



Social Impact Consultants

Discovering better ways
to solve social problems

An Evolving Body of Work: The Collective Impact Journey



Prepared for

**Champions for Change
Conference**

April 2013

Agenda

I. The Collective Impact Journey

- **Past to Present to Future**

II. Problem Solving on Collective Impact Efforts

FSG Overview



- **Nonprofit consulting firm specializing in strategy, evaluation and research**, founded in 2000 as Foundation Strategy Group and celebrating a decade of global social impact
- Partner with **foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues
 - Advised **over 400 clients** in every region of the world
 - Issue areas include **education & youth, global development, global health, US health, community, and environment**
- 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*
- Staff of **100+ full-time professionals** with offices in Boston, Seattle, San Francisco, Washington, DC, Geneva, and Mumbai, India
 - **Passion and knowledge** to solve social problems
 - Combination of **on-the-ground experience and world-class consulting skills**



FSG's Vision 2020 Marks the Latest Inflection Point in Our Evolution

2000



2006



2010



2012



We are founded as a **for-profit** consulting firm specializing in **philanthropic strategy**

We gradually **expand** our client base beyond foundations and our functional offerings beyond strategy

We convert to a **nonprofit** and communicate our mission around “**create, consult, connect**”

We launch internal **practice areas**

We create **CF Insights** as a dedicated membership and field building organization

We continue to build our **thought leadership** track record

We briefly flirt with the **Africa** Healthcare Delivery Fund

We position ourselves more explicitly as a “**consulting firm**” **discovering better ways to solve social problems** in our tag line and launch a more dynamic **web presence**

We increasingly organize around our four **approach areas** in addition to our impact areas

Shared Value and **Collective Impact** take the world by storm!

We explore **India**

We strongly believe that our toughest **societal challenges will only be solved at scale** IF:

- Social sector actors work more effectively with each other – and across all sectors
- Corporations act on societal challenges as business opportunities
- Organizations targeting societal change apply proven tools of strategy and learning

We are passionate about scaling these notions **beyond our day-to-day** consulting and IC work

As a Nonprofit, We Achieve Our Mission by Combining Tailored Consulting Services with Efforts Aimed at Field-Wide Impact



High Impact Approaches

- Catalytic Philanthropy
- Shared Value
- Collective Impact
- Strategic Evaluation

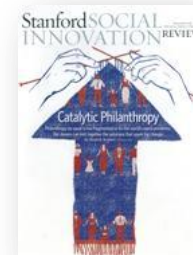
We have a point-of-view on effective approaches to social impact and seek to influence knowledge and practice throughout the social sector

Catalytic Philanthropy

<p>What is it?</p>	<p>Driving dramatic change through accountability, collaboration, broad use of tools, and sharing lessons</p>
<p>Why is it key?</p>	<p>Despite spending vast amounts of money and helping to create the world's largest nonprofit sector, philanthropists have fallen far short of solving the world's most pressing problems</p>
<p>Defining elements</p>	<ul style="list-style-type: none"> • Taking responsibility for achieving results • Mobilizing a campaign for change • Using all available tools • Creating actionable knowledge
<p>Examples</p>	<p><i>Knight Foundation</i> <i>Community progress thru information</i> <i>Montana Meth Project</i> spearheaded by Tom Seibel <i>The Rockdale Foundation</i> Arab microfinance initiative</p>

FSG Experience

Thought Leadership



Client Work

BILL & MELINDA GATES foundation The William and Flora Hewlett Foundation
 The David and Lucile Packard Foundation

the James Irvine foundation




FSG helps funders enhance their impact through catalytic philanthropy

Shared Value


<p>What is it?</p>	<p>Advancing a company's competitiveness while simultaneously delivering economic and social progress – a paradigm shift from traditional CSR</p>
<p>Why is it key?</p>	<p>Only when business and social goals are addressed in tandem can companies engage in sustainable and authentic ways</p>
<p>Defining elements</p>	<p>Companies create shared value in three ways</p> <ul style="list-style-type: none"> • Reconceiving products and markets • Redefining productivity in the supply chains • Enabling local cluster development
<p>Examples</p>	<p>GE's "Ecomagination" and "Healthymagination" efforts Walmart's transport costs and healthy food commitment Cisco's networking academies</p>

