



Social Impact Consultants

Discovering better ways  
to solve social problems

# Collective Impact



Northern California Grantmakers  
*2013 Annual Meeting*

May 8<sup>th</sup>, 2013

## FSG Overview



- **Nonprofit consulting firm specializing in strategy, evaluation, and research** with 100 full-time professionals in five offices: Boston, Seattle, San Francisco, Washington DC, and Geneva



- Partner with **foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues
- Recognized **thought leader in philanthropy and corporate social responsibility** with multiple articles published in *HBR*, *SSIR*, *Chronicle of Philanthropy*, and the *American Journal of Evaluation*



- **Advancing Collective Impact** via publications, conferences, speaking engagements, client projects. Initiating partnership with **Aspen Institute Forum for Community Solutions** to build the field

# The Premise: There Are Several Types of Problems

## Simple



Example:  
*Baking a Cake*

## Complicated



Example:  
*Sending a Rocket to the Moon*

## Complex

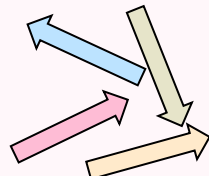


Example:  
*Raising a Child*

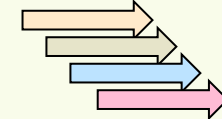
*Traditional approach: treat problems as simple or complicated*

There is a mismatch between complexity of social problems and the traditional focus on disconnected solutions

