

Developing an Effective Collective Strategy

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*If you want to go fast, go alone;
if you want to go far, go together*

What We Will Cover

Part 1: Setting up for Success

Who we are and how we will work together

Part 2: Action Planning

What we will do

Part 3: Maintenance and Growth

How to strengthen the Partnership



Part 1: Setting Up for Success

Getting clear about who you are
and how you will work together



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Questions to Ask First

- Why are we (each) here?
- Why do we care about this issue? How does the goal of the Partnership fit with our missions?
- How are our perspectives on the issue similar? How are they different?
- What resources can we commit?
- What are our limits? What is off bounds?

Agreement on the Goal

Goals Vs. Objectives

The big problem you're trying to solve.
e.g. End marriage of girls under 18 years

MEMBERS NEED TO BE IN AGREEMENT ON THE GOAL(S)

Specific changes that you can bring about to help reach that goal. E.g.

- Passage of law prohibiting underage marriage
- Better enforcement of such laws in your state or district
- More funding for youth programs to empower girls

MEMBERS CAN HAVE DIFFERENT PRIORITIES ON OBJECTIVES



What do members bring? What do they want?

(Available) Resources

- Time and labor
- Money
- Reputation/credibility
- Knowledge
- Expertise
- Relationships (decision-makers, funders, media)
- Support from specific constituencies
- Facilities

Benefits

- Ability to attain goals
- Access to information and resources
- Access to funds
- Enhanced visibility
- Networking/camaraderie
- Ability to build skills

How do members contribute to the work of the partnership?

- Convenors, Anchors, Strategists, & Implementers
- The 80/20 rule
- Minimum participation thresholds



How are decisions made?

Strive for fairness; not equality



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How do we hold members accountable?



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What are our limits?

When do we act together and when alone?

How does the Partnership's brand relate to member organizations?

