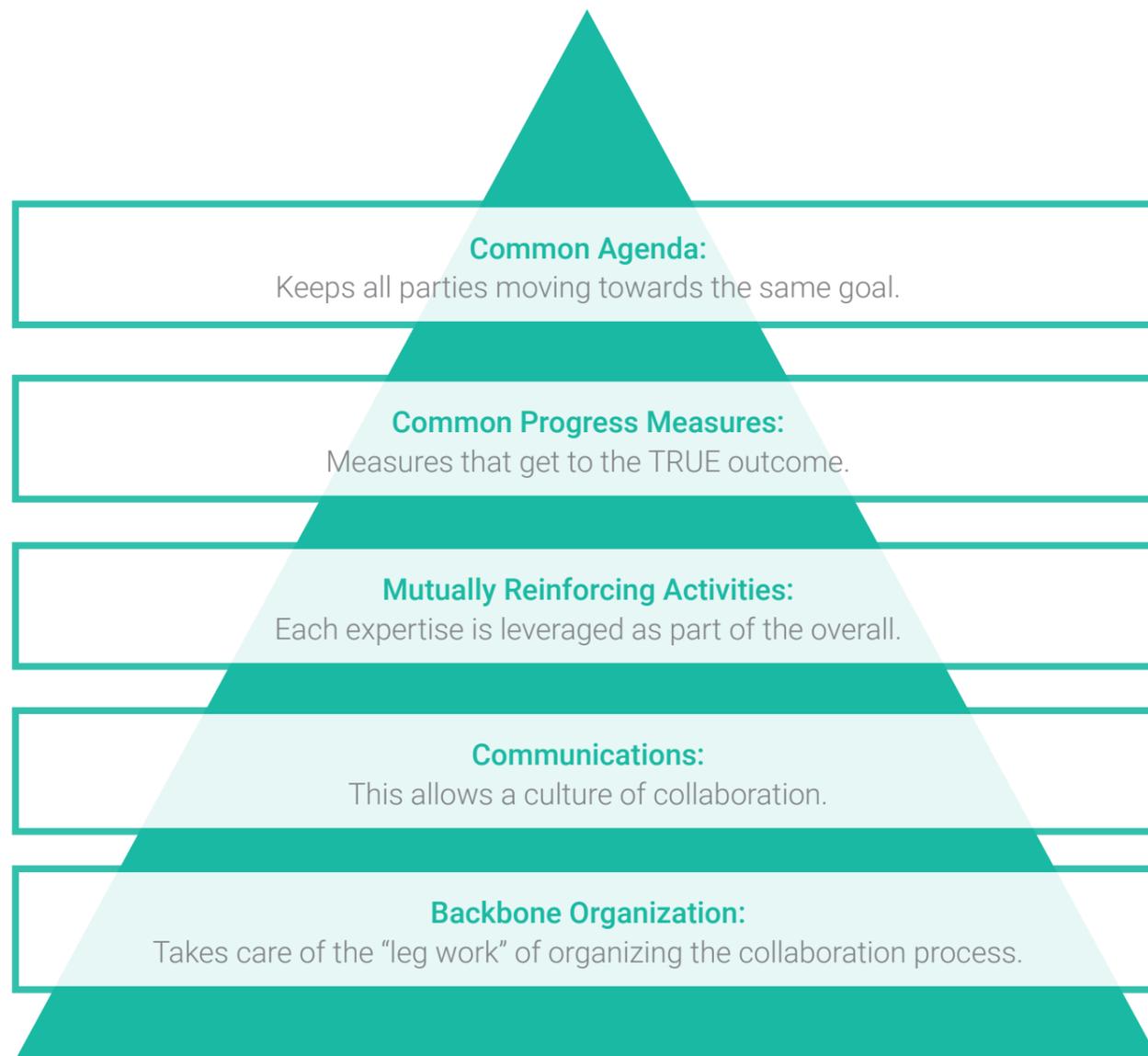


Collective impact (as defined by Kramer and Kania 2011) is the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem. In order to create lasting solutions to social problems on a large-scale, organizations – including those in government, civil society, and the business sector – need to coordinate their efforts and work together around a clearly defined goal.



Collective impact is a significant shift from the social sector’s current paradigm of “isolated impact,” because the underlying premise of collective impact is that no single organization can create large-scale, lasting social change alone. There is no “silver bullet” solution, no simple recipe of intervention to systemic social problems, and these problems cannot be solved by simply scaling or replicating one organization or program. Strong organizations are necessary, but not sufficient, for large-scale social change.

There are five conditions of collective impact:

- 1.** All participants have a shared purpose and a common agenda for change, including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
- 2.** Data is collected and results consistently measured across all participants to ensure a shared measurement for alignment and accountability.
- 3.** There is a plan of action that outlines and coordinates mutually reinforcing activities for each participant.
- 4.** Open and continuous communication is needed between the many players to build trust, assure mutual objectives, and create common motivation.
- 5.** There are backbone organization(s) with staff and a specific skill set to serve the entire initiative and coordinate participating organizations and agencies.

Not all social problems are suited for collective impact solutions. Collective impact is best employed for problems that are complex and systemic, rather than technical, in nature. Collective impact initiatives are currently being employed to address a wide variety of issues around the world, including education, healthcare, homelessness, the environment, and community development. Many of these initiatives are already showing concrete results, reinforcing the promising advantages of using collective impact to solve complex social problems.