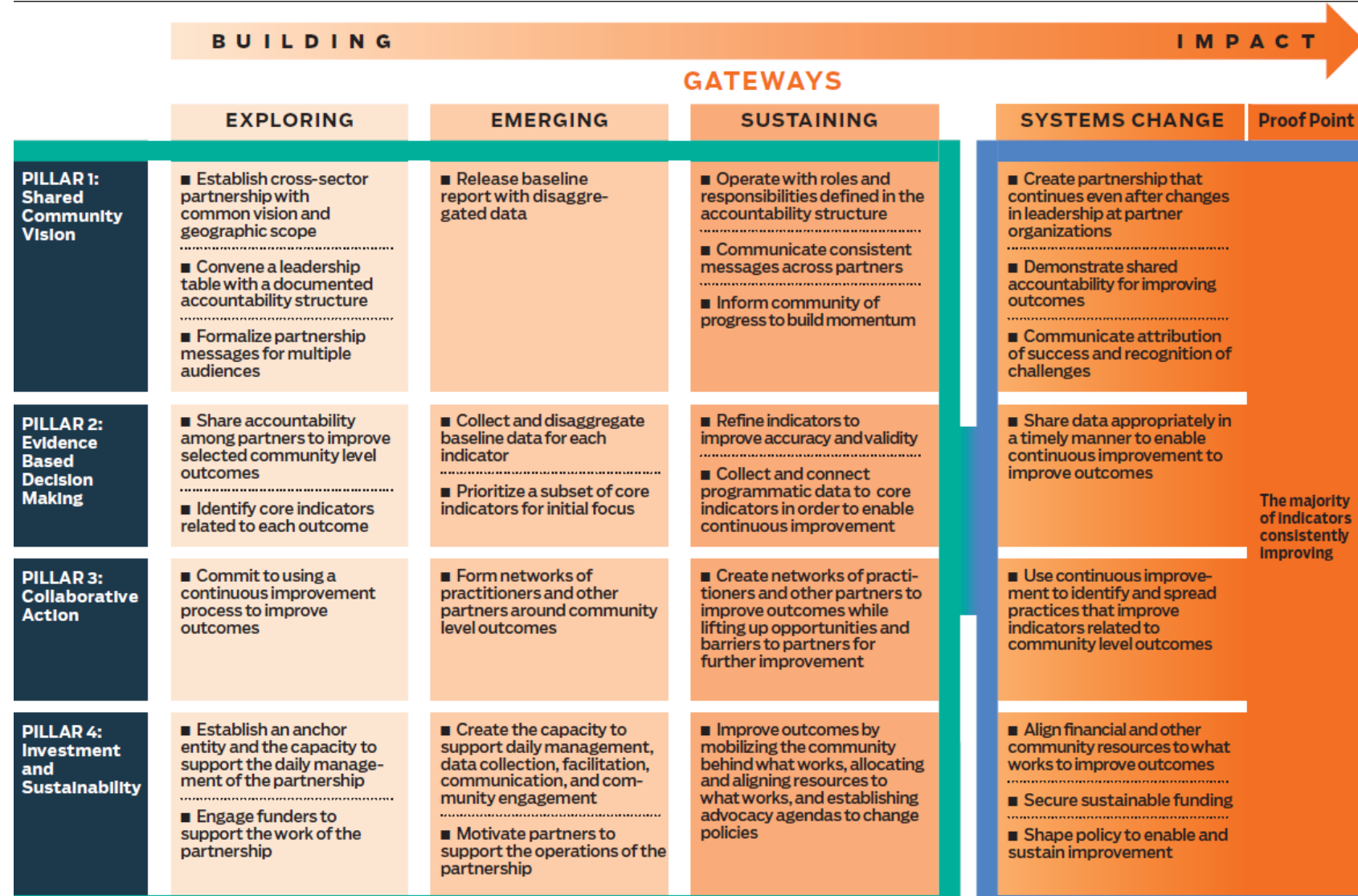


Vad är Theory of Action (TOA)?

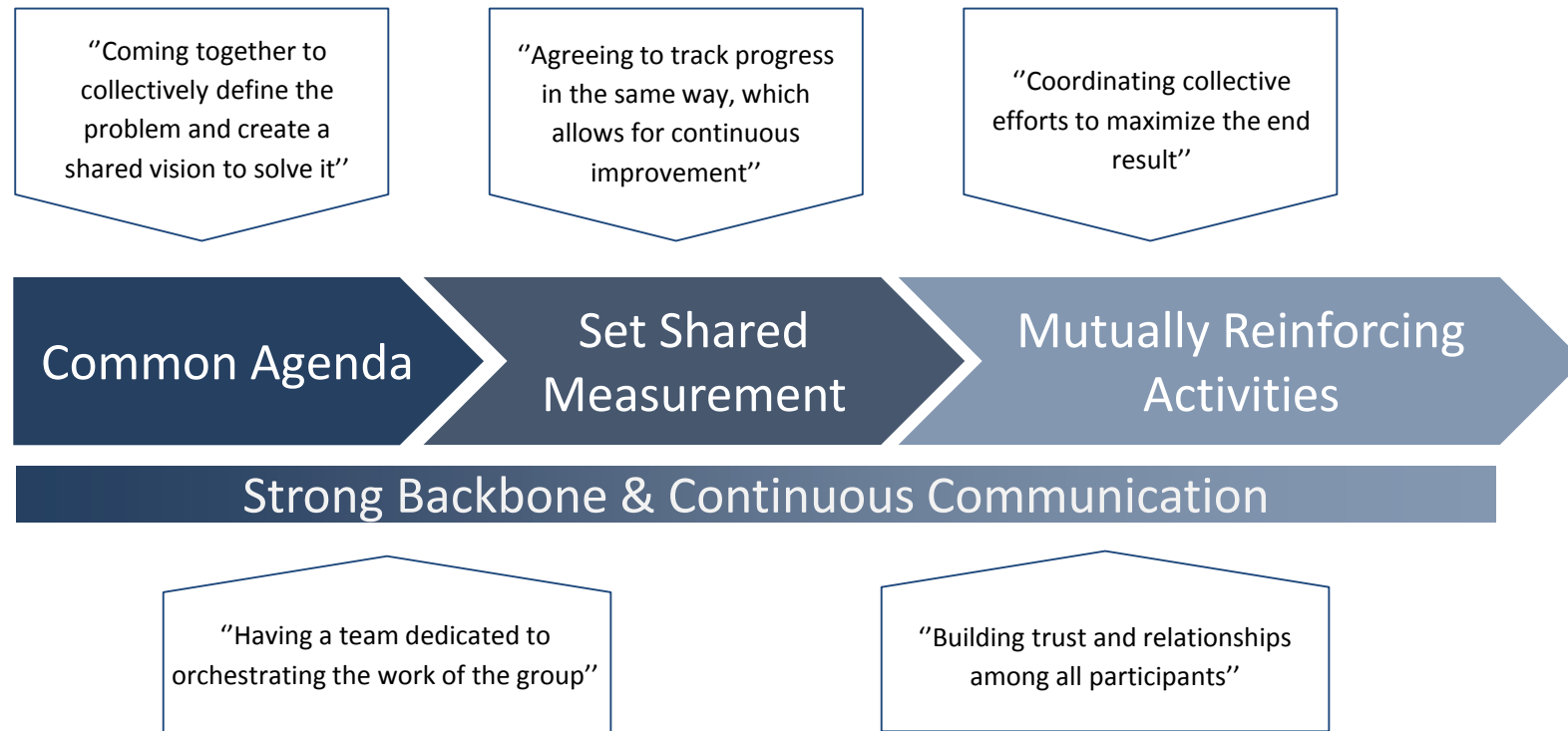
The Strive Together Theory of Action fungerar som en guide för dem som är villiga att på lång sikt engagera sig för att utveckla rätt medborgerlig infrastruktur som tillgodoser de lokala samhällets unika behov.

