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
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
How do we hold members accountable?
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
Part 2: Action Planning

Planning what you will do together
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)

Call for a joint strategy
Steps in Setting Joint Strategy

1. Stakeholder Analysis
2. Resource Analysis
3. Issue Analysis

- Set objectives
- Develop action plans
- Develop mechanisms for coordinating and reporting
- Develop mechanisms for review and adaptation
A Sample Issue Analysis

Early childbearing damages their health

Limits their educational and professional options

Girls remain stuck in bad marriages

Young girls are married

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

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/reputation

See unmarried girls as a financial burden

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Clear Actionable Advice.
The Stakeholder Analysis

- **Positive influence, with Similar culture and values**
  - Natural Allies

- **Positive influence Different culture and values**
  - Potential Allies

- **Weak influence now But potential to be mobilized.**
  - Potential Constituency

- **Negative influence Must be neutralized or persuaded**
  - Opposition
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
Why make objectives **SMART**

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

- Specific
- Measurable
- Attainable
- Realistic
- Time-bound
Your Basic Strategy

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

Argument + A Reason to Act
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
Actively recruit members for diversity and needed resources
Maintain ties to the top leadership of core organizations
Recognize mixed loyalties but hold up the Partnership’s goals and interests