FSG Experience

Thought Leadership



Client Work



FSG is working to accelerate the adoption of shared value

Strategic Learning and Evaluation

<p>What is it?</p>	<p>Collecting and applying timely information and actionable insights to inform decisions and increase impact</p>
<p>Why is it key?</p>	<p>Strategy and evaluation are intrinsically related; an effort might start off as evaluation, but quickly shift to becoming strategy focused and vice-versa</p>
<p>Defining elements</p>	<ul style="list-style-type: none"> • Strategic priorities inform evaluation choices • Evaluation results guide refinement of strategy • Evaluation activities include: research, developmental evaluations, implementation evaluations, performance measurement, and impact evaluation
<p>Examples</p>	<p>Grand Rapids, MI developmental evaluation of “Promise Scholarships” program</p> <p>Robert Wood Johnson Youth Substance Abuse Prevention 5 Year Summative Evaluation</p>

FSG Experience

Thought Leadership




Client Work



The MasterCard Foundation



Abbott



BATTLE CREEK UNLIMITED



John S. and James L. Knight Foundation



MERCK
Merck & Co, Inc.



msh
Management Sciences for Health

FSG helps organizations connect strategy and learning

Collective Impact

<p>What is it?</p>	<p>Achieving large-scale social change through a common agenda and strong cross-sector coordination</p>
<p>Why is it key?</p>	<p>Isolated efforts and loose partnerships have not proven sufficient in solving complex, large-scale social challenges</p>
<p>Defining elements</p>	<ul style="list-style-type: none"> • Common agenda • Shared measurement systems • Mutually reinforcing activities • Continuous communication • Backbone organization
<p>Examples</p>	<p><i>Cradle to Career Education in South Seattle:</i> 300 organizations working on improving education in one geography</p> <p><i>Children's Health:</i> Cross sector Collective Impact Effort in Dallas initially sponsored by Childrens Hospital</p>

FSG Experience

Thought Leadership



Client Work



The David and Lucile Packard Foundation



FSG catalyzes and orchestrates collective impact efforts

FSG is Playing a Leadership Role in Accelerating Disciplined Collective Approaches to Solving Large-Scale Social Problems



- **Client work in Collective Impact:** FSG understands how to enable and sustain cross-sector partnerships through our work with clients in the following sectors:

- Economic development
- Education reform
- Environmental sustainability
- Juvenile justice
- Teen substance abuse
- Children's health

- **FSG articles paved the way for Collective Impact:**

- *Leading Boldly* (2004)
- *Breakthroughs in Shared Measurement* (2008)
- *Catalytic Philanthropy* (2009)
- *Collective Impact* (2011)
- *Channeling Change: Making Collective Impact Work* (2012)
- *Understanding the Value of Backbone Organizations in Collective Impact* (2012)
- *Embracing Emergence: How Collective Impact Addresses Complexity* (2013)



Collective Impact Has Gained Momentum in the Social Sector as a Disciplined Approach to Solving Large-Scale Social Problems

Field-Wide Interest in Collective Impact

- **FSG articles** have paved the way for CI:

- Original CI article is **#1 most downloaded** on SSIR
- Subsequent CI articles downloaded **thousands of times**



- **Conferences:**

- 2012: 300 attendees + **800 live-stream** participants from **35 countries**
- 2013: **national backbone workshop**

- **Social Media:**

- More than **20,000 CI Blog views** in 2012
- **Twitter:** Significant usage of CI hashtag

- **Webinars:**

- Recent topics: funder role, opportunity youth, & emergence (upcoming)
- 80% want to **attend future webinars**

- **Media Coverage:** 360+ references (print, blogs, online articles)

- **Speaking Engagements:** Hundreds around the world, including:



FSG Provides a Range of Collective Impact (CI) Consulting Services, from Planning Support to Strategy Selection to Shared Measurement