Hur ser TOA modellen ut?

Den använder "gateways" eller utvecklingsstadier, för kartlägga vägen från ett tidigt stadie ("exploring"), genom mellanliggande och senare stadier ("emerging" och "sustaining"), för att slutligen nå "systemförändring", där samhällen ser förbättringar i utbildningsresultaten.



Collective Impact Conditions



1. Common Agenda

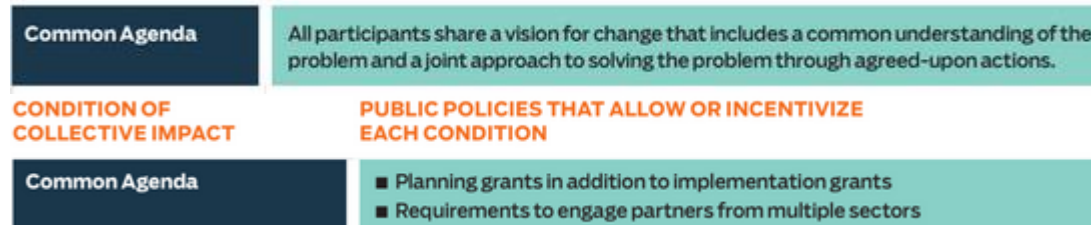
Vad?

CI kräver att alla deltagare skapar en gemensam bild av förändringen som ska skapas, vilken ska baseras på en gemensam förståelse av problemet och en delad angreppsplan för att lösa problemet genom förutbestämda handlingar.

Alla deltagare behöver inte vara överens gällande exakt alla dimensioner av problemet, skiljaktigheter uppstår alltid, men de primära målen måste överensstämma.

Varför?

En gemensam agenda skapar avsiktlighet och möjliggör alla deltagande organisationer att se lösningar och resurser från samma perspektiv, så att man inte arbetar mot olika mål på resultatets bekostnad. Det skapar även ansvarighet i processen.



Hur?

Avgränsning: Bestäm vilka sociala frågor projektet ska fokusera på givet faktorer som kapacitet, förmågor och kunskap.

Skapa ett strategiskt handlingsramverk: Formulera en roadmap som summerar mål, nyckelstrategier, utvärderingsmetoder och feedbacksystem.

2. Shared Measurement System

Vad?

Indikatorer väljs ut för att mäta och utvärdera de mål och aktiviteter som framlagts i agendan.

Varför?

För att säkerställa att den gemensamma agendan följs och får resultat blir det nödvändigt att inrätta ett mätsystem. Det skapar även en större ansvarskänsla, samt skapar läringstillfällen vid både framgångar och motgångar.



Shared Measurement

All participating organizations agree on the ways success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.

CONDITION OF COLLECTIVE IMPACT

PUBLIC POLICIES THAT ALLOW OR INCENTIVIZE EACH CONDITION

Shared Measurement

- Data sharing agreements
- Accountability for shared outcomes

Hur?

Att utveckla ett effektivt gemensamt mätsystem kräver ett brett engagemang från många organisationer i fältet samt tydliga förväntningar om konfidentialitet och öppenhet. Indikatorerna kan vara svåra att komma överens om med aktörer som besitter olika prioriteringar och kapacitet, där ingen vill mätas på indikatorer som framställer en som en "underperformer".

Ett delat mätsystem kräver också ett starkt ledarskap, finansiering och utvärdering av datans exakthet. Trots mätsystemets omfattande betydelse bör det uppmärksammas att det kan vara både en dyr, komplicerad och tidskrävande process att skapa och upprätthålla, vilket kräver resurser.

3. Mutually Reinforcing Activities

Vad?

Styrkan i CI kommer inte från antalet organisationer eller homogenitet, utan förmågan att koordinera olika aktiviteter genom en ömsesidigt förstärkande handlingsplan. Varje aktörs handlingar måste inkluderas och lyfta handlingsplanen för att de kombinerade insatserna ska bli framgångsrika.

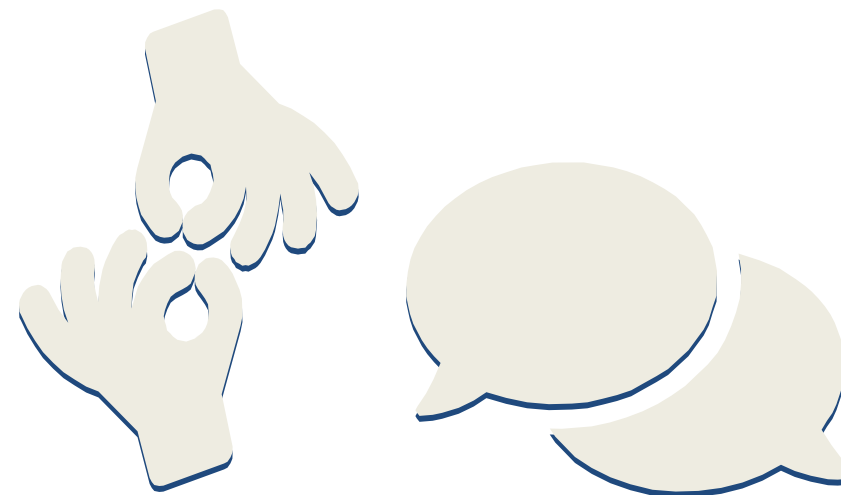
Varför?

De många orsakerna till sociala problem, samt komponenterna i deras lösningar, är beroende av varandra. De kan inte åtgärdas genom okoordinerade insatser hos isolerade organisationer.

Hur?

Tydliggörs vid inrättningen av mätsystem: När många olika organisationers arbete kan kartläggas mot samma uppsättning indikatorer blir det mer klart hur aktiviteterna är ömsesidigt förstärkande.

Mutually Reinforcing Activities	A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.
CONDITION OF COLLECTIVE IMPACT	PUBLIC POLICIES THAT ALLOW OR INCENTIVIZE EACH CONDITION
Mutually Reinforcing Activities	<ul style="list-style-type: none">Blended funding streamsAllowances for tailoring to local conditions



4. Continuous Communication

Vad?

Tydlig och reguljär kommunikation måste inrättas bland samtliga aktörer.

Varför?

Kommunikation är tillitsuppbyggande: Det är överlag svårt att få NGOs, företag, stat och andra typer av organisationer att lita på varandra och samverka. Det tar lång tid att få varandra att förstå och uppskatta de medverkandes egna motiv till engagemanget. Kommunikation kan få aktörer att förstå att objektiva beslut tas utifrån vad som är bäst i termer av den uppsatta agendan, och att ingen deltagande organisation favoriseras.