Key sensitivities for partners organizations



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Part 2: Action Planning

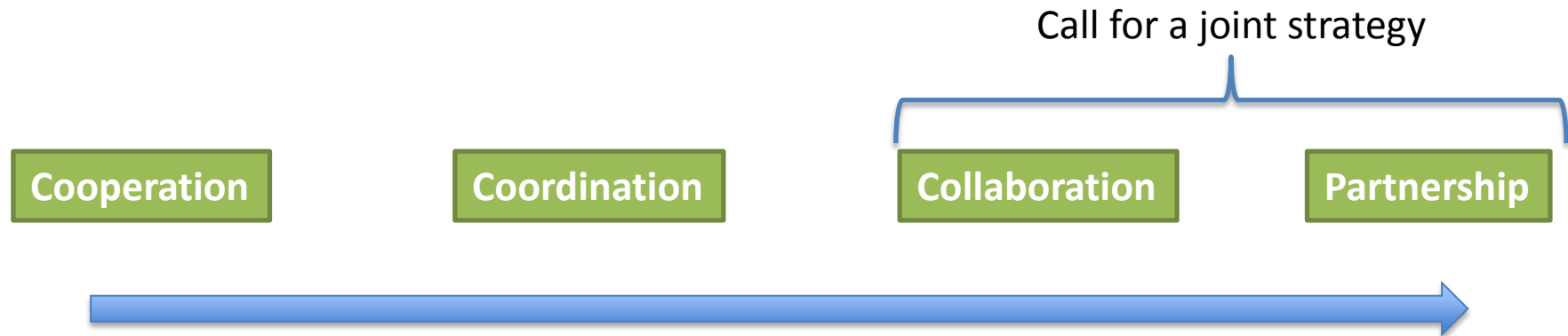
Planning what you will do together



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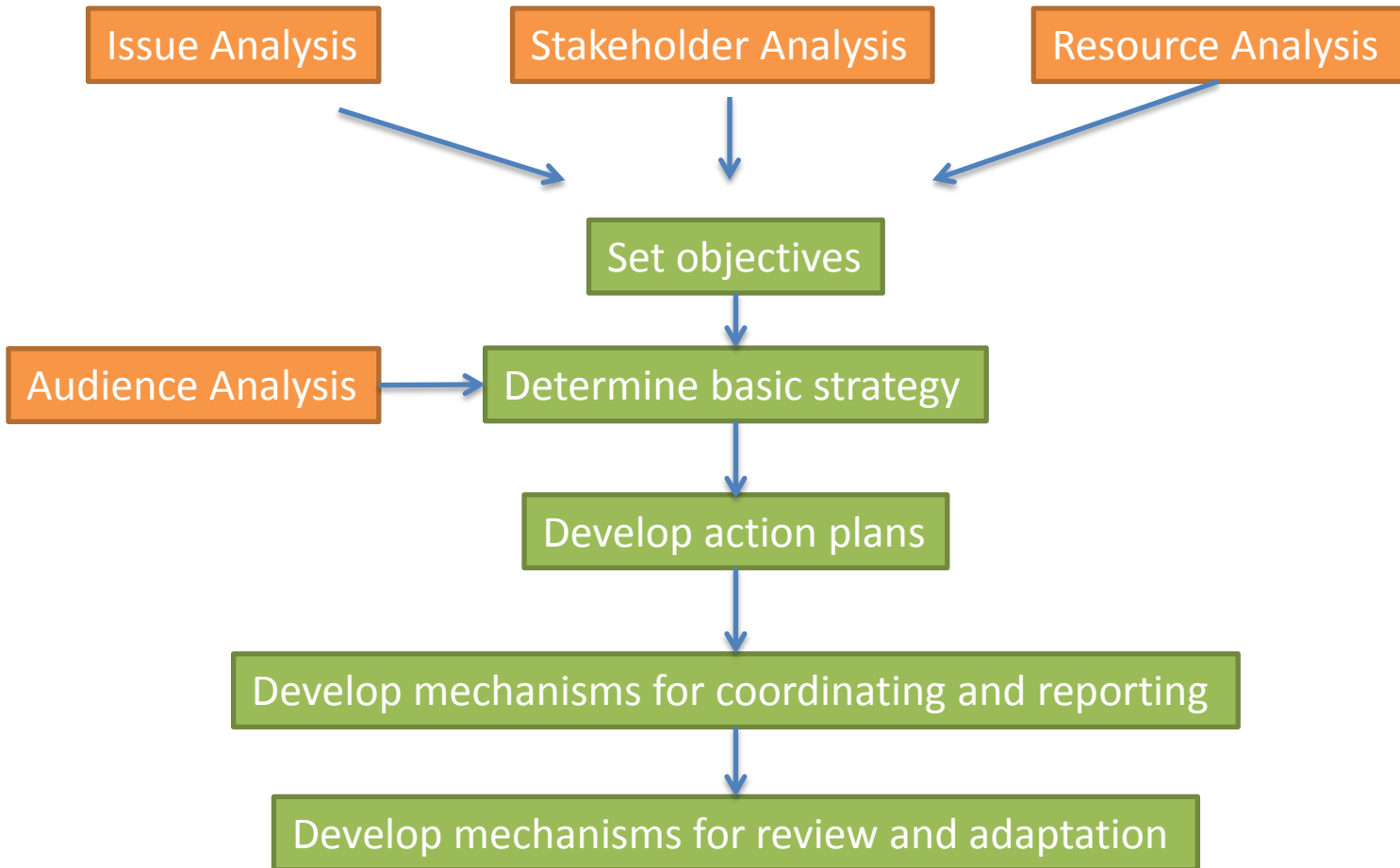
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How Organizations Can Work Together



- Be flexible regarding how members work with each other and with others outside the partnership.
- Discuss how and when the Partnership itself can engage with others (especially for advocacy)

Steps in Setting Joint Strategy



A Sample Issue Analysis

Early childbearing
damages their health

Limits their educational
and professional options

Girls remain
stuck in bad
marriages

What *MUST* be done?
What *CAN* be done
What can *WE* do?
Where is the *ENERGY*?

