



Social Impact Consultants

Discovering better ways
to solve social problems

Collective Impact



Session for:

Washington State Department of Health
Office of Superintendent of Public Instruction

January 22, 2013

Boston | Geneva | Mumbai | San Francisco | Seattle | Washington

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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

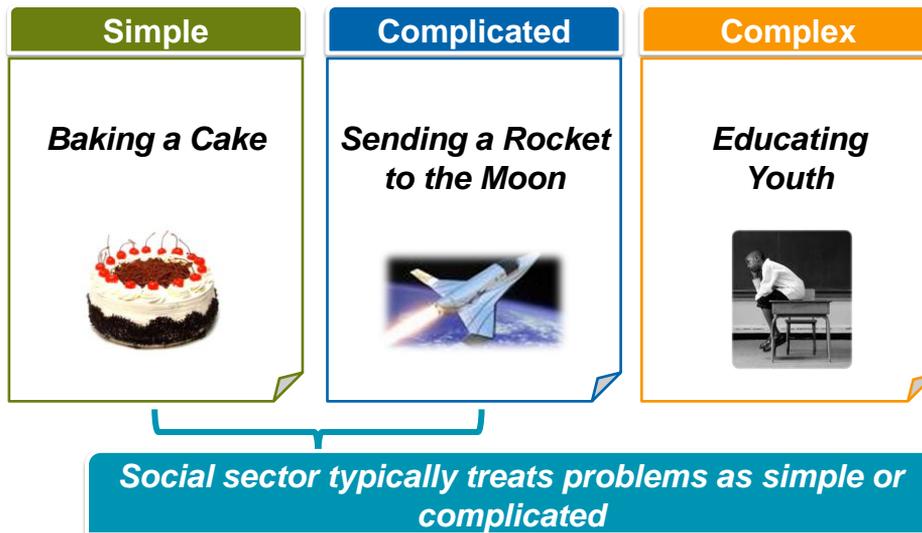


- Recognized **thought leader in social impact, philanthropy** and **corporate social responsibility**

- Staff of **100 full-time professionals** with **passion and experience** to solve social problems

- **Advancing Collective Impact** via publications, conferences, speaking engagements, client projects

There Are Several Types of Problems



Source: Adapted from "Getting to Maybe"

3
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Traditional Approaches Are Not Solving Our Toughest – Often Complex – Challenges

- Funders select **individual grantees**
- Organizations **work separately** and **compete**
- **Evaluation** attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**
- Corporate and government sectors are often **disconnected** from foundations and nonprofits

Isolated Impact



4
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Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

- All working toward the **same goal** and **measuring the same things**
- **Cross-sector alignment** with **government, nonprofit, philanthropic** and **corporate** sectors as **partners**
- **Organizations** actively **coordinating** their action and sharing lessons learned



5

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

Common Agenda

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

Shared Measurement

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

Mutually Reinforcing Activities

- **Differentiated approaches**
- Willingness to **adapt individual activities**
- **Coordination** through joint plan of action

Continuous Communication

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

Backbone Support

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

6

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The Collective Impact Approach Can Apply to Solving Many Complex Social Issues

<p>Education</p> 	<p>Healthcare</p> 	<p>Homelessness</p> 
<p>Youth Development</p> 	<p>Economic Development</p> 	<p>Community Development</p> 

7
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Shape Up Somerville (SUS) Recognized That Addressing Childhood Obesity Would Take a Multi-Sector Commitment

<p>46%</p> <p>Somerville youth were found to be overweight or obese*</p>	<p>X</p> <p>Past interventions aimed at individual behavior change were <u>not</u> successful</p>	<p></p> <p>Collective Impact was needed to change these individual behaviors in the context of social and environmental influences at community level</p>
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Childhood obesity cannot be addressed "just" through school lunches, exercises, or public policies alone—all of these need to be addressed simultaneously