Kommunikation för de gemensamma mätsystemen och koordineringen av aktiviteter.

Continuous Communication

All players engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation.

CONDITION OF COLLECTIVE IMPACT

PUBLIC POLICIES THAT ALLOW OR INCENTIVIZE EACH CONDITION

Continuous Communication

- Requirements for documenting the process of collaboration
- Allowing for adjustment in plans to support emergence

Hur?

De flesta CI-initiativ har personliga möten varje månad eller varannan vecka med organisationernas VDs, där de flesta följer en strukturerad dagordning.

Cascading Levels of Linked Collaboration: Vision och tillsyn är centraliserade genom en styrkommitté, men också decentraliserade genom att flera arbetsgrupper fokuserar på olika drivkrafter för förändring. Dessa arbetsgrupper är mest framgångsrika när de utgör ett representativt urval av intressenterna. Information färdas både uppifrån och ner, samt nerifrån och upp, vilket skapar hög transparens inom initiativet.

Cascading Levels of Collaboration



5. Backbone Support

Vad?

Ryggradsorganisationen kräver en dedikerad personal avskild från de övriga, deltagande organisationerna som kan planera, överse och stödja initiativet bl.a. teknik- och kommunikationsstöd, insamling och rapportering av data och hantering av de otaliga logistiska och administrativa detaljer.

Besitter sex väsentliga funktioner, 1) tillhandahåller övergripande strategisk inriktning, 2) underlättar dialog mellan partners, 3) hanterar datainsamling och analys, 4) hanterar kommunikation, 5) samordnar community outreach och 6) mobiliserar finansiering.

Varför?

Koordinering tar tid, och ingen av de deltagande organisationerna har någon tid över. Förväntningen att ett samarbete kan inträffa utan en stödjande infrastruktur är ett av de vanligaste orsakerna till att det misslyckas.

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.

CONDITION OF COLLECTIVE IMPACT

PUBLIC POLICIES THAT ALLOW OR INCENTIVIZE EACH CONDITION

Backbone Support

- Funding for backbones
- Grant criteria that require defined backbone functions

Hur?

Strive har förenklat de ursprungliga bemanningskraven för en ryggradsorganisation till tre roller: projektledare, datahanterare och facilitator.

Under de bästa omständigheterna förkroppsligar dessa ryggradsorganisationer principerna för adaptivt ledarskap: förmågan att fokusera människors uppmärksamhet och skapa en känsla av urgency, färdigheten att tillämpa press på intressenter utan att överväldigande dem, kompetensen att rama in frågor på ett sätt som presenterar möjligheter såväl som svårigheter och styrkan att förmedla konflikter mellan intressenter.

Example Backbone organizations

Backbone Organizations				
Types of Backbones	Description	Examples	Pros	Cons
Funder-Based	One funder initiates CI strategy as planner, financier, and convener	Calgary Homeless Foundation	<ul style="list-style-type: none"> ◆ Ability to secure start-up funding and recurring resources ◆ Ability to bring others to the table and leverage other funders 	<ul style="list-style-type: none"> ◆ Lack of broad buy-in if CI effort seen as driven by one funder ◆ Lack of perceived neutrality
New Nonprofit	New entity is created, often by private funding, to serve as backbone	Community Center for Education Results	<ul style="list-style-type: none"> ◆ Perceived neutrality as facilitator and convener ◆ Potential lack of baggage ◆ Clarity of focus 	<ul style="list-style-type: none"> ◆ Lack of sustainable funding stream and potential questions about funding priorities ◆ Potential competition with local nonprofits
Existing Nonprofit	Established nonprofit takes the lead in coordinating CI strategy	Opportunity Chicago	<ul style="list-style-type: none"> ◆ Credibility, clear ownership, and strong understanding of issue ◆ Existing infrastructure in place if properly resourced 	<ul style="list-style-type: none"> ◆ Potential “baggage” and lack of perceived neutrality ◆ Lack of attention if poorly funded
Government	Government entity, either at local or state level, drives CI effort	Shape Up Somerville	<ul style="list-style-type: none"> ◆ Public sector “seal of approval” ◆ Existing infrastructure in place if properly resourced 	<ul style="list-style-type: none"> ◆ Bureaucracy may slow progress ◆ Public funding may not be dependable
Shared Across Multiple Organizations	Numerous organizations take ownership of CI wins	Magnolia Place	<ul style="list-style-type: none"> ◆ Lower resource requirements if shared across multiple organizations ◆ Broad buy-in, expertise 	<ul style="list-style-type: none"> ◆ Lack of clear accountability with multiple voices at the table ◆ Coordination challenges, leading to potential inefficiencies
Steering Committee Driven	Senior-level committee with ultimate decision-making power	Memphis Fast Forward	<ul style="list-style-type: none"> ◆ Broad buy-in from senior leaders across public, private, and nonprofit sectors 	<ul style="list-style-type: none"> ◆ Lack of clear accountability with multiple voices

Philanthropy's New Agenda: Creating Value



Selecting the Best Grantees

Flertalet filantropiska initiativ innebär finansiering av aktörer som utför en speciell service. Effektiviteten och kapaciteten av denna aktör är således avgörande.



Signaling Other Funders

Viktigt då det minskar free-rider problematiken. Företag är avgörande för signalering och marknadsföring eftersom de ofta besitter breda nätverk med omfattande ekonomiska resurser samt expertis.



Improving the Performance of Grant Recipients

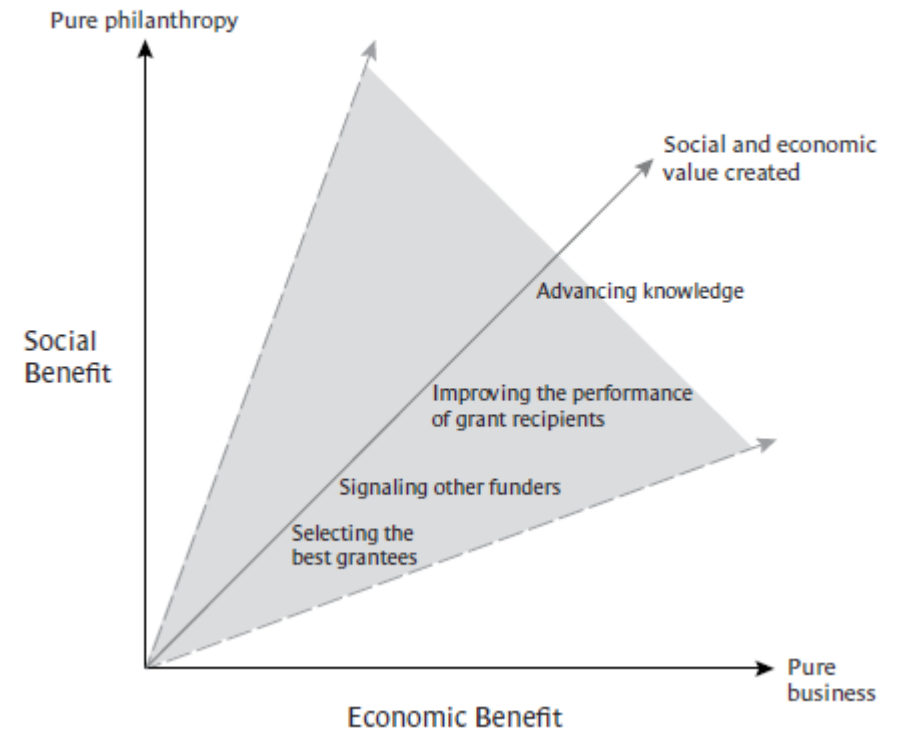
Företag kan samarbeta med andra partners och NGO:s för att öka sin effektivitet, bl.a. genom kunskaps- eller resursutbyte. Med lokala långtidsinvesteringar bildas även bättre partnerskap och förståelse utifrån ackumulerad kunskap.