Young girls are married

Laws against child marriage
are not enforced

Parents prefer to
marry off girls early

Girls have no role models
or options

No consequences
for non-
enforcement

Social norms
outweigh legal
considerations

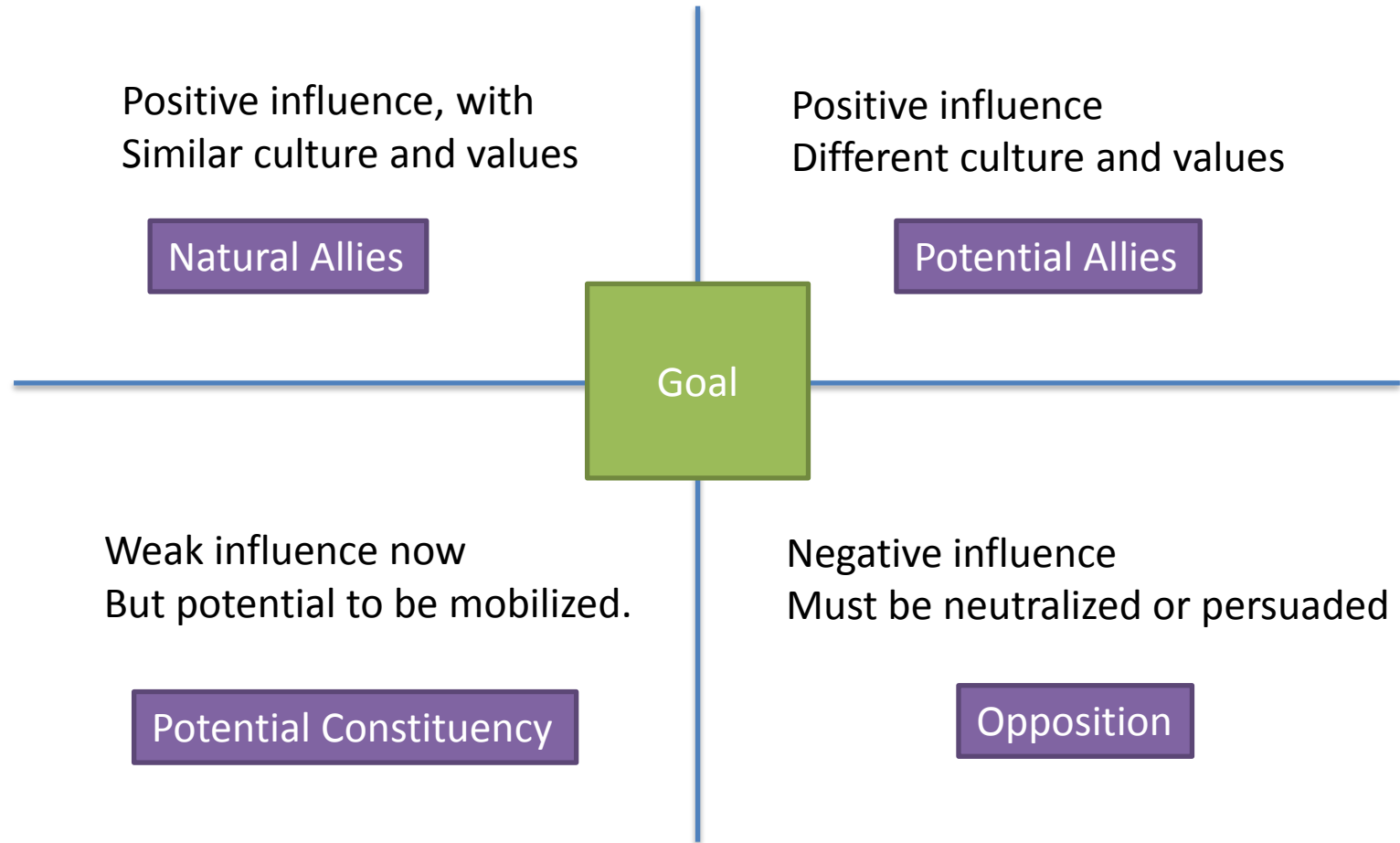
Lower dowry
for younger
girls

Fear loss of
virginity/reputatio
n

See unmarried girls
as a financial
burden



The Stakeholder Analysis



Resource Analysis

- What are our strengths?
- Where are we weak? How can we fill those gaps?
- What are the risks and vulnerabilities for Partnership members?

Focus on available resources

- ✓ Specific
- ✓ Measurable
- ✓ Attainable
- ✓ Realistic
- ✓ Time-bound

Why make objectives **SMART**

Who will do **What** and **When**

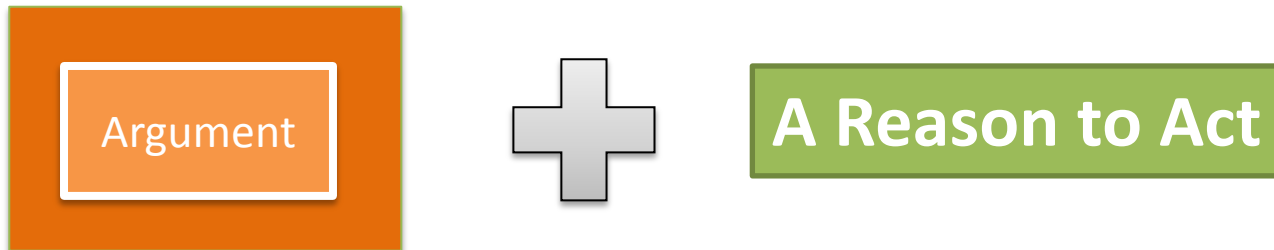


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Your Basic Strategy

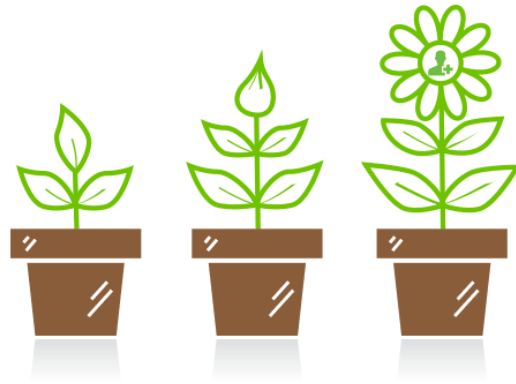
- Whom will you influence? (target audience)
- What do you want them to do differently?
- How will persuade them to do this?



Action Plan to Reach and Persuade Target Audiences

- What messages and materials need to be developed
- How and when they will be delivered; by whom (tactics, channels, timing)
- How internal and external relationships will be managed
- What milestones must be achieved

- *What needs to be done?*
- *Who will do it?*
- *When?*
- *What resources are needed?*



Part 3: Maintenance and Growth

How to strengthen the Partnership



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Actively recruit members for
diversity and needed resources



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Maintain ties to the top leadership of core organizations



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Recognize mixed loyalties but hold up
the Partnership's goals and interests



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