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.

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.

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.

Over 49 million Americans live in households that experience hunger at some point in the year.
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 Memphis, a 23% reduction in crime was achieved in five years.

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

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

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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.

Source: FSG interviews and analysis.
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

Forum Membership by Roles

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<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Backbone</td>
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<tr>
<td>Other</td>
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