Collective Impact Overview

MARCH 2017

FSG overview

- **Nonprofit consulting firm specializing in strategy, evaluation and research** with offices in Boston, Seattle, San Francisco, DC, Geneva, and Mumbai

- Partner with **foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues

- Recognized **thought leader in social impact, philanthropy** and **corporate social responsibility**

- Staff of **160 full-time professionals** with **passion and experience** to solve social problems

- **Advancing Collective Impact** via publications, conferences, speaking engagements, client projects
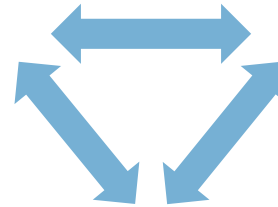
FSG works on collective impact in three mutually reinforcing ways

HANDS ON SUPPORT

- ✓ Juvenile justice in NY State
- ✓ Childhood obesity in Dallas
- ✓ Substance abuse on Staten Island
- ✓ Cradle to career in King County
- ✓ Pre-term birth in Fresno
- ✓ Health in the Rio Grande Valley
- ✓ Diabetes in Minnesota

THOUGHT LEADERSHIP

LEARNING COMMUNITY

www.collectiveimpactforum.org

*The **Collective Impact Forum** is a field-wide digital resource designed to help curate and disseminate knowledge, tools, and best practices that support effective collective impact*

Collective impact is a structured, multi-sector approach to address **complex problems**

Collective impact is the commitment of a group of important actors from different sectors to a common agenda for addressing a specific complex problem at scale

