Stanford SOCIAL INNOVATION REVIEW

FSG

SSIR Live!

Channeling Change: Making Collective Impact Work

Presented by:
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In Conversation with:
Kat Allen, Co-Chair, Communities that Care Coalition of Franklin County and the North Quabbin
Marc Van Ameringen, CEO, Global Alliance for Improved Nutrition (GAIN)

Moderated by:
Eric Nee, Managing Editor,
Stanford Social Innovation Review
March 20, 11:00-Noon PDT, 2:00-3:00pm EDT

FSG is a Nonprofit Consulting Firm Playing a Leadership Role in Accelerating Collective Approaches to Solving Social Problems

- **Nonprofit consulting firm** specializing in strategy, evaluation and research
  - **Partner with foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues
  - Recognized **thought leader** with multiple articles published in *HBR, SSIR, Chronicle of Philanthropy, and the American Journal of Evaluation*

- **FSG articles have 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)*

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

  - Economic development
  - Education reform
  - Environmental sustainability
  - Juvenile justice
  - Teen substance abuse

Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

Common Agenda	All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions
Shared Measurement	**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable
Mutually Reinforcing Activities	Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action
Continuous Communication	**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Backbone Organizations Come in a Variety of Types and Perform 6 Essential Functions to Drive Collective Impact

6 Essential Functions

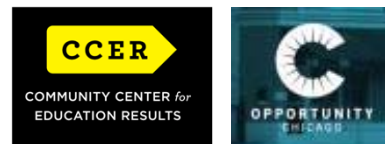| Guide Vision & Strategy	Support Aligned Activities	Establish Shared Measurement Practices	Build Public Will	Advance Policy	Mobilize Funding

Types of Organizations

Funders	New or Existing Non-Profits	Government Agencies & Other Intermediaries	Multi-Organization Initiatives
• One funder initiates Collective Impact strategy as planner, financier, and convener	• New entity is created, often by private funding, to serve as backbone • Established entity takes the lead in coordinating Collective Impact strategy	• Intermediary organizations function as a coordinating link between funders and partners	• Numerous organizations share ownership in coordination between funders and providers

Core Requirements

Strong & Adaptive Leadership	Sustained Funding & Resources

Case Example: The Global Alliance for Improved Nutrition (GAIN) Works to Better Coordinate Efforts to Fight Global Malnutrition

Need for Collective Impact

- Almost 1/3 of the world's population is undernourished, accounting for 11% of global disease burden, 3.5 million deaths in children under 5 annually, and significant losses to cognitive and physical development and GDP.

Need for Collective Impact

- GAIN was formed to leverage the strengths of the public and private sectors to build sustainable solutions to improve the nutrition of the world's poor at scale.
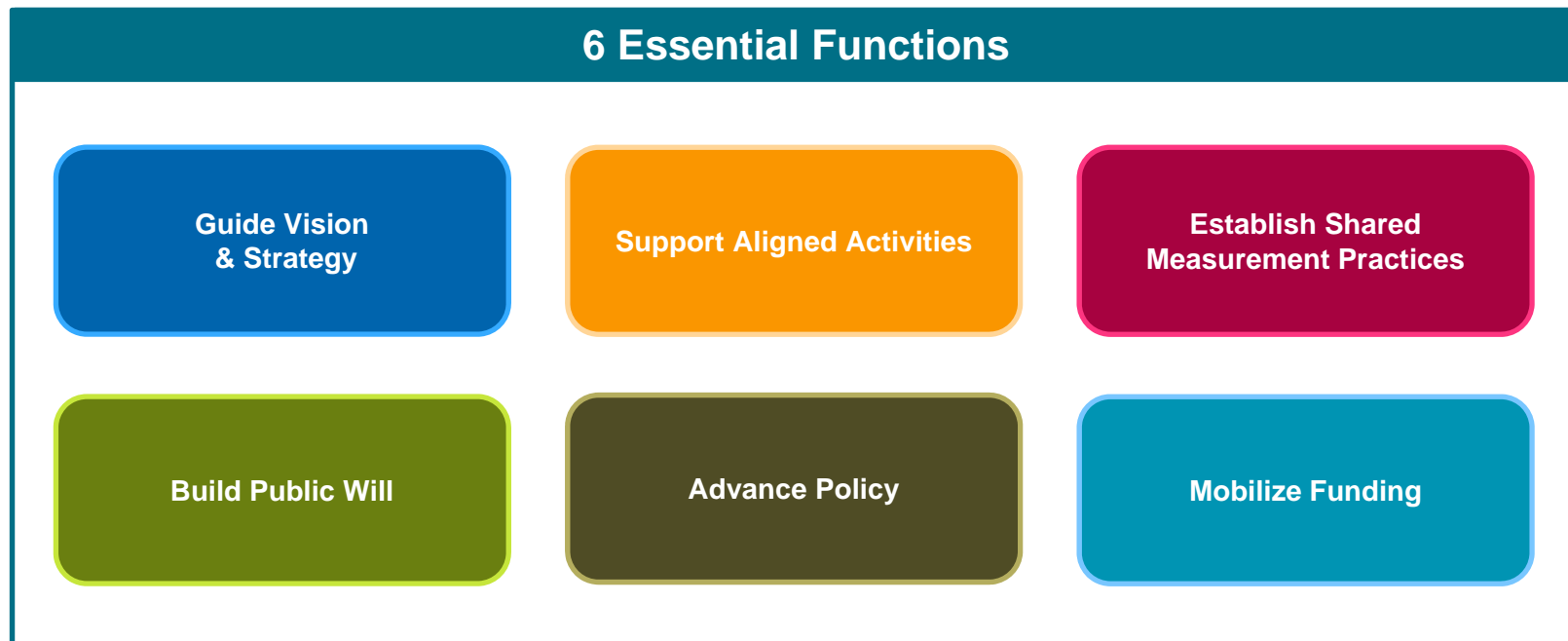
Implementation