* Somerville, Massachusetts is a socio-economically, racially diverse community near Cambridge and Boston. This data is from 2003.
Source: "Shape Up Somerville," School of Nutrition Science and Policy, Tufts University, <http://www.nutrition.tufts.edu>; FSG Interview and Analysis

8
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SUS Is Aimed at Transforming the Community Through Establishing a Culture of “Obesity Prevention”



Common Agenda, Shared Goals:

Increase daily physical activity | Increase healthy eating | Improve infrastructure and policy

Structure

The Beginning:
3-year, research trial (Tufts University) with core funding from Centers for Disease Control and Prevention

The Structure Today:
30 member Steering Committee
Mayor | City Departments | Somerville School Committee | Community-based and Statewide Orgs
Backbone
Three positions created within city government
Planner | Coordinator | Director

Diverse Stakeholders Targeted:



Schools | Families | Citizens | Government | Community Groups | Businesses

Source: FSG Interviews and Analysis, Shape Up Somerville Website: <http://www.ci.somerville.ma.us/departments/health/sus>

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Mutually Reinforcing Interventions at Multiple Levels Were Designed to Reduce Child Obesity

Before School:

- Breakfast Program
- Walk to School Campaign

During School:

- School Food Service enhances the quality and quantity of food for students
- Classroom Curriculum on Healthy Eating
- Enhanced Recess

After School:

- After School Curriculum (e.g., cooking, yoga, soccer)

At Home:

- Parent Outreach and Education through newsletters and events
- Family Events
- Parent Nutrition Forums

In Community:

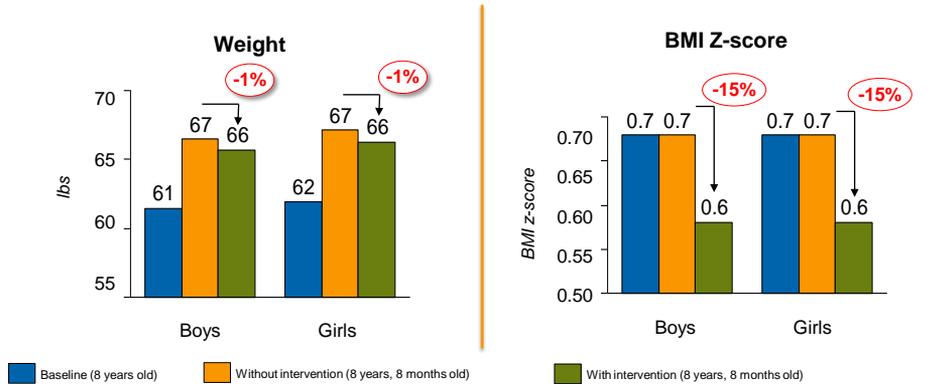
- Walkability and safe routes to encourage pedestrians and bicyclists
- Farmers' Market
- Approved Restaurants to enhance healthy food options
- Physician and Nurse training to identify overweight kids
- Policy Development

Mutually reinforcing interventions

Source: FSG Interviews and Analysis, Shape Up Somerville Website: <http://www.ci.somerville.ma.us/departments/health/sus>

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SUS Saw Statistically Significant Decrease in Body Mass Index among Young Children between 2002 and 2005



On a population level, a reduction of ~1lb of weight gain over 8 months for an 8yr-old translates into large numbers moving out of the overweight category

Source: FSG Interviews and Analysis, Shape Up Somerville First year results

11

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Working in Collective Impact Requires a Mindset Shift

Adaptive vs. Technical Problem Solving	<ul style="list-style-type: none"> • Allowing answers to come from within • Supporting common agenda building, information sharing and coordination/alignment
No Silver Bullets.... But we do have Silver Buckshot	<ul style="list-style-type: none"> • Many small changes implemented in alignment can add up to large scale progress
Credibility vs. Credit	<ul style="list-style-type: none"> • Creating new incentives to work collaboratively vs. competitively

12

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We Have Seen Three Key Conditions to Launching a Successful Collective Impact Initiative

