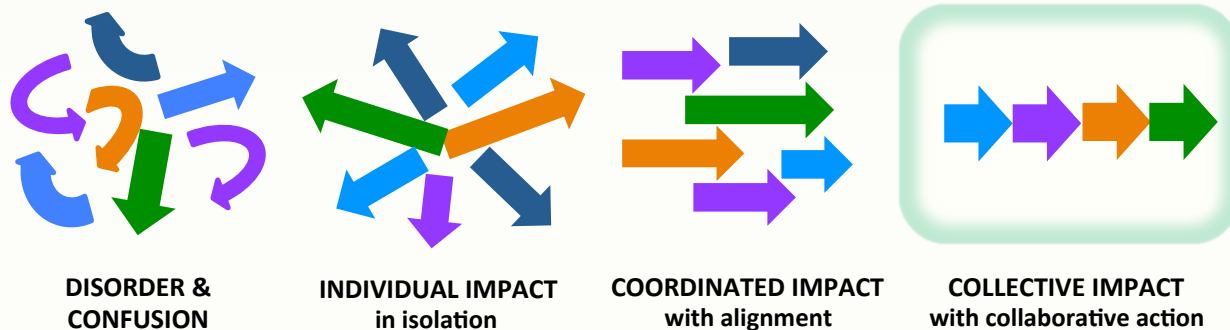


What Is Collective Impact?



According to the **Stanford Social Innovation Review** article (Winter 2011) that first articulated the concept, Collective Impact refers to *the commitment of a group of actors from different sectors to a common agenda for solving a specific problem*. It is based on the belief that large-scale social change requires broad cross-sector coordination supported by a centralized infrastructure and structured process rather than the isolated intervention of individual organizations or programs.

The five conditions of Collective Impact include:

- ① **Common agenda:** coming together to collectively define the problem and create a shared vision to solve it
- ② **Shared Measurement:** agreeing to track progress in the same way, which allows for continuous improvement
- ③ **Mutually reinforcing activities:** coordinating collective efforts to maximize the end result
- ④ **Continuous communication:** building trust and relationships among all participants, and
- ⑤ **Backbone:** having a team dedicated to orchestrating the work of the group

Source: Collective Impact Forum website

“..Substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact.”

from “Collective Impact”, Stanford Social Innovation Review, Winter 2011. By John Kania and Mark Kramer

Note: Illustration adapted from the discussion of “Education Collective Impact” initiative in Portland, OR (“All Hands Raised”) in the James Irvine Foundation New Leadership Network website (<http://irvinenewleadershipnetwork.org/portlandinitiatives/>)

Source: Collective Impact Forum; “Collective Impact”, Stanford Social Innovation Review, Winter 2011. By John Kania and Mark Kramer