- Three-part global strategy:
  - **Building partnerships** that deliver results and creating national and regional Alliances of leading companies, governments and civil society to sustainably address undernutrition
  - **Enabling innovation** by funding programs, providing technical assistance in design, implementation, evaluation of programs and fostering creativity among organizations
  - **Improving nutrition** by measuring performance, evaluating work, reporting progress, and learning from successes and failures

Results

- In the 10 years since inception, GAIN has implemented programs which reach 530 million people with nutritionally enhanced food each day.

GAIN's Backbone Performs Each of the 6 Essential Functions

6 Essential Functions

Guide Vision & Strategy	Support Aligned Activities	Establish Shared Measurement Practices
Build Public Will	Advance Policy	Mobilize Funding

GAIN Uses a Matrix Structure to Create Collaboration between Its Program Area Partners and Working Groups
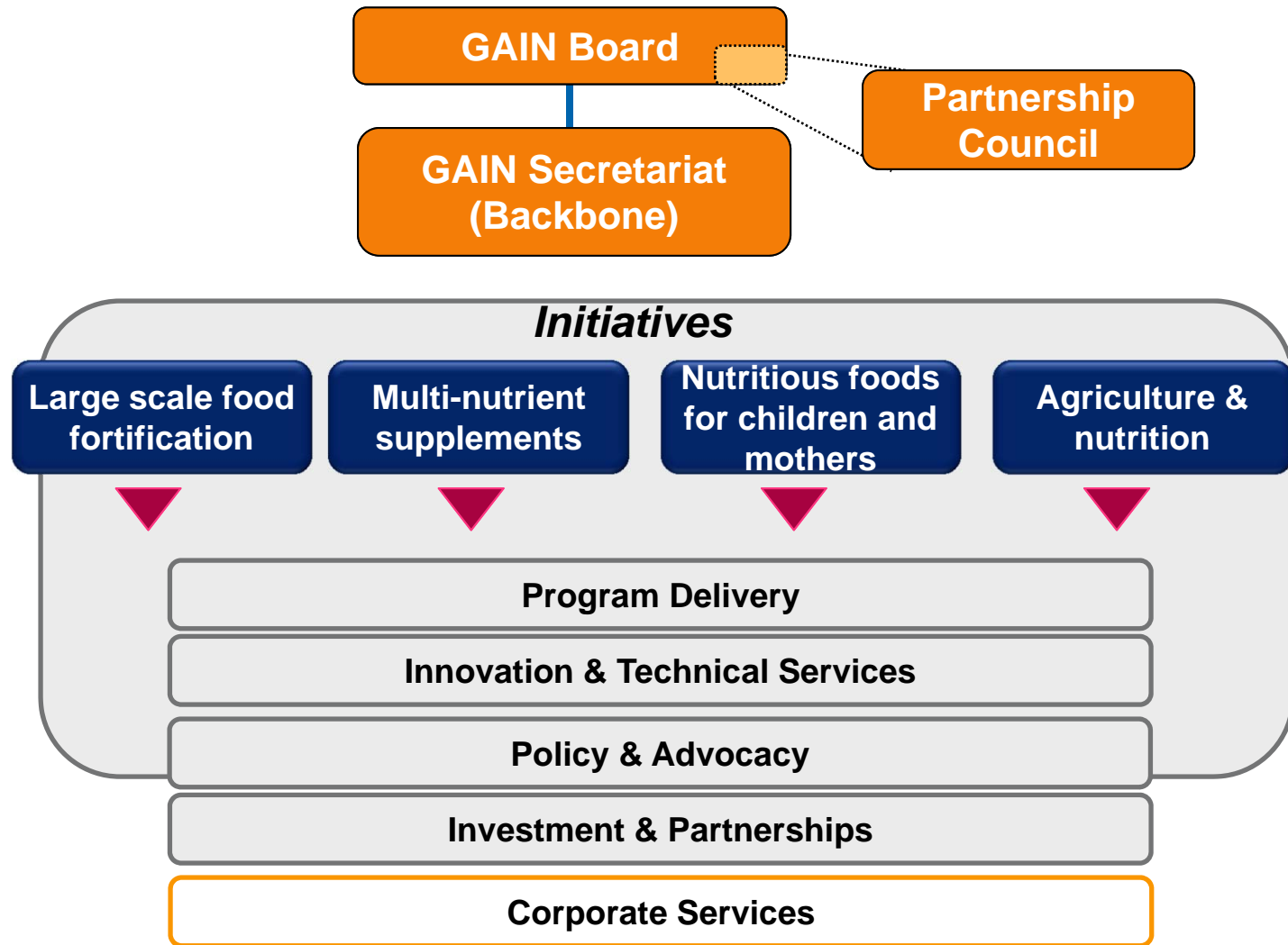
Franklin County, MA's Communities that Care Coalition Works towards a Common Goal to Better Serve Its Rural Population

Communities that Care

Need for Collective Impact

- In 2002 alcohol, tobacco, and drug use among youth in Franklin County, a rural community in Western Massachusetts, were substantially higher than the national average.

Need for Collective Impact

- The Communities That Care Coalition was built to reduce youth substance use and make rural Franklin County a place for youth to be able to reach their full potential and thrive.

