

A Collective Impact Webinar Series

THE NUTS AND BOLTS OF BACKBONE FUNCTIONS

This webinar series is brought to you by the National Council of Social Service, Singapore and Tamarack Institute

Workshop Speaker



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Goals for the Webinar

- Determine the resources required for backbone functions
- Understand how are backbone functions supported
- Identify the key skills of backbone leaders
- Determine how to evaluate backbone functions



Nuts and Bolts of Backbone Leadership

The Five Conditions of Collective Impact

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
Diverse Voices * Responsive * Community Aspiration

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable
Exploring * Alignment * Tracking Progress * Results

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action
Weaving * System * Supportive * Centered

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation
Trust * Transparency * Ongoing * Engagement

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**
Facilitate * Convener * Coordinate * Movement



Thinking about the Collective Impact Structure

- There are two distinct structural elements to a Collective Impact approach
- The **Collective Impact Backbone** includes
 - a 10 – 15 person Leadership Table which includes youth voice
 - An Organization or Group of Organizations which acts as the Convener/Fiscal Sponsor, holding the revenues for the collaborative work
 - a staff team of 2 to 3 (or more) individuals
- The **Collective Impact Eco-system** includes:
 - All of the components of the Collective Impact Backbone
 - Working Groups or Action Teams on specific topics or areas of focus
 - Other community organizations supporting youth including businesses employing youth, other non-profits, government services, etc.



Collective Impact Structure – Key Roles Summary

	Primary Focus & Contributions	Time Commitment
Convener/Fiscal Sponsor	<ul style="list-style-type: none"> Local charitable organization that receives the funding from to convene and support the collective impact effort Is a member of an accountable to the Leadership Table May be the location for the Collective Impact staff team 	<ul style="list-style-type: none"> Monthly, quarterly and annual progress reports Supervision of staff Involvement in the Leadership table
CI Leadership Table	<ul style="list-style-type: none"> 10 – 15 local leaders including the involvement of individuals with living experience leadership Shapes and leads the CI strategy overall Aligns work of various action teams Hold commitment to common agenda & Theory of Change Engage other stakeholders Mobilize resources & knowledge 	<ul style="list-style-type: none"> 4-6 hours/month to participate meetings 6-8 hours/month to undertake key actions
CI Staff Team	<ul style="list-style-type: none"> Includes the SC & core staff of the backbone infrastructure Support the work of the Steering Committee & CI Initiative overall – includes SC Co-Chairs & Key Staff of the Initiative Design & facilitate engagement across the initiative and meetings of various groups 	<ul style="list-style-type: none"> 1 – 3 FTE Staff Communications (1-3 hrs/month) Learning & Evaluation (1-3 hrs/month)
Working Groups or Action Teams	<ul style="list-style-type: none"> Scale-up on-the-ground solutions around key areas of focus/priorities Co-design & refine solutions around key shifts/strategic priorities Number of size of work groups to be determined Each work group includes youth leadership 	<ul style="list-style-type: none"> 4-6 groups of 10-15 members Average 3-5 hours/month in working sessions
Community Network	<ul style="list-style-type: none"> Provides insights and ideas on key shifts & ideas impacting youth Offers feedback on priorities to maximize impact of the initiative Contributes knowledge, resources & connections 	<ul style="list-style-type: none"> Attend 2-3, one-day stakeholder gatherings per year



Six Core Functions of the Backbone

Guide Vision and Strategy

Support Aligned Activities

Establish Shared Measurement Practices

Build Public Will

Advance Policy

Mobilize Funding



Common Misperceptions of the Backbone Function

- The backbone organization sets the agenda for the group
- The backbone organization drives the solutions
- The backbone organization receives all the funding
- The role of backbone can be self appointed rather than selected by the community
- The role of backbone isn't fundamentally different from "business as usual" in terms of staffing, time, and resources



Skills for Effective Backbone Leaders

Stakeholders describe backbone organization leaders as:

Visionary

Results-Oriented

Collaborative, Relationship Builder

Focused, but Adaptive

Charismatic and Influential Communicator

Politic

Humble

“Someone who has a big picture perspective—[who] understands how the pieces fit together, is sensitive to the dynamics, and is energetic and passionate.”