Planning Support for Design and Launch of CI Initiatives

- **Identifying Key Partners and Building Coalitions**
- **Defining the Need and Creating a Call to Action**, including conducting data collection, analysis and reporting in a way that clearly and accessibly defines the need around the issue
- **Developing and Facilitating Different Levels of Engagement for Stakeholders**, including designing different stakeholder-engagement mechanisms
- **Conducting Secondary Research on Analogous Efforts**, including bringing existing knowledge and additional promising approaches to bear from other national CI efforts
- **Creating a Common Vision and Drafting a Detailed Action Plan**, including helping to develop, vet, and build broad community support for a vision for change
- **Documenting the Collective Impact Design Process**, in a format that can be shared with key stakeholders and a broader audience
- **Designing and Implementing Process Evaluations**, including bringing strategic learning and evaluation expertise, particularly in developmental evaluation, to evaluate the design and launch

Facilitation of Strategy Selection

- **Developing Work Plans and Building Capacity**, including developing initial workplans to guide implementation, and outlining key infrastructure needs and existing capacity to support the effort
- **Developing and Supporting Work Groups**, including coordinating communities of practice to create specific goals and action plans and engage in strategy selection
- **Conducting Issue-Specific Research**, including identifying evidence-based models / best practices

Development of Shared Measurement Systems

- **Conducting Baseline Data Analysis**, including data collection, analysis, and synthesis to establish a baseline for collective impact efforts
- **Mapping Landscape of Data Availability and Data Capacity**, including assessing the state of existing data and data needs, researching and documenting considerations for ongoing data analysis and reporting, and conducting primary research to understand existing and needed data capacity to support a data-driven CI initiative
- **Exploring Long-Term Data Management Options**, including facilitating the selection and/or establishment of a data intermediary

The Collective Impact Forum is Focused on Accelerating CI in Collaboration with Other Partners



Goal



Create the **knowledge, networks and tools** that **accelerate the adoption of collective impact** and the **ability of communities to make progress at scale** through **collaborative stakeholder efforts**

Mutually Reinforcing Objectives

DIGITAL FORUM

Developing a **field-wide digital forum** to create and disseminate effective knowledge, tools and practices that support collective impact