Implementation

- Eight main structures work together to serve the rural population:
    - (1,2) Two **"co-host" organizations** oversee the initiative
    - (3) A 15-member **Coordinating Council** provides leadership and make decisions
    - (4,5,6) Three ~10-person **Workgroups** lead the day-to-day work
    - (7) **Regional School Health Task Force** – representatives from school districts – implements student surveys and links workgroups to schools
    - (8) **Community** at large participates in workgroups, strategies and full Coalition meetings
- The broad Coalition meets two times per year while the Coordinating Council and Workgroups meet on a monthly basis. The annual Teen Health Survey is used to measure progress and inform the work of the coalition.
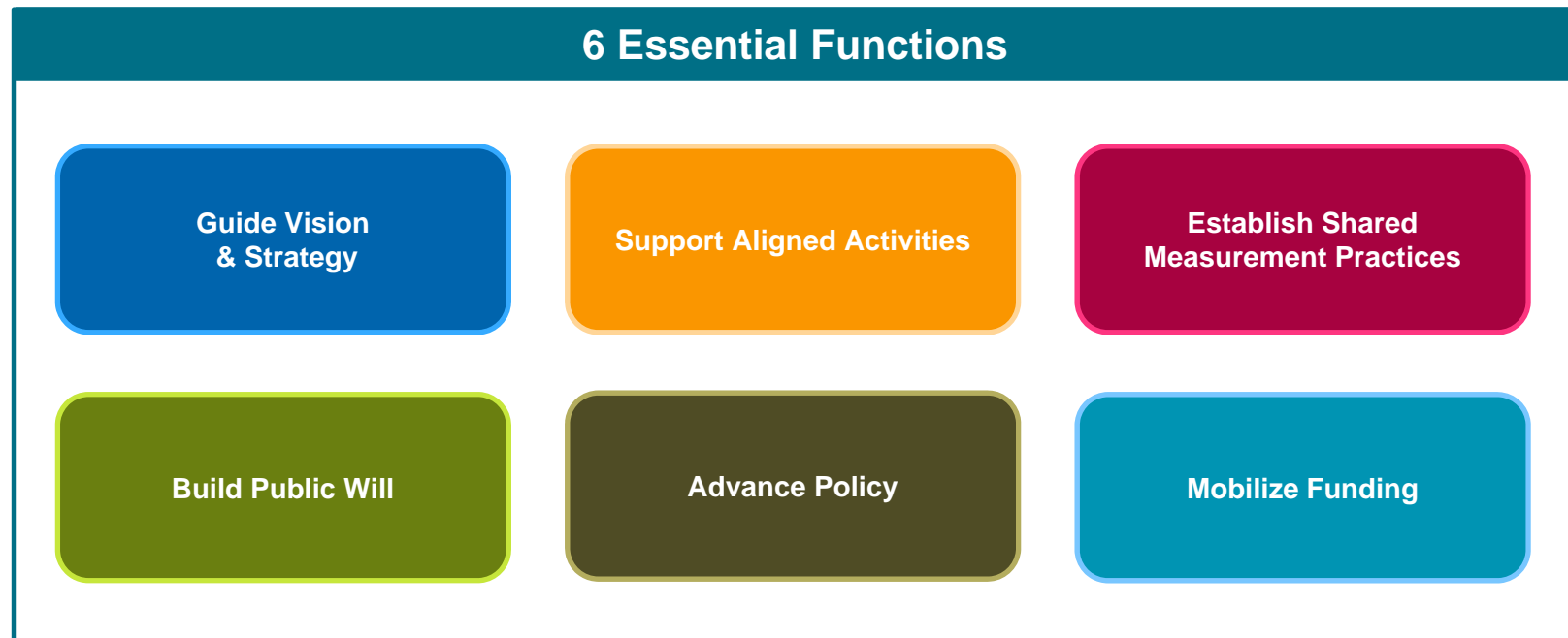
Results

- Teenage binge drinking has been reduced by 31% over the first six years of the coalition's work