Advancing Knowledge and Practise

Innovation driver produktivitet, varav det således är avgörande att utveckla fler sätt att adressera sociala samhällsproblem på och applicera det i praktiken. Expertis, utveckling och forskning är således avgörande.

Maximizing Philanthropy's Value



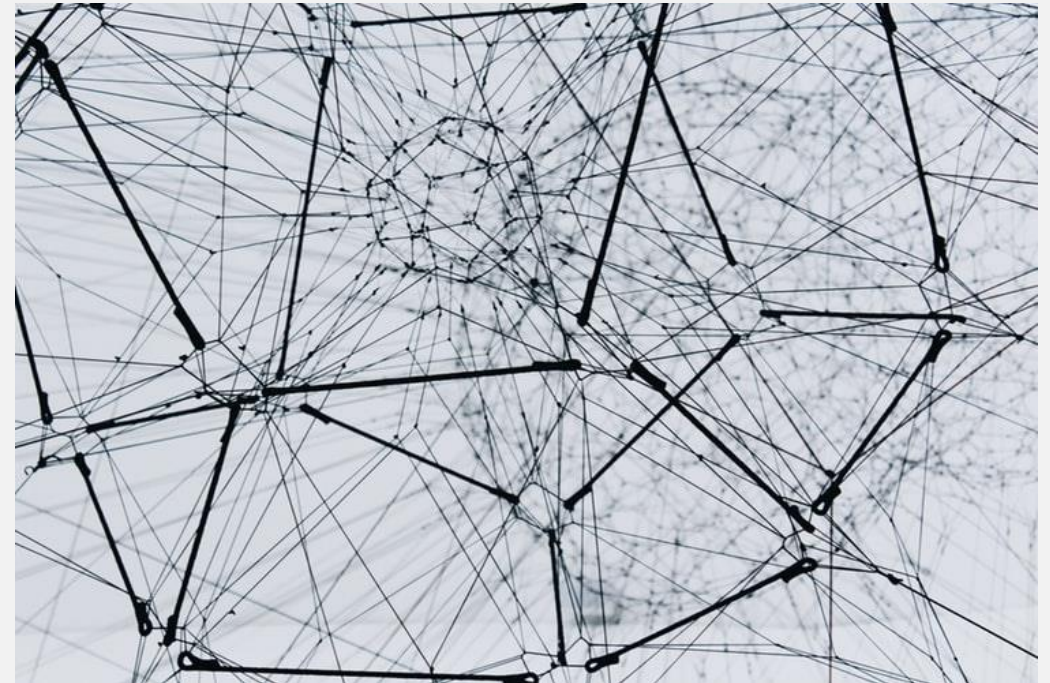
1. Selecting the Best Grantees

Välkända internationella organisationer: I förmedlade case ser vi ofta att företag arbetar med välkända partners (t.ex. RK, PLAN). Deras starka varumärke och CV förmedlar seriositet, kompetens och pålitlighet. Internationella organisationer med bred internationell närvaro kan också tänkas ha bättre insikt när det gäller globala, icke-lokala initiativ. Dessa VM kan även vara förmånliga att associeras med i markandsföringssammanhang.

Regering och myndigheter Statligt stöd noteras ofta i större filantropiska initiativ på nationell nivå eller som adresserar lokalpolitiskt relevanta samhällsfrågor. Ger projektet en kvalitetsstämpel som attraherar fler partners.

Nystartade organisationer och projektgrupper som ryggrad att driva initiativet. Med engagerade eldsjälar, ofta från olika sektorer, avsatta för det specifika projektet skapas en seriositetsstämpel och drivkraft. Ett alternativ för organisationer intresserade av Collective Impact är att identifiera redan påbörjade lokala projekt/initiativ för att ansluta sig till som en partner och finansiär.

Övriga lokala organisationer och partners knyts ofta till projekt, både ideella organisationer och företag. De ser möjligheter i att bekämpa specifika samhällsproblem och kan förutom ekonomiskt stöd erbjuda lokala resurser, som expertis, arbetskraft eller lokaler. Ett välmående lokalsamhälle gynnar även affärerna.



2. Signaling Other Funders



De flesta av case-rapporterna beskriver inte hur man går tillväga för att nå ut till fler samarbetspartners. Dock kan vissa mönster utmärkas:

Lokala kluster-initiativ Lockar många lokala aktörer, även mindre partners, eftersom regionala samhällsproblem kan ha stor påverkan på den platsbundna samhällsutvecklingen och näringslivet (se t.ex. West London Zone eller Communities that Care Coalition). Det skapas ett "community" och potentiellt goodwill om man inte engagerar sig. Partners här bidrar även i stor utsträckning med egna förmågor och tjänster, inte endast ekonomiskt stöd.

Välkända VM med gott rykte attraherar partners som vill associeras med VM och upplever VM som pålitligt. Det skapar främre möjligheter att använda det filantropiska initiativet i marknadsföringssammanhang.

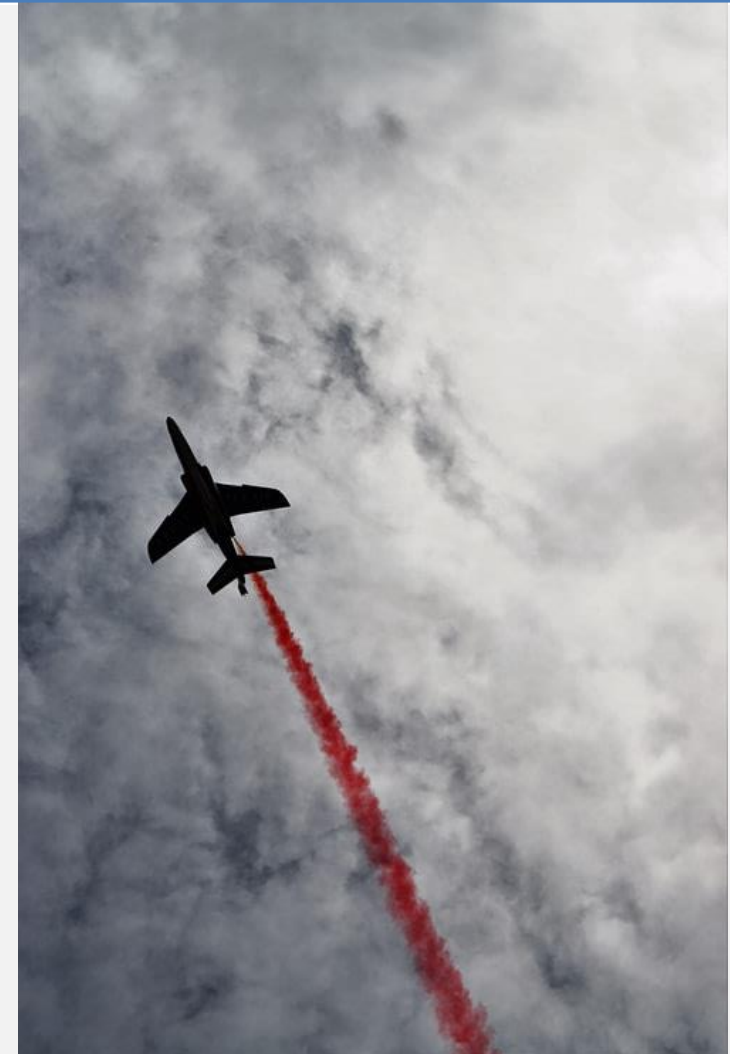
3. Improving the Performance of Grant Recipients

