Collective Impact

Adapted from a series of articles published in Stanford Social Innovation Review from 2011 – 2013.

Collective Impact Initiatives are groups of diverse partners who agree to **coordinate** and **measure** their individual and collaborative actions towards social change.

Why Collective Impact?

Community problems are complex – education, poverty, the environment – and no one single program or organization can singlehandedly create lasting, large-scale change in complex social problems.

Isolated Impact	Collective Impact
• 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 program or organization • Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits	• Organizations actively coordinate their actions and share lessons learned • Progress depends on working toward the same goal and measuring the same thing • Large scale impact depends on increasing cross-sector alignment and learning among many organizations • Corporate and government sectors are essential partners

What Do Collective Impact Initiatives Do?

Research is showing that Collective Impact Initiatives are able to generate *emergent solutions* towards intended outcomes under **continually changing circumstances** by committing to the following activities over time.

Activity	Short-Term	Intermediate	Long-Term
Create a Shared Vision	Partners have a common understanding of the need and desired result	Partners individual work is increasingly aligned with the initiative's common vision	• Individual and organizational behavior changes and creates an ongoing progression of group alignment, discovery, learning and
Align Actions	Partners increasingly coordinate activities toward a common goal	Partners collaboratively develop new approaches to advance the initiative	
Share Measurement	Partners understand the value of sharing data	Partners increasingly use data to adapt and refine their strategies	

Continuously Communicate	Open communication between partners builds trust and creates a common motivation	Communication with the public inspires and empowers others to get involved and take action	emergence • New solutions emerge to complex problems
Backbone Support	Partners identify the support needed for vision, aligning actions, sharing measurement, communication	Partners efforts are supported through an established infrastructure that also builds public will, advances policy and mobilizes resources	• Impact is made in selected areas

Examples of Collective Impact Initiatives

Project	Impact	Link
The Grand Vision (MI)		www.thegrandvision.org
Elizabeth River Project (VA)	-1,100 acres of wildlife habitat created or conserved -267 million pounds of pollution reduced -More than a billion pounds of other materials reduced and/or recycled	http://www.elizabethriver.org/ YouTube Video about Collective Impact: http://www.youtube.com/watch?v=CJ204qstzUk
Global Alliance for Improved Nutrition (GAIN)	Reduced nutritional deficiencies among 530 million poor people	YouTube Video about Collective Impact: http://www.youtube.com/watch?v=bWAWihyQWOA
Communities that Care Coalition of Franklin County and North Quabbin (MA)	Reduced Teenage binge drinking by 31%, cigarette smoking by 32% and teen marijuana use by 18%	http://www.communitiesthatcarecoalition.org/
Strive Partnership (OH)	Improving cradle to career educational outcomes (13% increase in indicators trending in the right direction) – 80 communities worldwide interested in replicating model	http://www.strivetogether.org/
Opportunity Chicago (IL)	Placed 6,000 public housing residents in new jobs, 54% retained employment for two or more years	http://cjc.net/opportunity-chicago/
Memphis Fast Forward (TN)	Reduced violent crime and created 14,000 new jobs	http://memphisfastforward.com/
Calgary Homeless Foundation (Canada)	Housed more than 3,300 people and stopped Canada's fastest growing homelessness rate	http://calgaryhomeless.com/