Description of Roles for the Backbone Leadership Group

Collaborative Leader

- *Has demonstrated personal and/or professional leadership in multi-stakeholder efforts by building consensus and drawing people into a process of change.*

Communicator

- *Able to share ideas and describe what you know and what you are learning to diverse audiences.*

Community Translator

- *Understands the different language used by stakeholders and serves as a bridge between the various communities and groups with an interest in the initiative.*

Lifelong Learner

- *Desire to deepen understanding of complex social and economic issues that take complex solutions.*

Politically Astute

- *Broad non-partisan understanding of political and social issues influencing the public policy environment.*

Strategic

- *Understands the lay of the land and can work within it.*

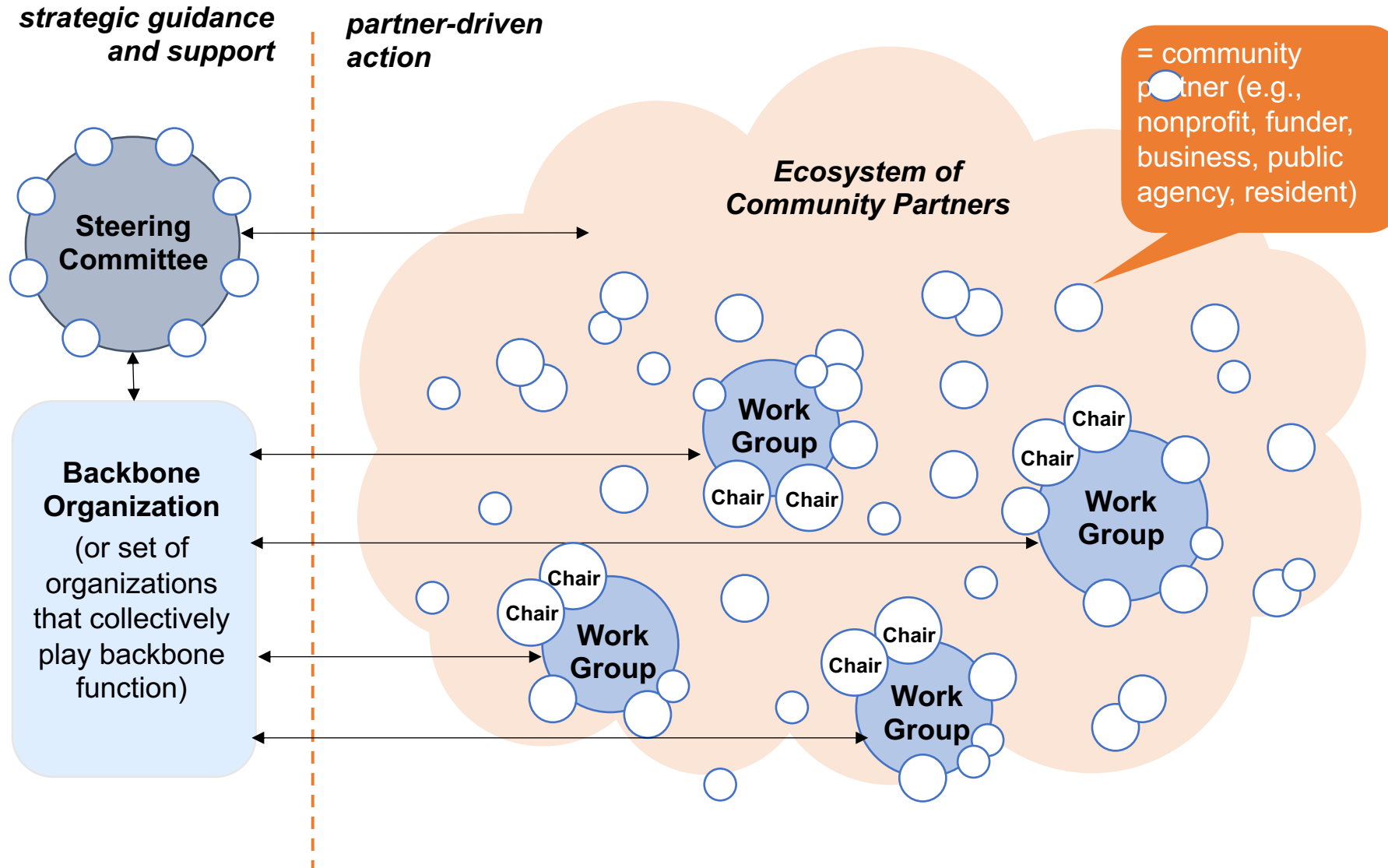
Practical

- *Has the ability to manage the details and get things done on time.*



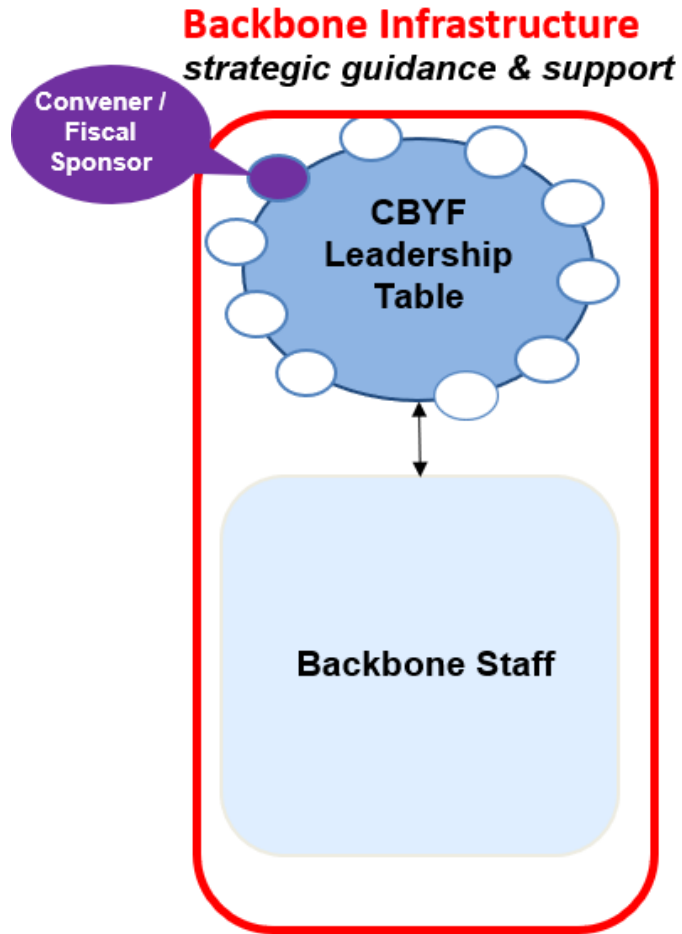
A Collective Impact Organizing Structure

Common Agenda and Shared Metrics





Constellation Governance Model



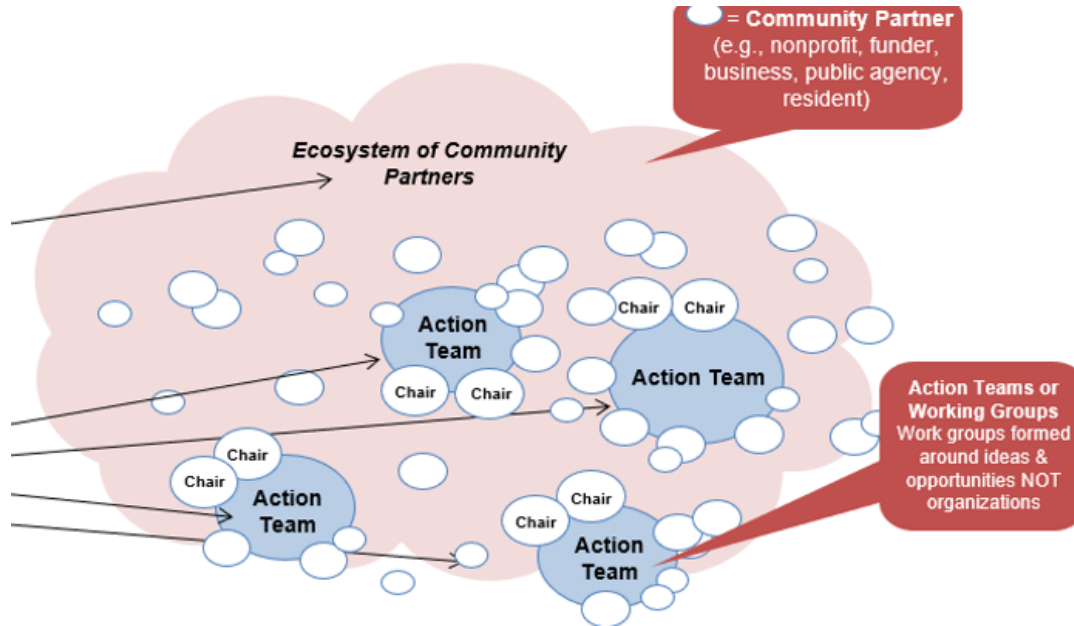
Backbone Infrastructure

- Includes the Leadership Table, Convener/Fiscal Sponsor and Staff Team
- Serves the broader collective vision and strategic directions of the network
- Monitors overall partnership health
- Aligns constellations with partnership purpose
- Determines and provides support to constellations



