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**
- **Steering committee**

**Partner-driven action**
- **Community partners working on strategies**

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

*Adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*, by Tonya Surman and Mark Surman, 2008.*
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:*

- sets the agenda for the group
- drives the solutions
- receives all the funding
- is self appointed rather than selected by the community
- 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? |
| How many is the right number, especially at the beginning? |
| What do the working groups need to accomplish in the first six months? |

- 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?

- 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?

- 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

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Don’t **reinvent the wheel**

Less might be **more at first**

Be **ambitious but realistic**
For example, Charting The Course has 5 working groups that support the overall goal

<table>
<thead>
<tr>
<th>Healthy Eating</th>
<th>Physical Activity</th>
<th>Supportive Health Care System</th>
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<tbody>
<tr>
<td><strong>Goal</strong>: Increase consistent access to and promote consumption of healthy foods in homes and communities</td>
<td><strong>Goal</strong>: Increase daily physical activity by providing opportunities and a supportive built environment where children live and play</td>
<td><strong>Goal</strong>: Ensure that providers are trained and reimbursed for providing childhood obesity-related screening, counseling, and referrals</td>
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**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

**Big Goal**: to prevent and reduce childhood obesity in North Texas
Q&A