Franklin County, MA's Reductions in Youth Substance Use

Current alcohol use

Current cigarette use

Current binge drinking

Current marijuana use
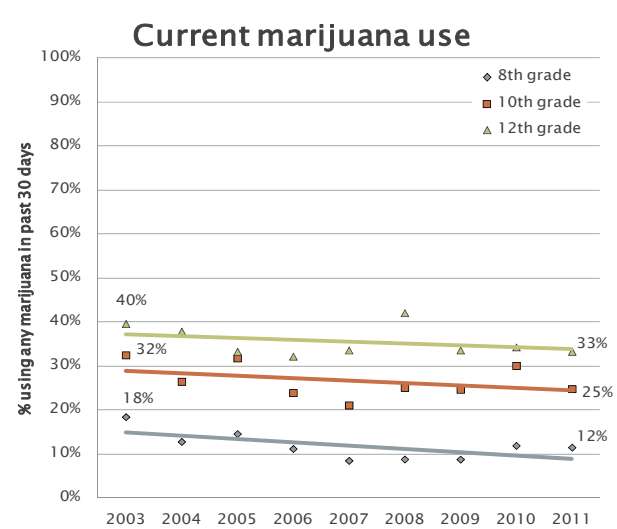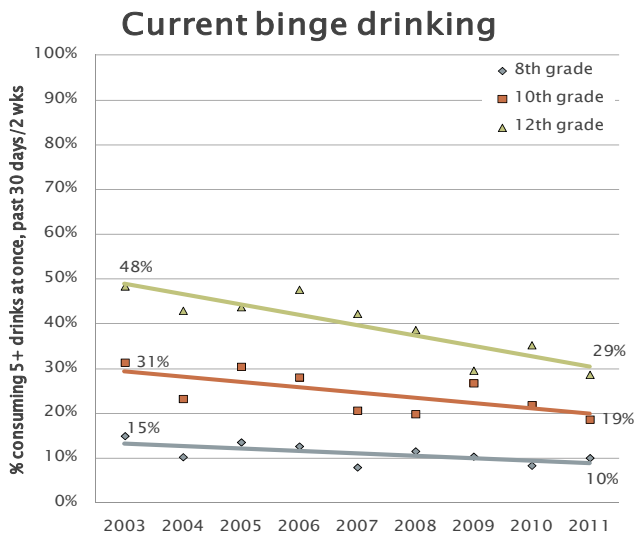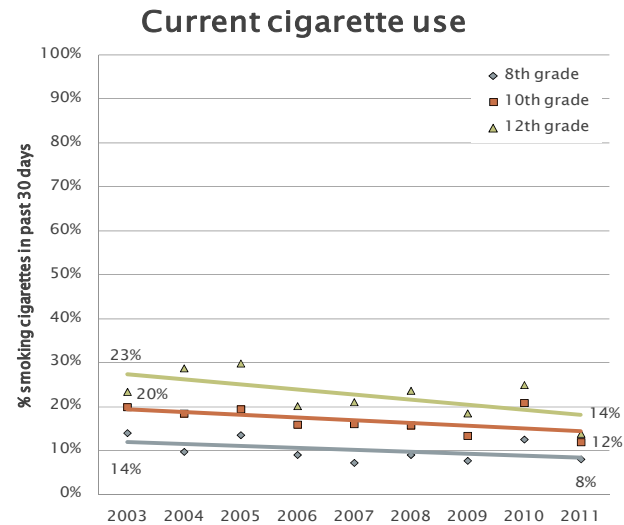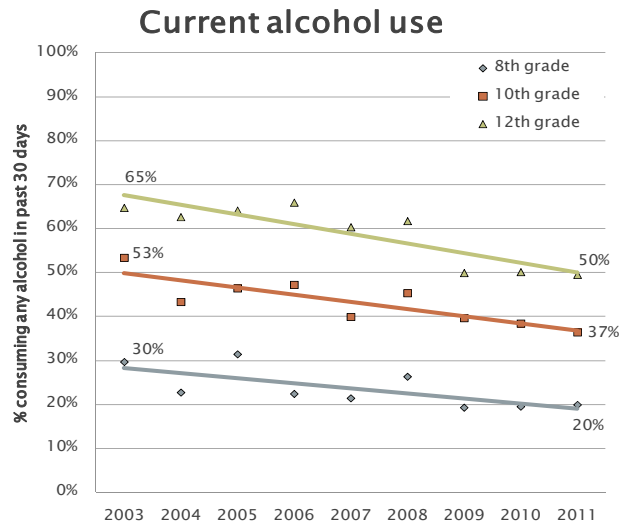
Communities That Care Has Two Co-Backbone Organizations That Together Perform All of the 6 Essential Functions

6 Essential Functions

Guide Vision & Strategy	Support Aligned Activities	Establish Shared Measurement Practices
Build Public Will	Advance Policy	Mobilize Funding

The "Communities That Care" Coalition Has Co-Backbone Organizations, a Coordinating Council and Working Groups