Constellation Governance Model

Community Eco-System



- Includes working groups or actions teams and other organizations which are serving and supporting the collective impact effort
- Working groups or action teams for specific activities
- Used for formal projects or opportunistic initiatives
- Must be consistent with partnerships vision
- Conditions for a constellation
 - Overall need or opportunity
 - Energetic leadership by one or more partner
 - Can phase out when energy no longer exists or issue is addressed



Additional Roles in Collective Impact










Selecting a Backbone Convener

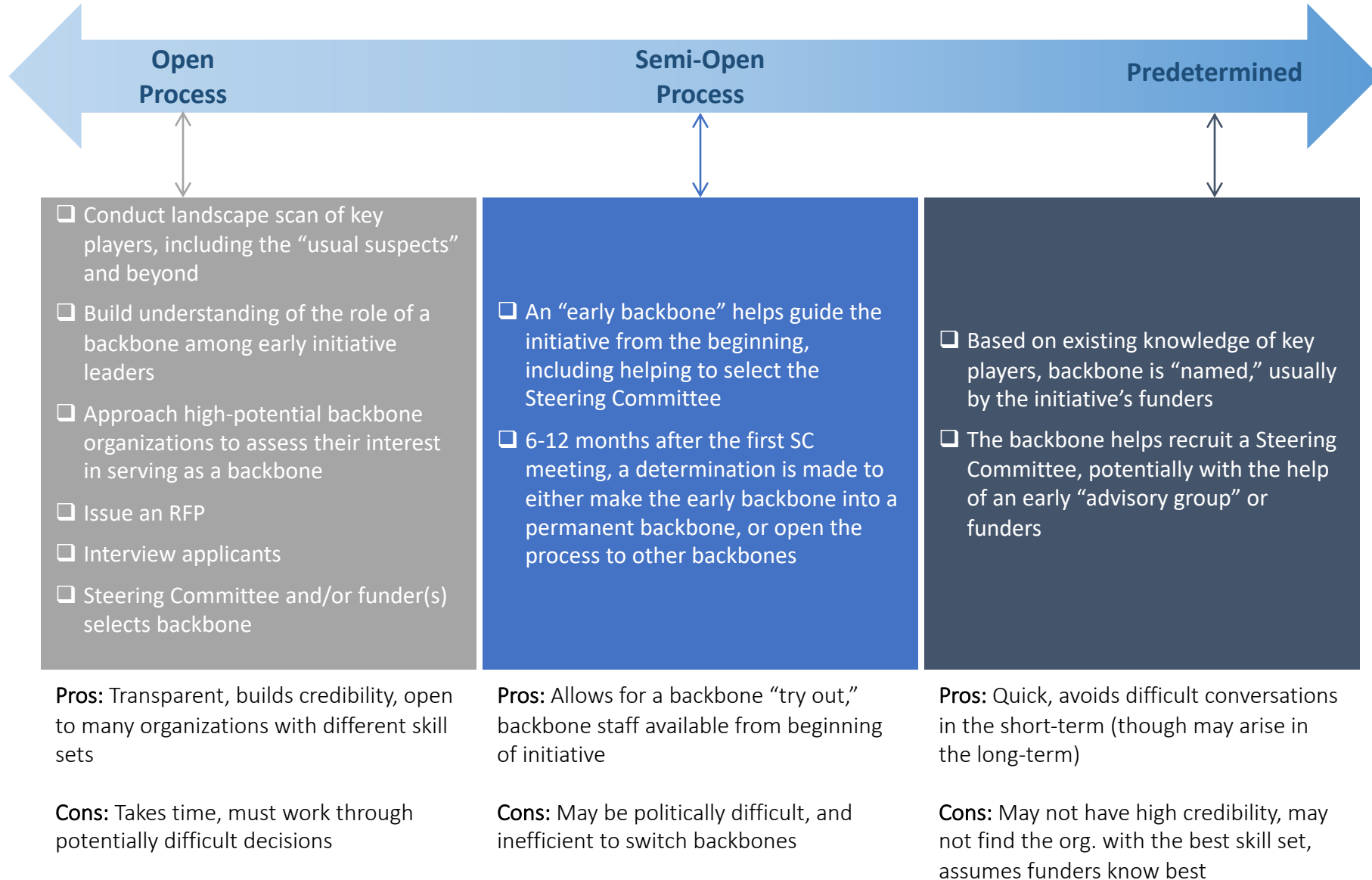


Different Types of Organizations convening the Backbone

Types of Backbones	Examples
Funders	 Calgary Homeless Foundation
New Nonprofit	 CCER COMMUNITY CENTER <i>for</i> EDUCATION RESULTS
Existing Nonprofit	 OPPORTUNITY CHICAGO
Government Agency	 Shape Up Somerville Eat Smart. Play Hard.
Shared Across Multiple Organizations	 magnolia place



Selecting the Backbone Convening Organization



Backbone Convening Organization: What to Consider

Interest / contribution to the issue	<ul style="list-style-type: none">• Shared focus on Common Agenda
Alignment of mission with Common Agenda aspiration/strategy	<ul style="list-style-type: none">• Mission alignment
Charitable purpose aligned with the purpose of the Collective Impact effort	<ul style="list-style-type: none">• Charitable purpose alignment
Shared ownership of successful operations	<ul style="list-style-type: none">• Shared commitment
Ability to provide Administrative and Operational oversight	<ul style="list-style-type: none">• Administrative capacity
Agreement by Board of Directors/Senior Leadership	<ul style="list-style-type: none">• Board Agreement
CEO/Executive Director agrees to be active member	<ul style="list-style-type: none">• CEO participation
Sufficient organizational capacity	<ul style="list-style-type: none">• Organizational capacity
Credible, recognized and stable	<ul style="list-style-type: none">• Credible Not-For-Profit or Funder
Registered charity in good standing	<ul style="list-style-type: none">• Registered Charity
Ability to provide in-kind office space	<ul style="list-style-type: none">• Office space
Ability to attend monthly meetings	<ul style="list-style-type: none">• Meeting participation



Setting the Backbone Budget



Backbone Scope and Budget Example – Collective Impact Forum