Urgency for Change



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

Influential Champion



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

Financial Resources



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

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews

13

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Backbone Organizations Require a Unique Skill-Set to Support Collective Impact Efforts

Highlights of Successful Backbones

- Have a high level of **credibility within the community**
- Serve as **neutral conveners**
- Have a **dedicated staff**
- **Build key relationships** across members of the initiative
- **Focus people's attention** and create a sense of **urgency**
- Frame issues to **present opportunities and difficulties**
- Use **evaluation as a tool for learning and progress**
- Ensure **coordination** and **accountability**
- Stay "behind the scenes" to **establish collective ownership**

14

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Backbones Tend To Manage Six Functions

Guide Vision and Strategy	<ul style="list-style-type: none"> • Build a common understanding of the problem • Provide strategic guidance to develop a common agenda
Support Aligned Activities	<ul style="list-style-type: none"> • Coordinate and facilitate partners' continuous communication • Convene partners and key external stakeholders • Catalyze or incubate new initiatives or collaborations • Create paths for, and recruit, new partners • Seek out opportunities for alignment with other efforts
Establish Shared Measurement Practices	<ul style="list-style-type: none"> • Collect, analyze, interpret, and report data • Catalyze or develop shared measurement systems • Provide technical assistance for building partners' data capacity
Build Public Will	<ul style="list-style-type: none"> • Frame the problem to create a sense of urgency and articulate a call to action • Support community member engagement activities • Produce and manage communications (e.g., news releases, reports)
Advance Policy	Advocate for an aligned policy agenda
Mobilize Funding	Mobilize and align public and private funding

15

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Collective Impact Efforts Tend to Develop over Three Key Phases

<i>Components for Success</i>	Phase I Initiate Action	Phase II Organize for Impact	Phase III Sustain Action & Impact
<i>Governance and Infrastructure</i>	Develop group, structure communication, and decision making	Create infrastructure (backbone and processes)	Facilitate and refine
<i>Strategic Planning</i>	Map the landscape and use data to make case	Create common agenda (goals, strategy)	Support implementation (alignment to goal and strategies)
<i>Community Involvement</i>	Facilitate community outreach	Engage community and build public will	Continue engagement, conduct advocacy
<i>Evaluation and Improvement</i>	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, report progress (process to learn and improve)

16

Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews and Analysis

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Thank You!

To talk more with FSG about Collective Impact:

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Collective Impact resources available on FSG's website:
<http://fsg.org/KnowledgeExchange/FSGApproach/CollectiveImpact.aspx>

17

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Speaker Bios



Fay Hanleybrown, Managing Director, FSG

Fay leads FSG's Seattle office and Collective Impact approach area. She works with private foundations, corporate clients, community foundations and nonprofits. Since 2002, Fay has led over 50 consulting engagements for FSG in the areas of strategy, program design, cross-sector collaborations, and evaluation. This has included the design and launch of collective impact efforts, including an effort to increase educational outcomes from cradle to college and career in Seattle and South King County. Fay has authored several articles, including *Channeling Change: Making Collective Impact Work*. She speaks regularly about philanthropic effectiveness, including collective impact and shared measurement. Prior to FSG, Fay was a consultant at McKinsey & Company. She holds an M.B.A. from Harvard Business School and a B.A., *cum laude*, from Princeton University.



Adeeb Mahmud, Director, FSG

Adeeb is based in FSG's D.C. office and leads projects in health and development across a range of clients. Most recently, he has brought together stakeholders in Minnesota to develop a Collective Impact initiative focused on preventing and treating diabetes across the state. Adeeb has also led projects with the Bill and Melinda Gates Foundation, Eli Lilly, and United Way of National Capital Area. He has co-authored several FSG reports, on topics ranging from anti-corruption, international corporate volunteering, and impact investing in climate change. Prior to FSG, Adeeb worked as a management consultant for health care clients, at a start-up biotech company, and at the World Bank. He holds an M.P.P. from the Kennedy School of Government at Harvard University and a B.A., *cum laude*, from Middlebury College.

18

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