



Social Impact Consultants

Discovering better ways
to solve social problems

Collective Impact



Presentation to:

San Diego Refugee Forum

October 18, 2011

FSG Overview



- **Nonprofit consulting firm specializing in strategy, evaluation and research** with 90 professionals in six offices: Boston, Seattle, San Francisco, Washington DC, Geneva, Mumbai



- Partner with **foundations, corporations, nonprofits, and governments** to develop more effective solutions to the world's most challenging issues
 - Issue areas include **education & youth, global development, global health, US health, community, and environment**



- Recognized **thought leader in social impact, philanthropy and corporate social responsibility**
- **Advancing Collective Impact** via publications, conferences, speaking engagements, client projects

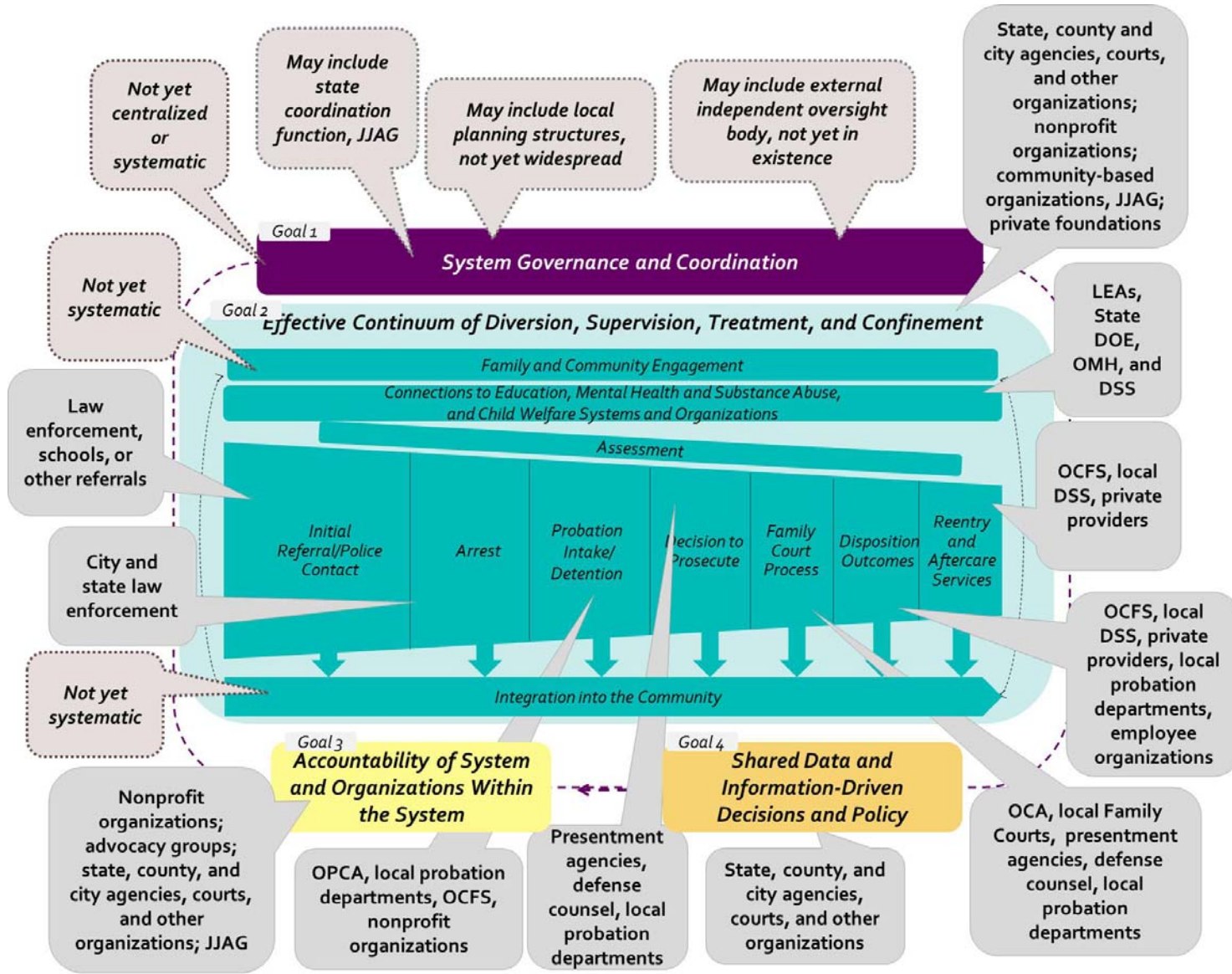
Juvenile Justice in New York

\$286,000



**89% recidivism
rate**

Actors In the New York Juvenile Justice System



There Are Several Types of Problems

Simple

Baking a Cake



Complicated

Sending a Rocket to the Moon



Complex

Rehabilitating a Youth



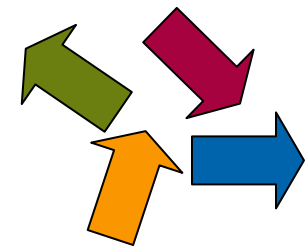
Social sector treats problems as simple or complicated

Traditional Approaches Are Not Solving Our Toughest Social Problems

- Funders select **individual grantees**
- Nonprofits **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 non-profits



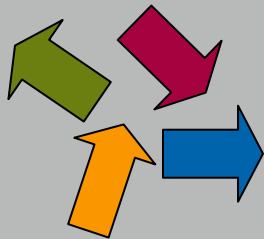
Isolated Impact



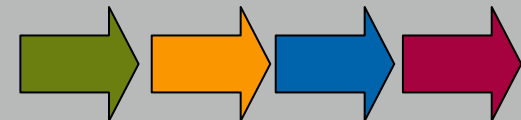
Imagine a Different Approach – Multiple Players Working Together to Solve Complex Issues

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

Isolated Impact



Collective Impact



Five Elements of Collective Impact

Common Agenda

Shared Measurement

**Mutually Reinforcing
Activities**

**Continuous
Communication**

**Backbone
Organizations**

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

Education



Healthcare



Healthcare



Environment



Economic Development



Urban Revitalization



Collective Impact Requires Three Big Mindset Shifts

- Adaptive vs. technical solutions
- Silver buckshot vs. silver bullets
- Credibility vs. credit

Context

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>



Discussion Questions

- ✓ **Does the collective impact approach resonate with you?**
- ✓ **If so, what can the San Diego Refugee Forum build from to move toward a collective impact approach?**
- ✓ **What are the challenges to adopting collective impact?**