	<u>Year 1</u>	<u>Year 2*</u>	<u>Year 3 On*</u>
Potential Staff:	<ol style="list-style-type: none">Executive DirectorData ManagerFacilitator	<ol style="list-style-type: none">Executive DirectorData ManagerFacilitatorProject Coordinator	<ol style="list-style-type: none">Executive DirectorData ManagerFacilitatorProject CoordinatorCommunications ManagerOffice Manager / Assistant
Typical Responsibilities:	<ul style="list-style-type: none">Guide vision and strategyLiaise with Working Group and Strategy GroupsBuild public will / awarenessBegin implementation of strategies and shared measures	<ul style="list-style-type: none">Guide vision and strategySupport and coordinate aligned activitiesDeepen shared measurement practicesBuild public will / awareness	<ul style="list-style-type: none">Expand priority strategies and partners based on dataBuild public will / awarenessCommunicate progressAdvance policyMobilize funding
Estimated Budget:	\$3-400K	\$5-600K	\$7-900K

** The resources required by the Backbone vary with the needs of the initiatives. In some instances budgets have remained flat or declined; in others, FTEs and budgets have grown with the changing requirements of the role*



Case Example: Hamilton Roundtable for Poverty Reduction

	<u>Year 1</u>	<u>Year 2*</u>	<u>Year 3 On*</u>
<i>Potential Staff:</i>	<ol style="list-style-type: none">1. Director2. Researcher3. Administrative Staff4. Tamarack Coach	<ol style="list-style-type: none">1. Director2. Manager, Community Engagement3. Administrative Staff4. Tamarack Coach5. Tamarack Evaluator	<ol style="list-style-type: none">1. Director2. Manager, Community Engagement3. Administrative Staff4. Project Coordinator5. Tamarack Coach6. Tamarack Evaluator7. Contract Staff
<i>Typical Responsibilities:</i>	<ul style="list-style-type: none">• Guide vision and strategy• Liaise with Working Group and Strategy Groups• Build public will / awareness• Researches issue and develops poverty matrix	<ul style="list-style-type: none">• Guide vision and strategy• Support and coordinate aligned activities• Develops shared measurement practices• Build public will / awareness	<ul style="list-style-type: none">• Expand priority strategies and partners based on data• Build public will / awareness• Communicate progress• Advance policy• Mobilize funding• Renewal after 5 years
<i>Estimated Budget:</i>	<div>\$1-250K</div>	<div>\$3 - 500K</div>	<div>\$3 - 500K</div>