**Isolated  
Impact**

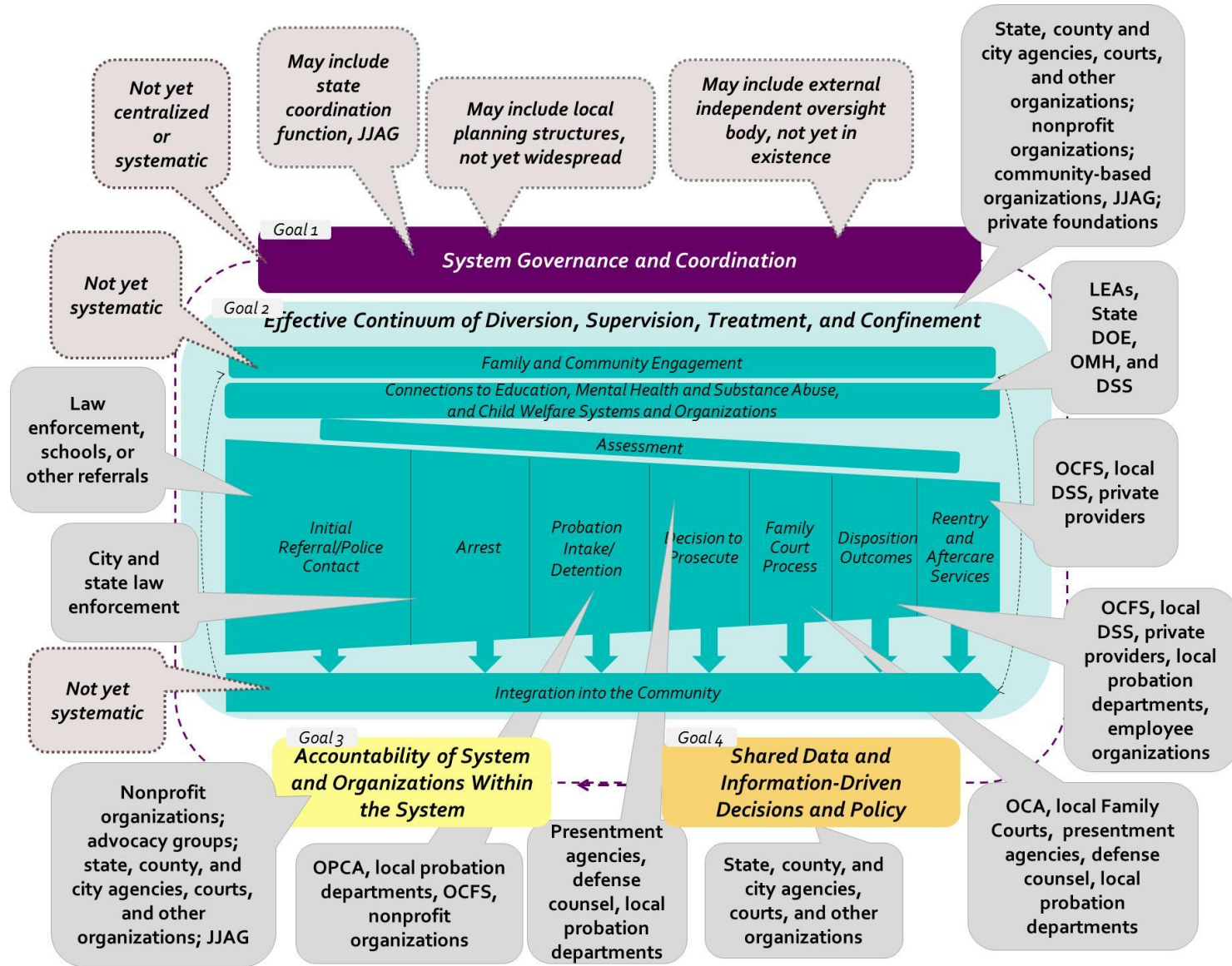


**Collective  
Impact**



*Collective Impact initiatives provide a structure for cross-sector actors to forge a common agenda for solving a specific social problem*

# The New York Juvenile Justice System



# Achieving Large-Scale Change through Collective Impact Involves Five Key Elements

**1**

## Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

**2**

## Shared Measurement

- **Collecting data and measuring results**
- Focus on **performance management**
- **Shared accountability**

**3**

## Mutually Reinforcing Activities

- **Differentiated approaches**
- **Coordination** through joint plan of action

**4**

## Continuous Communication

- **Consistent and open communication**
- Focus on **building trust**

**5**

## Backbone Support

- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations



# Collective Impact Is Being Used to Solve Complex Social Problems in a Wide Range of Sectors

## Education

READY BY 21  
All youth ready for college, work & life.

CCER  
COMMUNITY CENTER for EDUCATION RESULTS

Strive Together

## Healthcare

gain  
Global Alliance for Improved Nutrition

ROLL BACK MALARIA PARTNERSHIP

Shape Up Somerville:  
Eat Smart. Play Hard.

LiveWell COLORADO

## Homelessness

Calgary Homeless Foundation

HOME AGAIN  
ONLY A HOME ENDS HOMELESSNESS

## Youth Development

The Staten Island Foundation  
Working to improve the quality of life on Staten Island

New York State  
DCJS  
Division of Criminal Justice Services

Communities that Care

## Economic Development

MARS

OPPORTUNITY CHICAGO

MEMPHIS FAST FORWARD

## Community Development

Elizabeth River Project  
Making restoration a reality

magnolia place

# A Champion, Funding, and Urgency for Change Are All Key to Launching a Collective Impact Initiative

## Influential Champion



- **Commands respect** and engages cross-sector leaders
- **Focused on solving problem** but allows participants to figure out answers for themselves

## Urgency for Change



- **Critical problem** in the community
- **Frustration** with existing approaches
- **Multiple actors** calling for change
- Engaged **funders** and **policy makers**

## Financial Resources



- **Committed** funding partners
- **Sustained funding** for at least 2-3 years
- **Pays for** needed infrastructure and planning

# Underlying CI Is a Different Theory of Social Change that All Funders Can Use to Increase their Impact

- The principles of Collective Impact can be used individually as well:
  - **Common Agenda:** Current events or important research – supported by carefully planned communications efforts – can create a common agenda among many organizations and individuals: Funders can help create or capitalize on this momentum
    - Newtown massacre
    - Fletcher report for Carnegie Corporation
  - **Shared Measurement:** Much of the learning and competitive benefits of shared measurement may be externally imposed using public data or competition generated by funders
    - CEP Grantee Perception Reports
    - Competitive pressure among school districts to sign up 8<sup>th</sup> graders for scholarships in Seattle
  - **Mutually Reinforcing Activities and Continuous Communication:** Funders can bring cross-sector coalitions together on an ongoing basis
    - The Tobin Project
  - **Backbone Organizations:** Funders can support existing organizations to strengthen and expand cross-sector initiatives
    - Global Alliance for Infant Nutrition launched by Gates Foundation and UN

***The goal is to influence a self-organizing system: communication, competition, incentives, information, and ideas are the key tools that cause system change***



# Thank You!

*To talk more with FSG about Collective Impact or the Aspen Institute partnership, please contact us:*

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***Collective Impact resources available on FSG's website:***  
[\*http://fsg.org/KnowledgeExchange/FSGApproach/CollectiveImpact.aspx\*](http://fsg.org/KnowledgeExchange/FSGApproach/CollectiveImpact.aspx)