Collective impact has five elements

COMMON AGENDA

SHARED MEASUREMENT
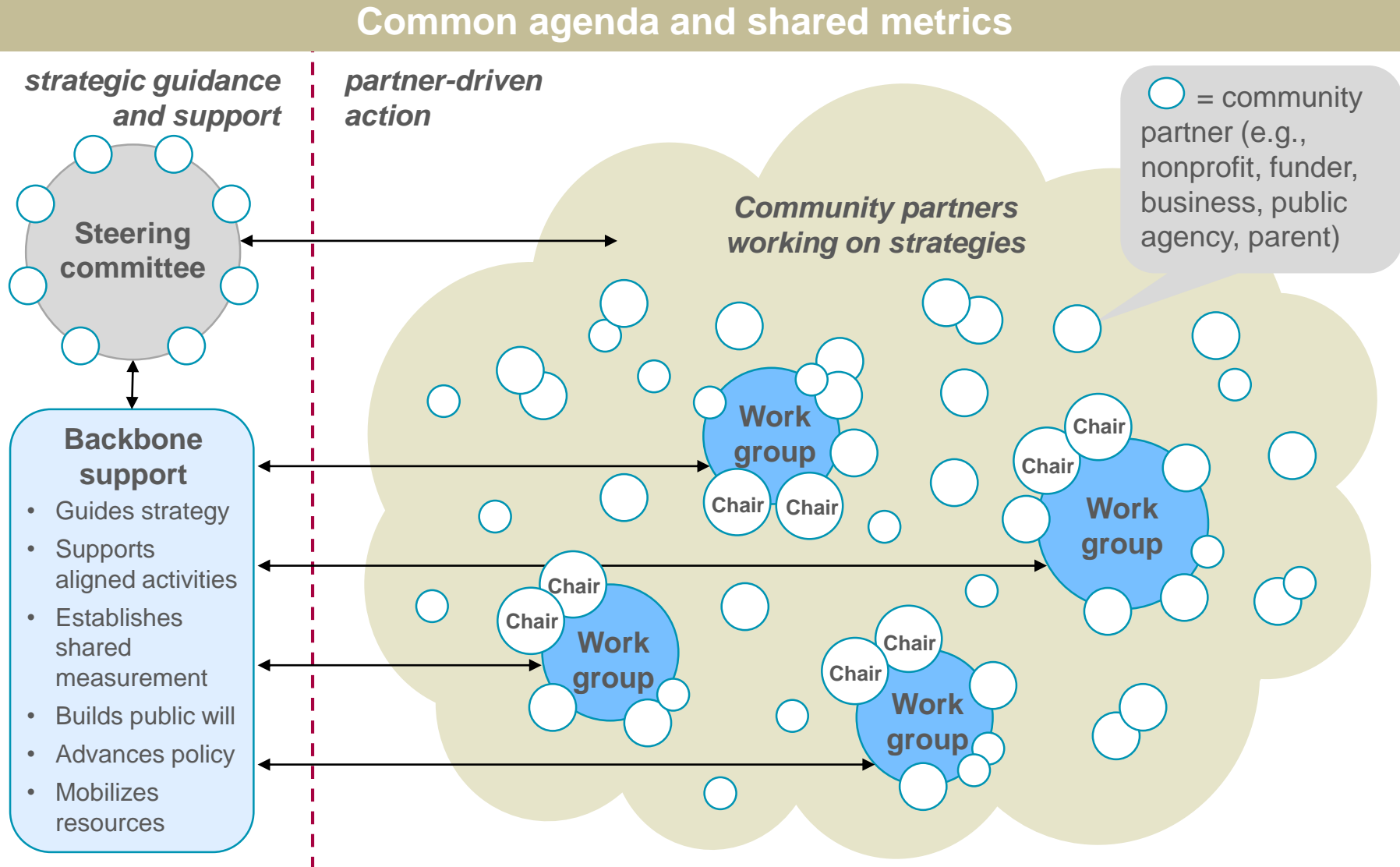
MUTUALLY REINFORCING ACTIVITIES

CONTINUOUS COMMUNICATION

BACKBONE SUPPORT

Collective impact principles of practice

1. Design and implement the initiative with a **priority placed on equity**

2. **Include community members** in the collaborative

3. Recruit and co-create with **cross-sector partners**

4. **Use data** to continuously learn, adapt, and improve

5. Cultivate leaders with unique **system leadership skills**

6. Focus on **program _and_ system strategies**

7. **Build a culture that fosters relationships**, trust, and respect across participants

8. **Customize** for local context

Collective Impact in action looks like this

Common agenda and shared metrics

strategic guidance and support | partner-driven action

Steering committee

Community partners working on strategies

○ = community partner (e.g., nonprofit, funder, business, public agency, parent)

Backbone support
- Guides strategy
- Supports aligned activities
- Establishes shared measurement
- Builds public will
- Advances policy
- Mobilizes resources

Work group
Chair Chair
Chair Chair
Work group
Chair Chair
Work group
Chair Chair
Work group

A strong steering committee builds the initiative's credibility and brings other stakeholders to the table
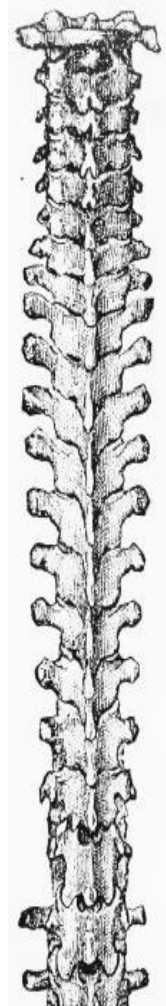
1 Guidance, **Vision**, and Oversight

2 Leadership in the community, and within an **organization**

3 Active Participation in **Process**

The Backbone

Role: Lead the Process

- Guide vision and strategy

- Help connect the dots

- Establish shared measurement practices

- Build public will

- Advance policy

- Mobilize funding

Best Practices

- Build capacity of others

- Share credit, celebrate others' success

- Build trust, manage interpersonal dynamics

- Open about organizational, personal shortcomings

- Transparent and fair

- Facilitate effective meetings

There are several **common misperceptions** about backbones

That the backbone:

X **sets the agenda** for the group

X **drives the solutions**

X **receives all the funding**

X **is self appointed** rather than selected by the community

X **is "business as usual"** in terms of staffing, time, and resources

Working groups have the following responsibilities

Strategy and indicator development

- Review **research** on effective strategies within local context (if applicable) and external best practices

- Use **data** to inform identification of strategies and ongoing refinement

- Develop and refine **indicators**

Implementation

- Coordinate **activities** among working group member organizations and other relevant partners

- Identify **resources** to support and / or execute strategies

- Provide **progress updates** to and learn from the steering committee, backbone, and other working groups

Leadership

- **Champion** the effort with relevant stakeholders

- **Align** member organizations' work to the goals, indicators, and strategies of the working group where possible

Working group formation is both art and science; here are some guiding considerations

What specific working groups are required to meet the goal of the initiative?

- What does the **scope of the problem** reveal about the areas that need coordinated attention?
- What **types** of strategies are required, e.g., strategies that
  - increase coordination
  - enhance services
  - target advocacy and policy change
  - set up intentional learning through a pilot
- What **existing** coalitions and collaborations already exist that can be built upon?

⚠️ **Don't reinvent the wheel**

How many is the right number, especially at the beginning?

- How many **strong leaders** exist that can lead these working groups?
- How many working groups can be the backbone **realistically** manage and get off the ground at once?
- Where is there **energy and momentum** in the community?

⚠️ **Less might be more at first**

What do the working groups need to accomplish in the first six months?

- Using **data** to further understand the problem and developing an approach to continuous learning
- Identifying high-leverage **strategies** and **quick wins**
- Building **relationships** among members and maintaining a sense of excitement
- Transitioning from relying on the backbone to **relying on co-chairs** to lead and manage the activities (and meetings) of the working group

⚠️ **Be ambitious but realistic**

For example, Charting The Course has 5 working groups that support the overall goal

Big Goal: to prevent and reduce childhood obesity in North Texas

Healthy Eating

Goal: Increase consistent access to and promote consumption of healthy foods in homes and communities

Physical Activity

Goal: Increase daily physical activity by providing opportunities and a supportive built environment where children live and play

Supportive Health Care System

Goal: Ensure that providers are trained and reimbursed for providing childhood obesity-related screening, counseling, and referrals

School and After School Settings

Goal: Expand and coordinate healthy eating, physical activity, and school health programs in K-12 school and after school settings

Early Childhood Settings

Goal: Work with parents and primary caregivers to prevent early stages of obesity in the 0-5 year old age group

Q&A