**Tamarack provided coaches for each of the communities to support their development. A common evaluation framework was also developed by Tamarack and an external evaluator coordinated the data collection, review and learning process.*



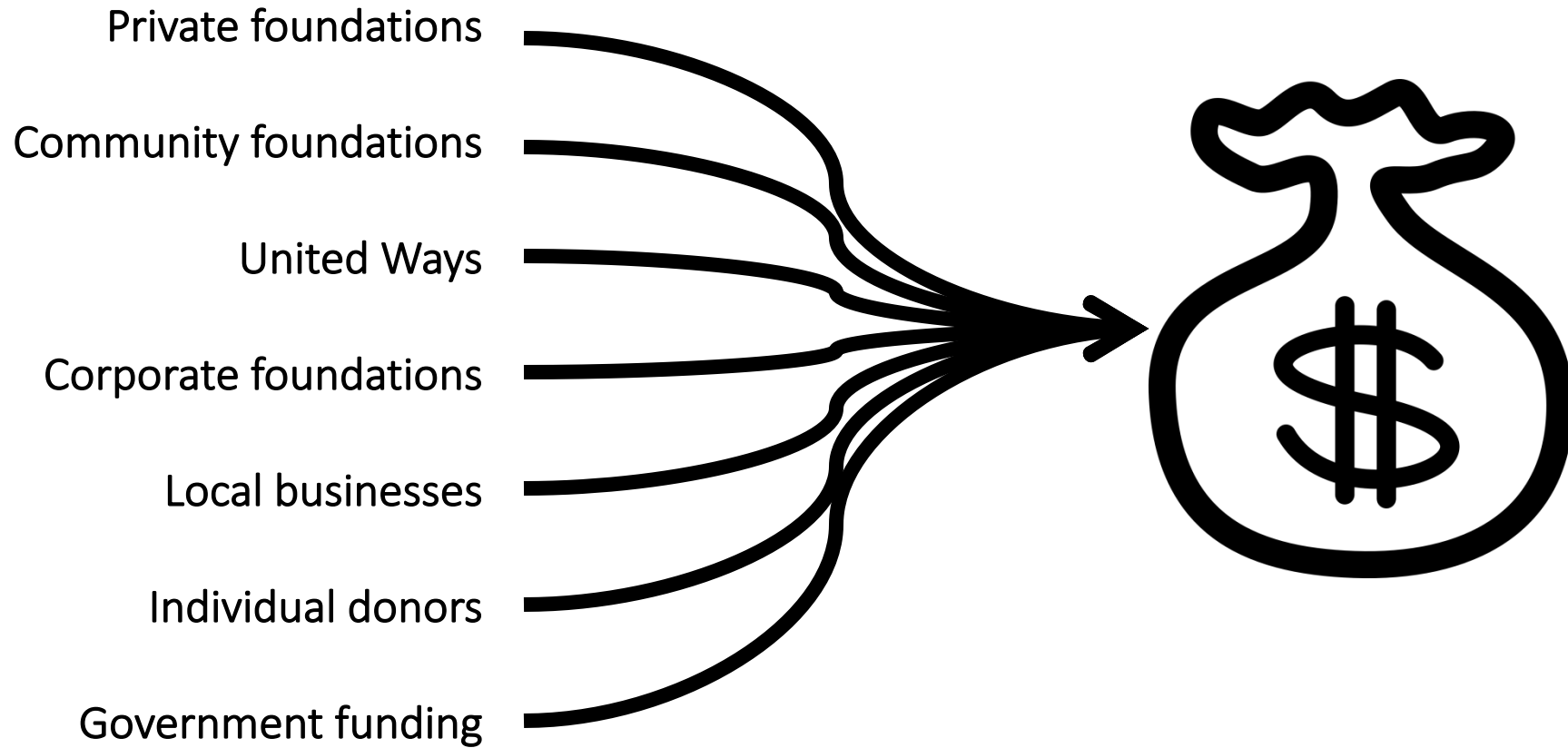
What to consider in a Backbone's Budget – An Example from the US