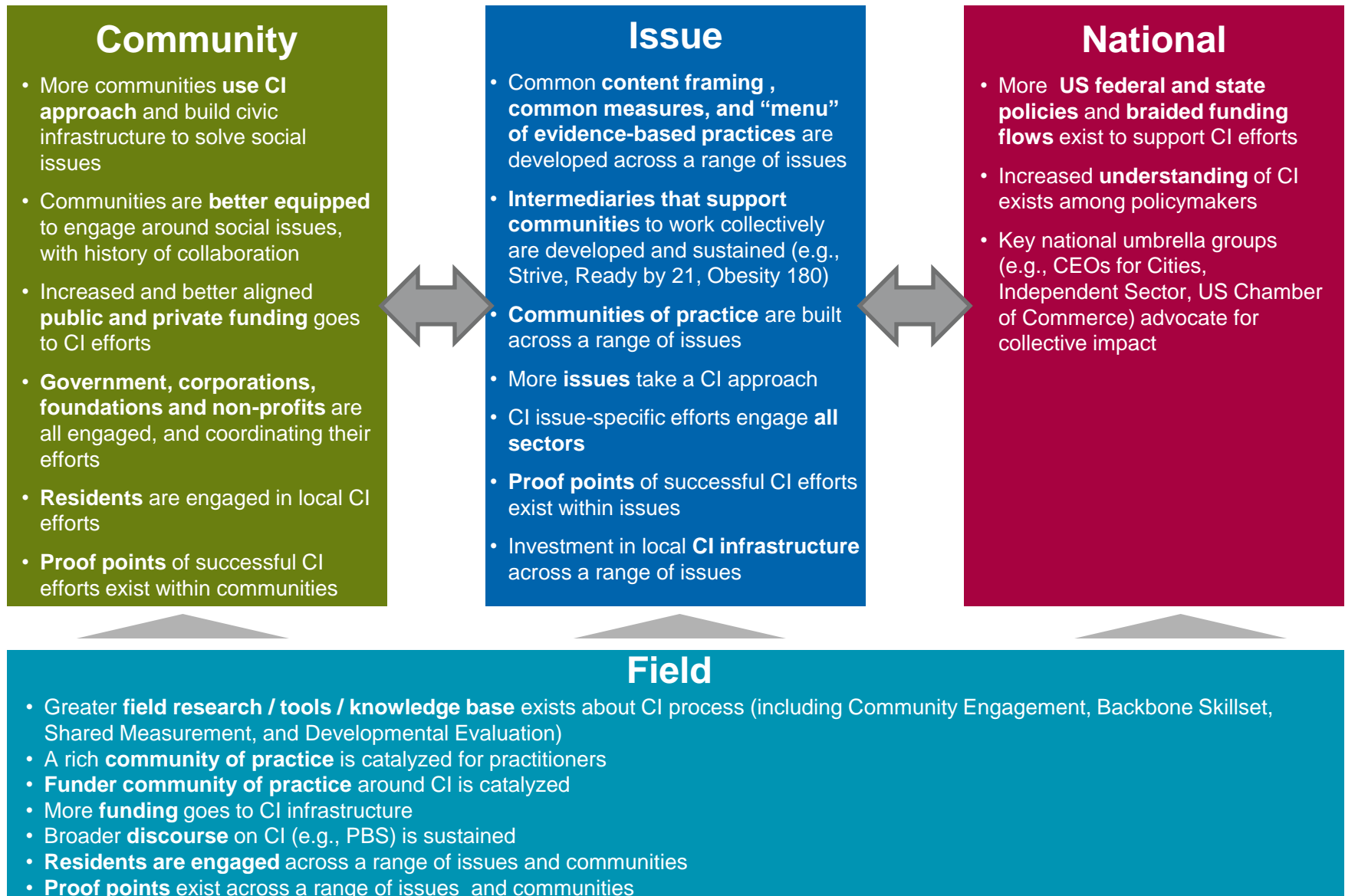
COMMUNITIES OF PRACTICE

Supporting **communities of practice, convenings and other events** across the country that enable practitioners and funders of collective impact to **increase their effectiveness**

Co-Catalyst Partners



We Believe Successful Adoption of Collective Impact Will Require Progress at the Field, Community, Issue, and National Levels