Franklin County / North Quabbin Community*

Co-Backbone: *Community Action*

Co-Backbone: *Community Coalition for Teens*

Regional School Health Task Force

Coordinating Council

Community Norms Workgroup

Parent Education Workgroup

Youth Recognition Workgroup
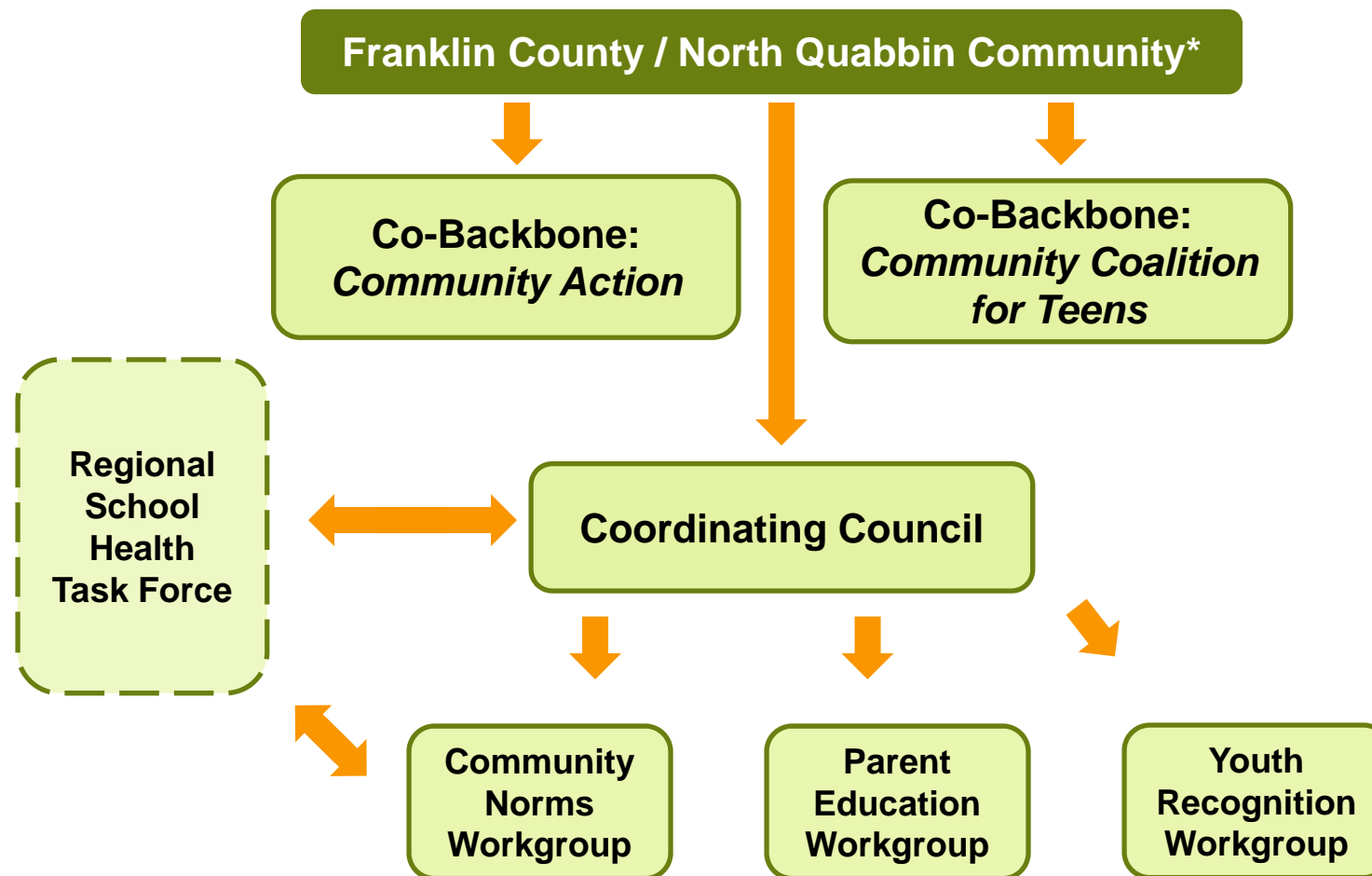
Workgroups and Coordinating Council meet monthly while the full coalition (workgroups, coordinating council, and community) meets twice annually

*Source: FSG Casework: Franklin County: Communities that Care (CTC), 2011

Audience Questions

Kat Allen,
Communities that Care
Coalition of Franklin County
and the North Quabbin

John Kania,
FSG

Marc Van Ameringen,
Global Alliance for Improved
Nutrition (GAIN)

Eric Nee,
SSIR

Thank you for joining us!

A brief survey will appear when you exit this presentation. Thank you in advance for completing it. We'll use your feedback to plan future *Stanford Social Innovation Review* webinars.

Access this webinar as many times as you want for the next 12 months by clicking on the same link as you did today, where you can also download the slides. Go to our website, www.ssireview.org and search by article title to read "Collective Impact" from our winter 2011 issue or "Channeling Change: Making Collective Impact Work" from our blog.

For more information on FSG or collective impact, and to download the report, visit www.fsg.org and click on Collective Impact or contact FSG at info@fsg.org.

The next **SSIR Live!** webinar is "The Role of Brand in the Nonprofit Sector," featuring Harvard's Christopher Stone and Nathalie Kylander, on April 25, 11 am PDT / 2 pm EDT. Registration will open soon at www.ssireview.org/webinars.