Organisationer som kommunikatörer och

distributionssystem Språkrör, nätverk samt distributions- och kommunikationskanaler är tydliga resurser som kan utnyttjas i klustersamarbeten; exempelvis i caset då Fox News kunde hjälpa till att sprida information om naturkatastrofberedskap eller Dischtee som fungerade som försäljningskanal för Nestlés näringsberikade livsmedel i särskilt utsatta områden.

Fysiska resursbidrag Ett vanligt samarbete med privat sektor är bidrag av företagets produkter, exempelvis sponsring av datorer eller elektroniska enheter.

Expertis och kunskap Är ett värdefullt verktyg att utnyttja i nätverk eftersom stor kunskap redan finns internt. Privat sektor kan exempelvis ge stöd gällande strategisk utveckling och ledning av de olika projekten, eller annan typ av rådgivning och expertkunskap. I casen ser vi exempelvis hur representanter från olika sektorer tillsammans leder projekten och utnyttjar varandras tjänster, som juridisk rådgivning vid utveckling av olika nationella standarder eller policys.



4. Advancing Knowledge and Practise



Utveckling och forskning Utveckling av t.ex. nya produkter/teknologier anpassade för mer utsatta målgrupper kan vara ekonomiskt lönsamma samtidigt som de skapar socialt värde. Som vi kan se i casen om näringsberikade livsmedel finns ekonomiska möjligheter i att penetrera nya marknader i utsatta områden med särskilda behov, samtidigt som man bekämpar samhällsproblem.

Innovativa sätt att adressera samhällsproblem: Som Pampers använde vaccinationer som en "cause-related" marknadsföringsinsats, vilken sammanfogade socialt och ekonomiskt värdeskapande, blir det tydligt att det finns mer än ett sätt att skapa socialt värde på.

Slutsatser och implikationer

1. **Selecting the Best Grantees:** Starta eget projekt strategiskt utformat tillsammans med MD, eller kontakta och anslut till redan existerade lokala initiativ för collective impact.
2. **Signaling Other Funders:** Utnyttja starkt VM för att attrahera projekt och partners.
3. **Improving the Performance of Grant Recipients:** Strategiska partnerskap i mån av sponsring, tjänster och expertis bör övervägas, speciellt vid lokala collective impact projekt.
4. **Advancing Knowledge and Practise:** På vilka sätt kan vi adressera och motverka samhällsproblem? Tänk utanför ramen. Stödja forskning? Finansiering av teknologisk utveckling? Glöm inte att utnyttja kunskapsresurser i det egna nätverket.

Shared Value Initiative

A Platform as a Resource

Participation in the global conversation on emergent shared value strategy, implementation, and best practice.

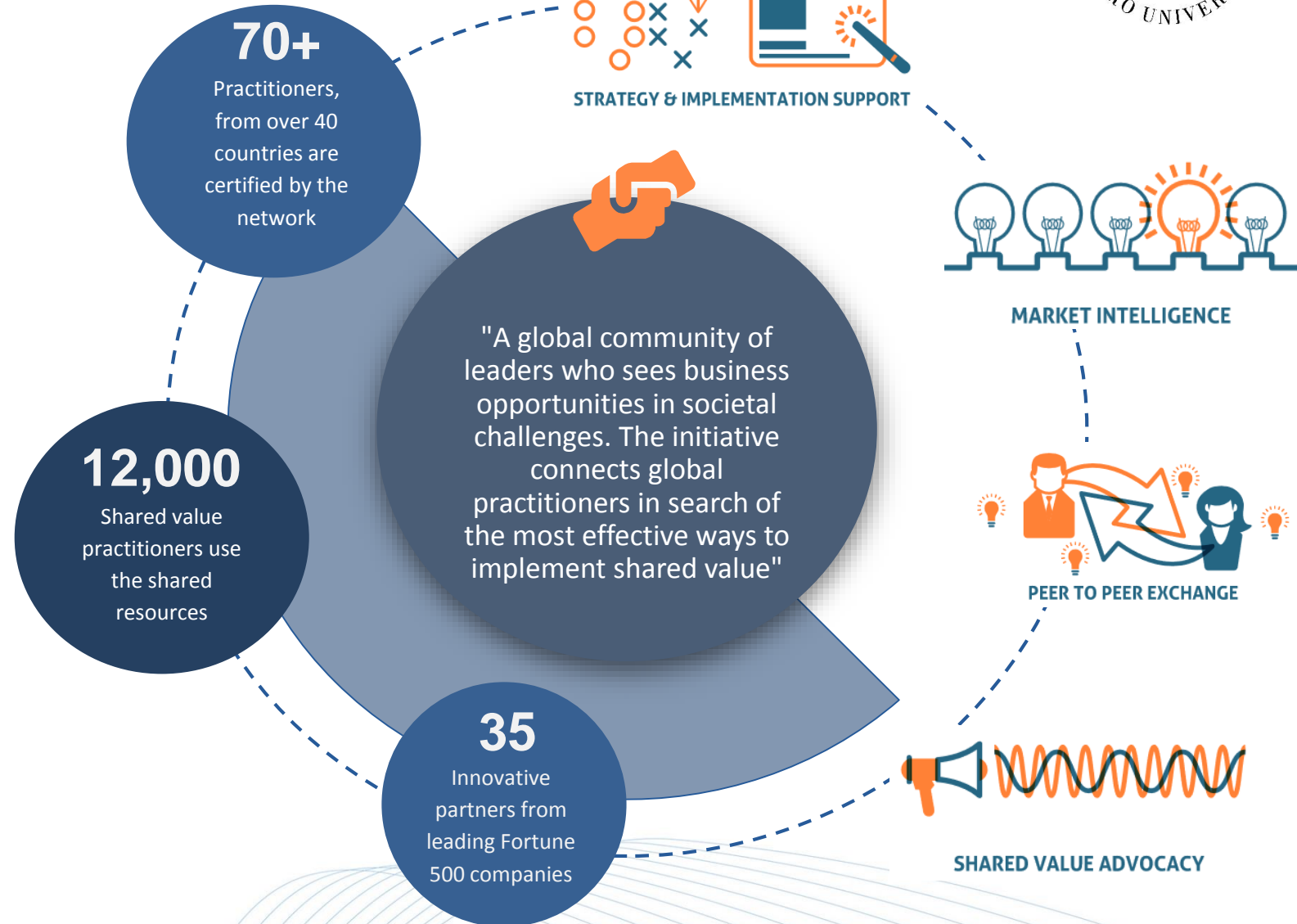
Access to field-building resources, including case studies, toolkits, and whitepapers.