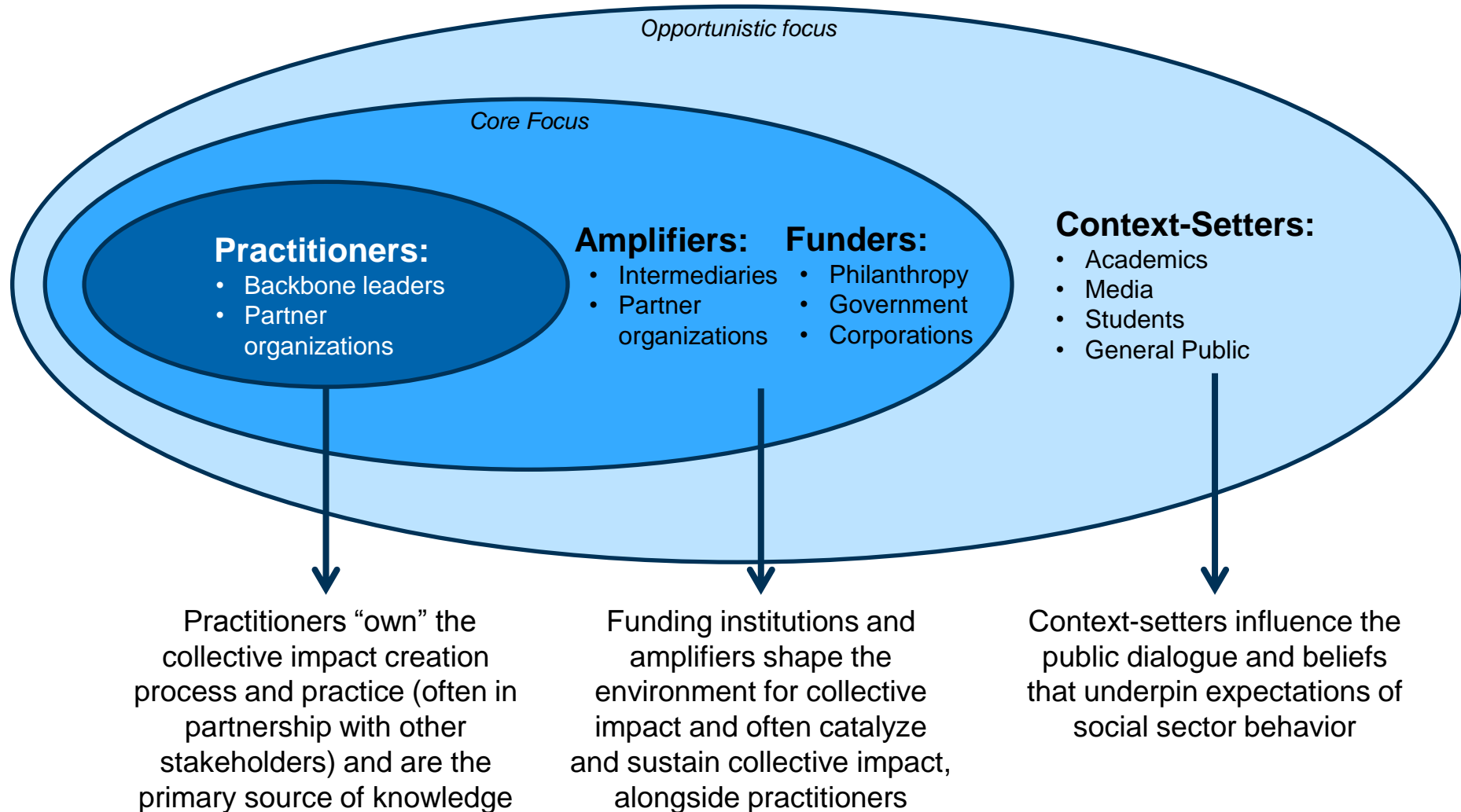


Example: The Six Collective Impact Initiatives Supported by the Greater Cincinnati Foundation Address Overlapping Community Issues

Issue Area Overlaps						
Early Childhood Education	✓	✓	✓	✓	✓	✓
K-12 Education	✓	✓	✓	✓	✓	✓
College to Career	✓		✓	✓	✓	✓
Economic Competitiveness / Job Creation	✓		✓	✓	?	✓
Community Development	✓	✓				✓
Environment	✓	✓				✓

Backbones in Cincinnati exemplify how CI efforts can intersect across issue areas

The Collective Impact Forum Will Initially Focus Primarily on Practitioners, Amplifiers and Funders

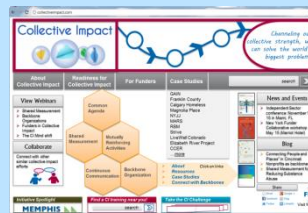


A Collective Impact Digital Forum and Virtual and In-Person Communities of Practice Will Support Research, Dialogue and Effective Practices

A searchable database of collective impact research and publications



Online Communities of Practice



Webinars featuring experts



In-person events and convenings will complement the online presence (e.g., recent regional funder convening and Backbone workshop)

Online workspaces to connect with peers



Sample Content:

- Blog
- White Papers
- Toolkits
- Case Studies
- Videos
- Discussion Boards

We will release actionable tools and foster communities of practices, events, and convenings on multiple CI topics (i.e., community engagement and funders' roles)

Collective Impact Has the Potential to Significantly Accelerate Social and Environmental Change

What to Watch For in the Future?

- “Collectives” of Collective Impact efforts
- Spread of consistent (but not exact replication) common agendas and shared measures by issue, across communities
- Increased intersection with “next generation evaluation” that accelerates feedback loops and pattern detection
 - ✓ Developmental Evaluation
 - ✓ Big Data
 - ✓ Beneficiary Feedback
- Human centered design approaches that enable “ground view” lens on work to be combined with “sky view”
- Expansion of complexity as an orientation for the work

Agenda

I. The Collective Impact Journey

II. Problem Solving on Collective Impact Efforts

What's Your "Gordian Knot" Collective Impact Challenge?

