

DETERMINING YOUR ROLE IN COLLECTIVE IMPACT: FOR GRANTMAKERS

SPECTRUM OF COLLECTIVE IMPACT BACKBONE ORGANIZATIONAL MODELS: MOST INFLUENCE TO LEAST

BACKBONE ORGANIZATION IN YOUR INSTITUTION

•Governance Implications:

- Funder's governing board holds ultimate decision-making, fiduciary, risk, and accountability responsibility
- May retain executive seat on steering committee
- May have majority representation on steering committee
- May also have representatives on working groups

•Org. Culture Implications:

- Requires high threshold for collective process management
- Requires frequent collaboration with partners (act as key convener)

•Branding Implications:

- Increased freedom to shape branding efforts and align with your core messages, and potentially shape the branding parameters for collaborator agencies.

•Resource Implications:

- Requires physical space and staffing capacity
- Requires management capacity to oversee staff
- Likely requires capacity from support functions within foundation such as IT, finance, fundraising/communications, evaluation
- All or portion of funding for direct and indirect staffing costs

INCUBATED OR ADOPTED EXTERNAL BACKBONE ORGANIZATION

•Governance Implications:

- Representatives on steering committee
- Chair of steering committee may be your representative or a rotating position
- Representatives may be on working groups

•Org. Culture Implications:

- Moderate participation in collective process
- Requires regular collaboration with multiple partners
- Requires comfort with some loss of control of process and outcomes

•Branding Implications:

- Somewhat limited ability to shape branding and messaging

•Resource Implications:

- Likely provide some funding for operations of backbone organization
- May provide staff time to backbone work or to act as liaison in areas of program and evaluation

BACKBONE ORGANIZATION IN A PARTNER INSTITUTION

•Governance Implications:

- Representatives on steering committee
- Representatives maybe on partner's board
- Representatives may be on working groups

•Org. Culture Implications:

- Less frequent or extensive collaboration with partners
- Less direct participation in collective process

•Branding Implications:

- Limited ability to leverage collective's initiatives for your branding

•Resource Implications:

- Likely to provide some funding for operation of backbone organization
- Little to no involvement of staff in management activities

GLOSSARY

BACKBONE ORGANIZATION: Functions as central management body coordinating strategy, activities, funding, research and analysis

STEERING COMMITTEE: Oversees strategic direction for entire collective

WORKING GROUP: Focuses on specific topics. May implement aspects of strategy related to topic or engage external stakeholders

HOW TO USE BACKBONE MANAGEMENT DECISION TREE

- For each factor determine which branch of the decision tree best describes your organization
- Note the number of outcomes for each color; i.e., Decision Making = 1 blue, Organizational Culture = 1 green + 1 blue
- Count results for each color coded management structure
- The color with the highest number corresponds to the best backbone organizational structure for your needs

IF the results for different colors are close or tied THEN results are mixed THEN:

- Review the four factors and determine which one or two are the most important to your organization. For example: We wouldn't mind to share decision making power but we NEED to own the branding of initiatives