Exchange and collaboration among peers working to create shared value.

Knowledge development opportunities, including webinars, in-person training sessions, and events.

News updates, including blogs, articles, publications, and online exchange among community members.

Referral network for shared value practitioners to source opportunities for collaboration and partnership.



A Platform as a Resource

The Collective Impact Forum, created and supported by FSG and Aspen Institute Forum, is a resource for people and organizations using the collective impact approach to address large-scale social and environmental problems.

Principles of Practice

*Design and implement the initiative with a priority placed on **equity***

*Include **community members** in the collaborative*

*Recruit and co-create with **cross-sector partners***

*Use data to continuously **learn, adapt, and improve***

*Cultivate leaders with unique **system leadership skills***

*Focus on program and **system strategies***

*Build a culture that fosters **relationships, trust, and respect** across participants.*

*Customize for **local context***

700+
practitioners
gather each
year at
convenings and
workshops.

15.000+

Collective impact practitioners learn through the forum's resources and peer connections.

18
leading funders and
innovative partners
contribute support
and knowledge to
shape the community.

50+
philanthropic
organizations
participate in a
funder community of
practice

TEORETISKA PERSPEKTIV

Cross-Sector Partnerships for Systemic Change: Systematized Literature Review and Agenda for Further Research

- Cross-sector partnerships are now a fixture in management research and practice; 100 articles.
- Need to address complex social and environmental problems that are too large or intractable for one organization or sector to tackle alone.
- Researchers explore the potential of partnerships to effect deeper-level impact on the social and environmental systems. *How to design effective partnerships for achieving systematic change?*
- The most frequent is the public–private partnership (PPP).
- Operationalize, combine research and conditions for change; areas for future research.

Amelia Clarke & Andrew Crane

Editorial Essay | [Open Access](#) | Published: 01 June 2018

Cross-Sector Partnerships for Systemic Change: Systematized Literature Review and Agenda for Further Research

[Amelia Clarke & Andrew Crane](#) ✉

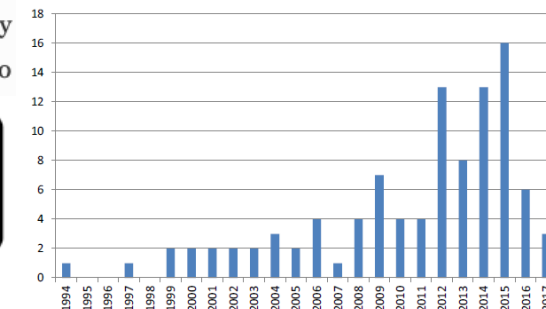
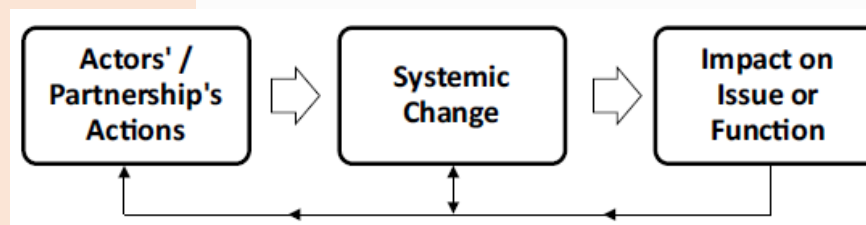
[Journal of Business Ethics](#) 150, 303–313(2018) | [Cite this article](#)

5304 Accesses | 8 Citations | 29 Altmetric | [Metrics](#)

Abstract

The literature on cross-sector partnerships has increasingly focused attention on broader systemic or system-level change. However, research to date has been partial and fragmented, and the very idea of systemic change remains conceptually underdeveloped.

In this article, we seek to better understand what is meant by context of cross-sector partnerships and use this as a basis to





Social entrepreneurship as an essentially contested concept: Opening a new avenue for systematic future research

Nia Choi , Satyajit Majumdar


- SE is a complex and contested concept, emerged within the last three decades.
- Conceptualization of social entrepreneurship as a cluster concept
- Contains social value creation, the social entrepreneur, the social entrepreneurship organization, market orientation and social innovation.
- Supported by foundations like Ashoka, the Skoll Foundation, and the Schwab Foundation

Contents lists available at [ScienceDirect](#)

 **Journal of Business Venturing**



**Social entrepreneurship as an essentially contested concept:
Opening a new avenue for systematic future research**

 CrossMark

Nia Choi ^{*}, Satyajit Majumdar ¹

Tata Institute of Social Sciences, V.N. Purav Marg, 400088 Mumbai, India

A B S T R A C T

Social entrepreneurship has emerged as an active area of practice and research within the last three decades. Nevertheless, in spite of its growing popularity, scholars and practitioners are far from reaching a consensus as to what social entrepreneurship actually means. This has resulted in a number of different definitions and approaches within the field of social entrepreneurship. The purpose of this article is to shed light on the ongoing contestation of social entrepreneurship and to offer a novel conceptual understanding of the concept that can facilitate the development of systematic and structured future research. To this end, we analyze social entrepreneurship on the basis of the theory of essentially contested concepts, which was proposed by Walter Bryce Gallie in 1956. Building upon this theory, this article shows that social entrepreneurship can be regarded as an essentially contested concept and that a universal definition that would be accepted among contestant parties is hardly possible. Responding to this recognition, the article proposes the conceptualization of social entrepreneurship as a cluster concept, which can serve as a conceptual tool to help advancing social entrepreneurship as a coherent field of research despite its contested nature.

© 2013 Elsevier Inc. All rights reserved.

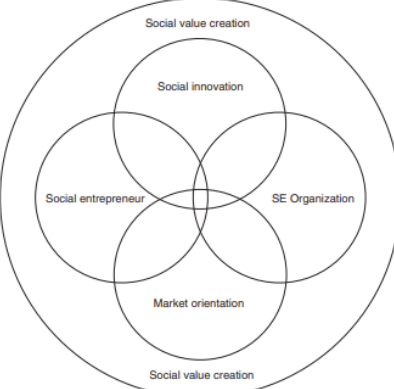
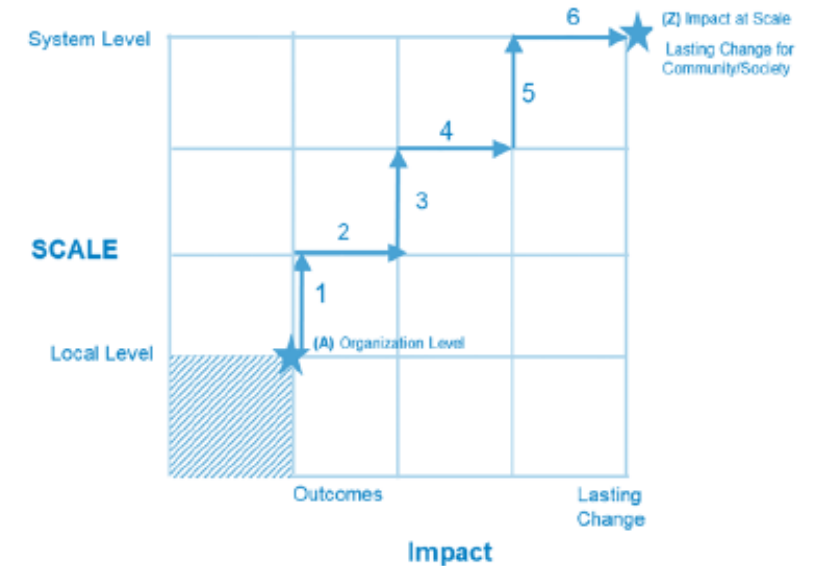


Fig. 1. Social entrepreneurship as a cluster concept.

