



Social Impact Consultants

Discovering better ways
to solve social problems

Collective Impact

October 2014

What do these challenges have in common?

More than **one third** of adults and **17 percent** of children and adolescents are obese, accounting for at least **10 percent** of the national health care budget

Over **49 million** Americans live in households that experience hunger at some point in the year

There has been a **15 percent** increase in the number of gangs since 2006

Almost **75 percent** of ex-offenders will be arrested within five years of release

Nearly **one in nine** people living in the United States are veterans, and up to **40 percent** of them struggle with post-traumatic stress disorder

Approximately **15 percent** of Americans live in poverty

Scores on reading achievement for 17 year olds have not improved since 1971

They are all examples of complex problems

Complex problems are:

- Neither caused – nor solvable – by any one person, agency, organization or sector
- Impacted by numerous factors, none of which are controllable or even predictable
- Not meaningfully effected by a silver bullet intervention
 - “scaled” or “transferred” from another location – but rather by the interplay of hundreds of relationships and interactions
- Solved over the long-term, but buttressed by forward momentum and quick wins along the way

What do these success stories have in common?

In the original STRIVE site,
**40 of 53 tracked
student outcomes**
were moving in the right
direction by year five

In Franklin County, MA, binge
drinking among youth **declined
by 46%**
in eight years

In Chicago, **6000 public housing**
residents were placed in new jobs in five years

In New York State, the number of
youth in state custody **declined by 45%**
between 2011-2013

In Somerville, MA, child body mass indices
declined by 15 percent
between 2002 and 2005

In Memphis, a
23% reduction
in crime was achieved in five
years

In King County, WA,
96 percent
of eligible eighth-graders
signed up for
Washington's College
Bound Scholarship in 2014

These success stories are all Collective Impact

- Collective Impact recognizes **all of the factors** that influence complex problems; rather than ignore these, it embraces them head on
- Concretely, Collective Impact can be defined as the **commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale**
- Collective Impact could become **the way we do business in the social sector** in pursuit of transformational change

The are five conditions of Collective Impact

1

Common Agenda

All participants share a vision for change that includes a **common understanding of the problem** and a joint approach to solving the problem through agreed-upon actions

2

Shared Measurement System

All participants agree on how to measure and report on progress, with a **short list of common indicators** identified and used to drive learning and improvement

3

Mutually Reinforcing Activities

A diverse set of stakeholders, typically across sectors, **coordinate a set of differentiated activities** through a mutually reinforcing plan of action

4

Continuous Communication

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

5

Backbone Support

An **independent, dedicated staff (with funding!)** guides the initiative's vision and strategy, supports aligned activities, establishes shared measurement practices, builds public will, advances policy, and mobilizes resources.





Momentum for Using Collective Impact Continues to Grow

- **Widespread Adoption:** Hundreds of initiatives launched using the collective impact approach in the United States, Canada, Australia, Israel, South Korea and others
- **Influencing Public Policy:** Written into programs from the Centers for Disease Control, and stated as a priority in the 2014 Social Innovation Fund, a White House initiative and program of the Corporation for National and Community Service
- **Field-wide Conferences:** Multiple conferences built around collective impact as a theme, including two 2014 conferences in Australia hosted by the Center for Social Impact, the bi-annual national conference on Childhood Obesity, Tamarack Institute's 2014 Collective Impact Summit, and multiple sold out Collective Impact Forum convenings



The Collective Impact Forum Community Has Grown to Nearly 7,000 Members Since Launching In March 2014



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WHAT IS COLLECTIVE IMPACT | GETTING STARTED | FEATURED STORIES | COMMUNITY | RESOURCES | NEWS & EVENTS

Welcome to the COLLECTIVE IMPACT FORUM

This is the place for those practicing collective impact to find the tools, resources, and advice they need. It's a network of individuals coming together to share experience and knowledge to accelerate the effectiveness and adoption of collective impact.


[LEARN ABOUT THE COMMUNITY](#)

Visit Our Community

Select your role to visit the collective impact community most relevant to you.


[FUNDER OF INITIATIVES](#)

[BACKBONE ORGANIZATION](#)



What is Collective Impact? [LEARN MORE >](#)

Featured Resources



Guide to Evaluating Collective Impact
Practical guidance for planning and implementing evaluations of collective impact initiatives

Events

19

MAY 2014

Forum Membership by Roles

Backbone	26%
Other	24%
TA/Consultant	22%
Funder	15%
Partner	13%