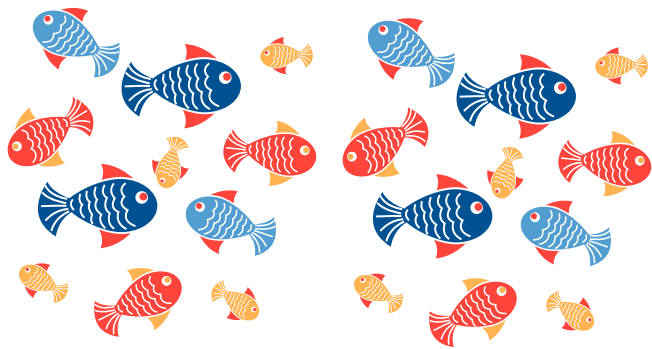


WORKING DIFFERENTLY

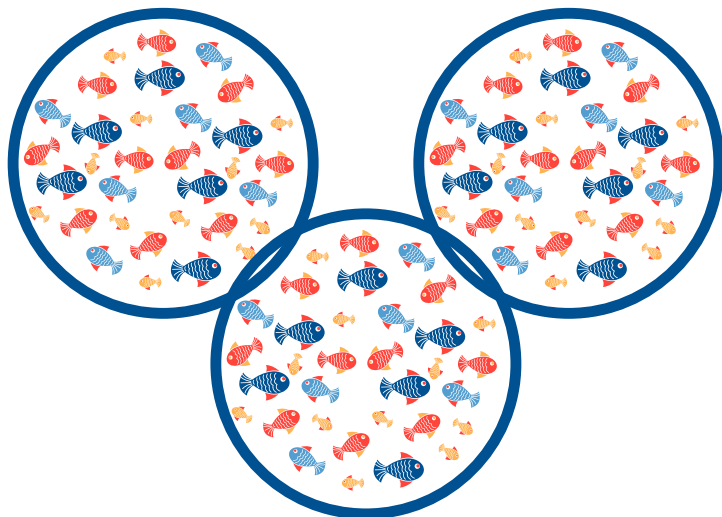
For more than 100 years, United Way of Erie County operated in what is often referred to as a “transaction” based model. That is, we raised monies from the community and allocated it to a relatively small number of programs run by partner organizations. Organizations helping a group over here, a family over there, an individual somewhere else, not connected or strategic. Good things were done, but isolated from each other and not sustainable. Think of it as a band-aid approach to addressing social problems.

United Way of Erie County has transitioned from the isolated impact approach to the collective impact framework to address the complex challenge of breaking the cycle of poverty in our community.



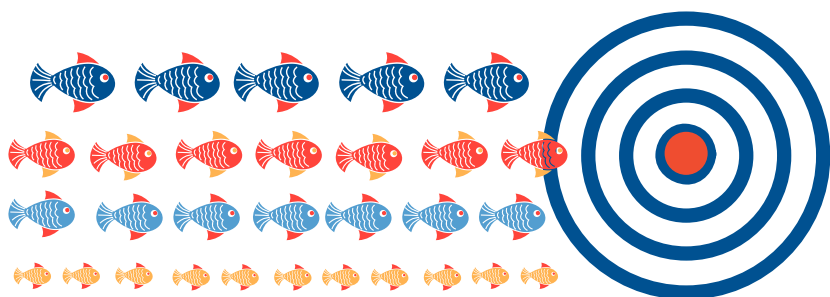
ISOLATED IMPACT

- Redundancies and overlap are common
- Gaps in resources are not identified
- Each organization focused solely on its own agenda and funding
- Addressing symptoms but not root causes



TRADITIONAL COLLABORATION

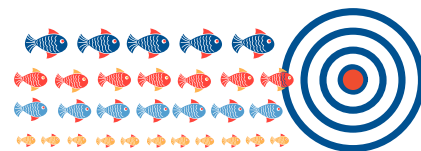
- Organizations may meet and/or report out, but work silos are maintained; protection of individual agendas, turf and funding continues
- Lacks the elements of success that enable collective impact initiatives to achieve sustained alignment of efforts
- Cross-sector collaboration is not achieved



COLLECTIVE IMPACT

A framework to address complex social problems. An innovative and structured approach to making collaboration work across government, business, philanthropy, nonprofits and citizens to achieve significant social change.

COLLECTIVE IMPACT



	Common Agenda	Shared Measurements	Mutually Reinforcing Activities	Continuous Communication	Backbone Organization
Isolated Impact					
Traditional Collaboration	●				
Collective Impact	●	●	●	●	●

The concept of collective impact was developed by John Kania, Managing Director at FSG and Mark Kramer, Kennedy School at Harvard. It was formally introduced in 2011 in a Stanford Social Innovation Review article. Since then, forward-thinking communities have adopted it to address and solve complex social challenges by leveraging its cross-sector structured approach to collaboration.

True collective impact requires a systemic approach to social impact that focuses on the relationship between organizations and the progress toward shared objectives. There are five key conditions that produce true collaboration and alignment, leading to powerful results:

COMMON AGENDA: All participants have a shared vision for change, including an understanding of the problem and joint approach to solving it through agreed upon actions.

SHARED MEASUREMENTS: Collecting data and measuring results consistently to ensure alignment and accountability.

MUTUALLY REINFORCING ACTIVITIES: CI initiatives rely on a diverse group of stakeholders working together, not all doing the same thing, but undertaking specific activities that support and coordinate with the actions of others towards the common agenda.

CONTINUOUS COMMUNICATION: Open and continuous communication with all partners is critical to build trust, assure mutual objectives, and create common motivation.

BACKBONE ORGANIZATION: CI requires a separate organization and staff with a very specific set of skills who plan, manage and support the initiative. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reason why CI fails, according to the Stanford Social Innovation Review.

MISSION:
CRUSH POVERTY



United Way of Erie County