Scaling social entrepreneurship

- How to achieve impact at scale, the ability to create *“lasting changes in the lives of people and their societies.”*
- Social entrepreneurs do not always follow a linear path to scale, many will **have to change their strategy** and organization.
- **Vertical Scaling:** Reaching more numbers with a well-honed model require additional funding, new partnerships, and expanding the organization.
- Moving in the **horizontal impact** dimension involves charting new territory, new activities, finding new funders and partners and new operating models.

FIGURE 2. The zig-zagging process.



How Social Entrepreneurs Zig-Zag Their Way to Impact at Scale

V. Kasturi Rangan¹ and Tricia Gregg¹

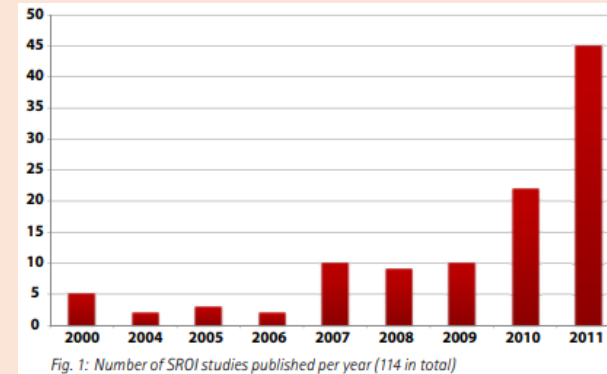
SUMMARY

This article provides guidance to social entrepreneurs and their funders as they seek to advance the enterprise from startup to scale. It focuses on the evolution of four social entrepreneurs and their decision-making paths as they attempt to scale their respective organizations. It then develops a framework to understand how social entrepreneurs alternate between pursuing activities to increase the scale of their work and delivering social impact in a “zig-zagging” process.

Social Return on Investment (SROI): State-of-the-Art and Perspectives

Gorgi Krlev, Robert Münscher and Katharina Mülbert

- SROI approach one of the most widely discussed methods of social impact measurement
- The largest part of studies remains focused on non-profit organizations or social enterprises.
- A lot of scope for making use of SROI in the private commercial and the public sphere.
- Tools like SROI could play a major role in emergence of new financial instruments such as Social Impact Bonds.
- Focus on soft outcomes, hard to measure: independence, self-esteem and well-being.
- SROI helps policymakers control social value creation. Should bring benefits to the society but also to the social investor.



CSI ADVISORY SERVICES | STUDY

Social Return on Investment (SROI): State-of-the-Art and Perspectives

A Meta-Analysis of practice in
Social Return on Investment (SROI) studies
published 2002-2012

What impact? A framework for measuring the scale & scope of social performance.

Alnoor Ebrahim

V. Kasturi Rangan

- The current framework for social performance evaluation lacks rigor.
- Key decision makers are often indifferent to the findings.
- Each organisation should at least measure its activities and outputs.
- In every social mission there is a scale of the problem it addresses and the solution required to address it.
- Scale: expected to expand with time
- Scope: focus on what it does best

What Impact?

A FRAMEWORK FOR MEASURING THE SCALE AND SCOPE OF SOCIAL PERFORMANCE

Alnoor Ebrahim
V. Kasturi Rangan

Organizations with social missions, such as nonprofits and social enterprises, are under growing pressure to demonstrate their impacts on pressing societal problems such as global poverty. This article draws on several cases to build a performance assessment framework premised on an organization's operational mission, scale, and scope. Not all organizations should measure their long-term impact, defined as lasting changes in the lives

Factors that impact how civil society intermediaries perceive evidence

William L Allen, University of Oxford, william.allen@compas.ox.ac.uk

- Evidence enables policymakers to avoid pitfalls and identify which proposed solutions are most likely to succeed.
- Evidence is a way of improving knowledge, supporting existing viewpoints, and demonstrating impact or authority to external stakeholders.
- Evidence is perceived as a way of:
 1. Identifying gaps in knowledge;
 2. Supporting already-held positions;
 3. Demonstrating authority or impact

Forthcoming in *Evidence and Policy: A Journal of Research, Debate and Practice*
Author Accepted Manuscript

Factors that impact how civil society intermediaries perceive evidence

William L Allen, University of Oxford, william.allen@compas.ox.ac.uk

Civil society organisations increasingly mediate the creation and exchange of evidence in their activities with policymakers and practitioners. This paper extends knowledge on evidence in policymaking settings to civil society contexts. As an exploratory and qualitative study, it shows how nine UK-based organisations working on issues including migration and social welfare hold different perceptions of evidence and its usefulness. A range of related factors involving individuals, organisations, sectors, and issue areas emerge as contingent contributors to these variations. As a result, researchers and practitioners seeking to engage with civil society using evidence should consider context-specific values, skills, motivations, and timeliness.

Keywords: civil society; evidence-based research; intermediaries; knowledge exchange

Accountability In Practice: Mechanisms for NGOs

ALNOOR EBRAHIM

- Highly publicized scandals have eroded public confidence in non-profit organizations.
- There are several reasons why NGOs are sceptical about the need for evaluation.
- Donors sometimes fail to recognize that complex evaluation requirements can overwhelm small organizations
- These monitoring systems might be viewed as irrelevant by NGOs:
 1. Upward accountability to management and oversight agencies
 2. Downward accountability to clients and members



Pergamon

www.elsevier.com/locate/worlddev

World Development Vol. 31, No. 5, pp. 813–829, 2003

© 2003 Elsevier Science Ltd. All rights reserved

Printed in Great Britain

0305-750X/03/\$ - see front matter

doi:10.1016/S0305-750X(03)00014-7

Accountability In Practice: Mechanisms for NGOs

ALNOOR EBRAHIM *

Virginia Polytechnic Institute and State University, Blacksburg, USA

Summary. — This paper examines how accountability is practiced by nongovernmental organizations (NGOs). Five broad mechanisms are reviewed: reports and disclosure statements, performance assessments and evaluations, participation, self-regulation, and social audits. Each mechanism, distinguished as either a “tool” or a “process,” is analyzed along three dimensions of accountability: upward–downward, internal–external, and functional–strategic. It is observed that accountability in practice has emphasized “upward” and “external” accountability to donors while “downward” and “internal” mechanisms remain comparatively underdeveloped. Moreover, NGOs and funders have focused primarily on short-term “functional” accountability responses at the expense of longer-term “strategic” processes necessary for lasting social and political change. Key policy implications for NGOs and donors are discussed.

© 2003 Elsevier Science Ltd. All rights reserved.