Expense Category	Budget (\$)		Description
	Low	High	
Salaries	80,000	155,000	1 FTE Executive Director
	55,000	100,000	1 FTE Facilitator/Coordinator
	65,000	100,000	1 FTE Data/Operations Manager
	25,000	65,000	.5-1 FTE Admin. Support
Benefits	45,000	84,000	At 20% of salaries
Professional Fees	90,000	105,000	Consultants, R&E, Recruiting, Data Collection
Travel and Meetings	7,000	30,000	Workshops, events, retreat
Community Engagement	0	35,000	Space rental, youth stipends
Communications	36,500	90,000	Reports, materials design, paid media
Technology	0	4,900	In kind hardware, software, IT
Office	0	74,000	In kind/paid rent, utilities, supplies
Other	0	6,500	Staff training, miscellaneous
Total Expenses	403,500	849,400	Covered by grants and fees

Source: Adapted from Strive Network, TYSA, & CCER



Backbone Sustainability through Multiple Funding Streams





Chat Room Discussion

- How does your context (e.g., existing relationships and players, leadership, local capacity, etc.) affect how your collective impact backbone operates?
- What more would you like to learn about collective impact backbones?

Core Ideas about the Backbone in Collective Impact

- The collective impact backbone includes the Leadership Table working in partnership with backbone staff
- The collective impact backbone structure aligns with those around the table
- The six core functions of a backbone align with the collective impact framework
- Mapping the eco-system is key




A Singapore Case Study

Workshop Speaker



Joyce Teo
Deputy Chief Executive Officer,
Community Foundation of Singapore



Collective Impact Webinar Series 2020 - Nuts & Bolts of Backbone Organisation

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\$180

million

Donations raised
since 2008

\$100

million

Grants
given out

152

Donor funds
set up

>400

Partnerships
with charities

SINGAPORE YOUTH IMPACT COLLECTIVE



The Singapore Youth Impact Collective is a group of organisations that came together to increase the ability of disadvantaged youths to progress from the classroom to working life through training and skills development.

HOW IT IS DONE

The Collective is made up of 7 members: three funders, three non-profits & a tertiary institution. The Steering Committee meets regularly to develop and refine the strategy and shared outcomes as well as make connections to ensure coordination and efficiency in programme implementation. Members also take on additional roles in sub-committees for task-specific activities such as raising funds and programme implementation.

Vision for Change

- encouraging the attainment of qualifications
- developing their socio-emotional skills and personal assets; and
- providing them access to employment opportunities.

LEARNINGS FROM THE COMMUNITY

- People's Association; Integrated Care Programme
- Shine Children & Youth Services; Spooner Road Project
- Empact Pte Ltd; Shared Gifting Project
- National Council of Social Services, Mental Health Workgroup
- Community Foundation of Singapore, Singapore Youth Impact Collective

The Backbone Organisation is an all powerful

Convener?

Secretariat?

Administrator?

Facilitator?

Consider the Backbone Functions

- Maintain the purpose of the Collective
- Create a ROI narrative on the Collective/partnership value
- Improve the way members work together
- Collaboration does not necessarily mean consensus
- Asset-based approach & involve the target participants

Common Reflections

- Relational, building trust and psychological safety
- Presence & roles of executive leaders and support staff
- Astute awareness of evolving group and power dynamics
- Always intentional; nothing left to chance
- Familiar with “local culture” – can navigate across different stakeholders spaces
- Difficult but worth doing if done right

Wishlist

1. Start a community of practice for backbone org
2. Develop on key competencies needed for staff of backbone org
3. Practice-based training on skills to be a backbone org
4. Clinics for running the different stages in a Collective
5. Get a Tamarack coach

“Work for a cause, not for applause. Live life to express, not to impress. Don’t strive to make your presence noticed, just make your absence felt.” - Author Unknown



Questions?

Free Community Building Webinars

Equip yourself for Community Change by joining us for free community building webinars and live podcasts – produced weekly through July

*View our free community building webinars:
<https://bit.ly/tamarackwebinars>*



BE COURAGEOUS

- Empowers
- Creates a better destination
- Opens doors
- Exposes common ground
- Shows vulnerability
- allows you to take risk (could also isolate)
- Changes/expands perspective
- tests/surfaces biases
- learn from mistakes

- moves from disconnect to love + connection

FOUNDATIONS OF COMMUNITY ENGAGEMENT

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TAMARACK INSTITUTE**

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ENGAGEMENT TOOLKIT AT YOUR
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