Key words — accountability, nongovernmental organizations, reporting, evaluation, self-regulation, social audit

Kroeger, A., & Weber, C. (2014): “Developing a conceptual framework for comparing social value creation.” *Academy of Management Review*, Kroeger, A., & Weber, C

- The importance of this topic is mainly for non-profit organisations aiming to alleviate social problems, such as hunger or poverty.
- It is a challenge to compare social value creation of different interventions.
- Subjective satisfaction ratings are used to measure interventions from different sectors and compare it with industry peers.
- The mean will indicate the living standard within regions or nations.

© Academy of Management Review
2014, Vol. 39, No. 4, 513-540.
<http://dx.doi.org/10.5465/amr.2012.0344>

DEVELOPING A CONCEPTUAL FRAMEWORK FOR COMPARING SOCIAL VALUE CREATION

ARNE KROEGER
CHRISTIANA WEBER
Leibniz University Hanover

The soaring popularity of business practices in the social sector has elicited numerous calls from academics and practitioners to adopt appropriate methodologies to quantify and compare social value creation. Contributing scholars consider it a great if not impossible challenge to compare social value creation of different, unrelated heterogenous interventions. We help bridge this research gap by developing a conceptual framework that allows us to compare the effectiveness of social interventions serving the different needs of different treatment groups in different socioeconomic and institutional contexts. We do so by bringing insights from both the literature on subjective well-being and the literature on organizational effectiveness theory into not-for-profit and social entrepreneurship research, as well as into the literature on program evaluation.

Measuring and comparing social value creation is an ongoing topic in society, politics, science, business, and economics. The importance of this topic is particularly great for not-for-profit organizations aiming to alleviate social problems such as hunger and poverty. Wondering whether they minister to their beneficiaries as effectively as possible, these organizations want to know not only “if they really are making progress and maximizing their poten-

Contributing scholars consider it a great if not impossible challenge to compare social value creation of different, unrelated heterogenous interventions (e.g., Austin, Stevenson, & Weiskillern, 2006; Dacin, Dacin, & Matear, 2010; Emerson, 2003; Mair & Marti, 2006; Nicholls, 2009; Polonsky & Grau, 2011; Ryan & Lyne, 2008; Zahra, Gedajlovic, Neubaum, & Schulman, 2009). Indeed, our literature review revealed that current approaches neither clearly reflect social value

Accountability for social impact: A bricolage perspective on impact measurement in social enterprises

Molecke, G., & Pinkse, J.

- Due to the ambiguity of the social impact, traditional methodologies are contested.
- There is a need for social impact measurements for social enterprises in order to access financial and other type of support.
- Due to these ambiguities, there are frictions among the stakeholders who expect standardization, verifiability and accountability.
- There is a lack of convention in measuring social impact.

Journal of Business Venturing xxx (2017) xxx–xxx

Contents lists available at ScienceDirect



Journal of Business Venturing



Accountability for social impact: A bricolage perspective on impact measurement in social enterprises

Greg Molecke ^{a,c}, Jonatan Pinkse ^{b,*}

^a ESSEC Business School, 3 Avenue Bernard Hirsch, CS 50105 Cergy, 95021 Cergy-Pontoise Cedex, France
^b Alliance Manchester Business School, University of Manchester, Denmark Road, Manchester M13 9NG, United Kingdom
^c Grenoble Ecole de Management, 12 Rue Pierre Semard, 38000 Grenoble, France

A R T I C L E I N F O

Article history:
Received 12 February 2016
Received in revised form 14 April 2017
Accepted 16 May 2017
Available online xxx

Keywords:
Social entrepreneurs
Social impact measurement
Bricolage
Accountability

A B S T R A C T

To fulfill external accountability expectations social impact measurement has become an important practice for social enterprises. Yet, the ambiguity around social impact and its measurement leads to a friction among stakeholders involved in a social enterprise. Based on interviews with small-to-medium-sized social enterprises, this paper investigates how social entrepreneurs handle the increasing pressure to measure social impact with formal methodologies through a bricolage lens. The findings show how social enterprises combine material and ideational bricolage as well as seek to delegitimize formal methodologies to increase the legitimacy of their bricolaged approaches for social impact measurement.

© 2017 Elsevier Inc. All rights reserved.



‘We do good things, don't we?’: Blended value accounting in social entrepreneurship.

Alex Nicholis

- Until now, the universal unit of performance measurement was financial.
- There is a difficulty in establishing the relationship between inputs (grants, volunteers etc.) and social impact outputs.
- Blended value accounting is the combination of financial accounting with social outputs.
- The traditional accounting reduces incentives for corporations to have a social impact and for social organisations to innovate

Accounting, Organizations and Society 34 (2009) 755–769

Contents lists available at [ScienceDirect](#)

 **Accounting, Organizations and Society** 

journal homepage: www.elsevier.com/locate/aos

‘We do good things, don’t we?’: ‘Blended Value Accounting’ in social entrepreneurship

Alex Nicholls
Saïd Business School, University of Oxford, United Kingdom

ABSTRACT

This paper presents an exploratory analysis of the emergent reporting practices used by social entrepreneurs in terms of their institutional settings and strategic objectives. These reporting practices not only account for financial performance but also disclose more nuanced and contingent social and environmental impacts and outcomes. Furthermore, they act as symbolic objects expressing the market orientation of many socially entrepreneurial organizations in that they aim to provide more complete and transparent disclosure of a variety of performance impacts. Conceptually, this paper draws upon approaches developed within the sociology of accounting as institutional practice and uses three theoretical interpretations to conceptualize the function and effects of reporting, disclosure, and audit in social entrepreneurship: positivist; critical theorist; and interpretative. A discussion of five case studies leads to the development of a new theoretical construct – ‘Blended Value Accounting’ – that constitutes a spectrum of disclosure logics used by social entrepreneurs to access resources and realize organizational mission objectives with key stakeholders. Conclusions consider some further questions around socially entrepreneurial reporting practices and strategies and suggest some new lines of research going forward.

© 2009 Published by Elsevier Ltd.

Introduction important role in the provision of public goods on a spectrum from small-scale, local solutions to dovertv and social

Measuring shared value: How to unlock value by linking social and business results.

Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S. and Hawkins, E.

- There is a nascent movement that aims to integrate sustainability reporting to financial statements.
- Shared Value requires integration into the business strategy, separate from business performance.
- Leading companies try to unlock Shared Value by incorporating social impact in the measurement.
- Business Value has a different cycle than Social Value.



Social Return on Investment “Hur används SROI”

Serus

- SROI focuses on value creation instead of performance.
- Stakeholders need to be identified and involved in the analysis.
- Important to analyse impact of changes for stakeholders and if they create or destroy value.
- Quantify the SROI value and undergo an independent review.



sroi

SROI - A guide from Serus

[What is SROI?](#) [How is SROI used?](#) [Who uses SROI?](#) [Example](#) [Our education & Contact](#) [Current](#)

How is SROI used?

SROI is used today in everything from project evaluation to procurement, and thus focuses on effects, impact and value creation instead of performance alone. An SROI analysis can fulfill a number of purposes. It can be used, among other things, as a tool for strategic planning and improvement, to communicate impact, attract investment, or form the basis for investment decisions. SROI also facilitates the creation of consensus between an organization and its stakeholders regarding what is to be achieved. A maximization of social value is thereby facilitated. SROI has been used by small, large, new and

Thanks!



Tommy.Borglund@oru.se



@borglunds



linkedin.com/in/tommy-borglund