TOOL | COLLECTIVE IMPACT INITIATIVE BUDGETING

The Backbone: *How to create a budget?*

The backbone infrastructure of a Collective Impact effort is focused on six core roles. These are:
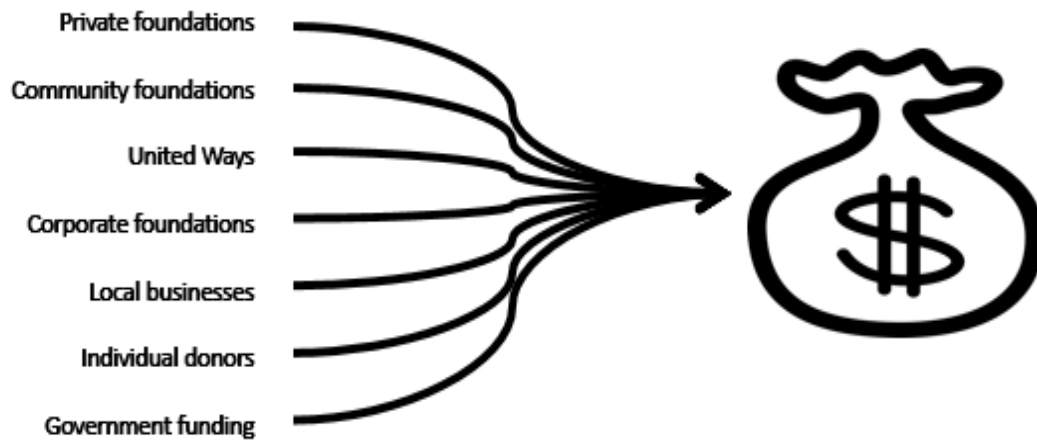
- Guide vision & strategy
- Support aligned activities
- Established shared measurements
- Build public will
- Advance policy
- Mobilize funding

An in-depth study by FSG of successful backbones, revealed that: their value is unmistakable; they share strengths in guiding vision and strategy and supporting aligned activities; they shift focus over time; they need ongoing assistance with data; they build public will, and Backbones help to advance policy.

TOOL DESCRIPTION:

Collective Impact initiatives benefit from generating their budget by engaging multiple funding streams. There is a considerable range in the operating budgets of them as well, and the budget requirements of any Collective Impact effort tends to evolve over time as the work of the initiative expands and grows. The two examples on the next page provide a sense of the range in budgets of Collective Impact efforts and how each evolved over time.

**Backbone Organizations Typically Have
Multiple Funding Streams**

Private foundations
Community foundations
United Ways
Corporate foundations
Local businesses
Individual donors
Government funding

TOOL HOW TO:

Step 1. – Modify the tool below to add in the resources/expenses that best represents your
initiative.

Step 2. – Individually, or as a group, complete the budget template. (15min)
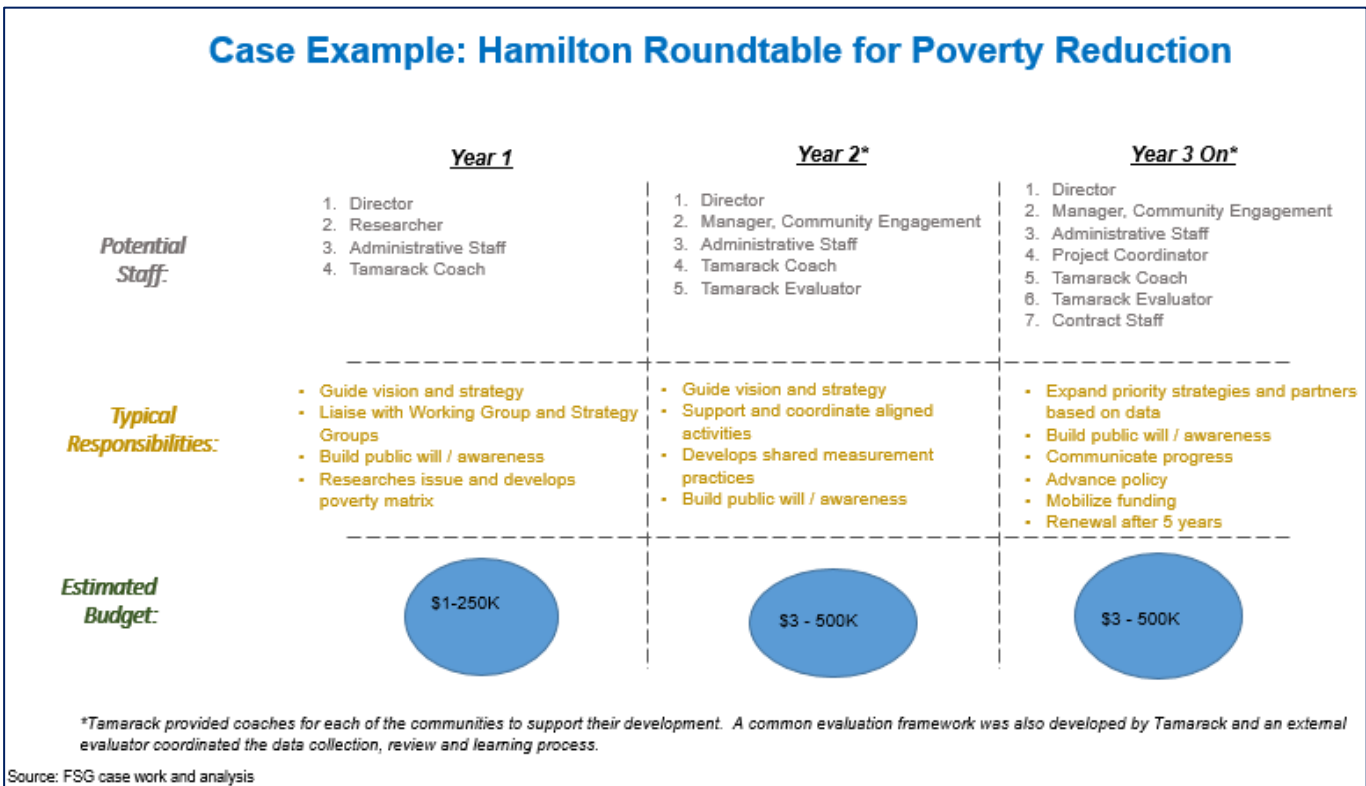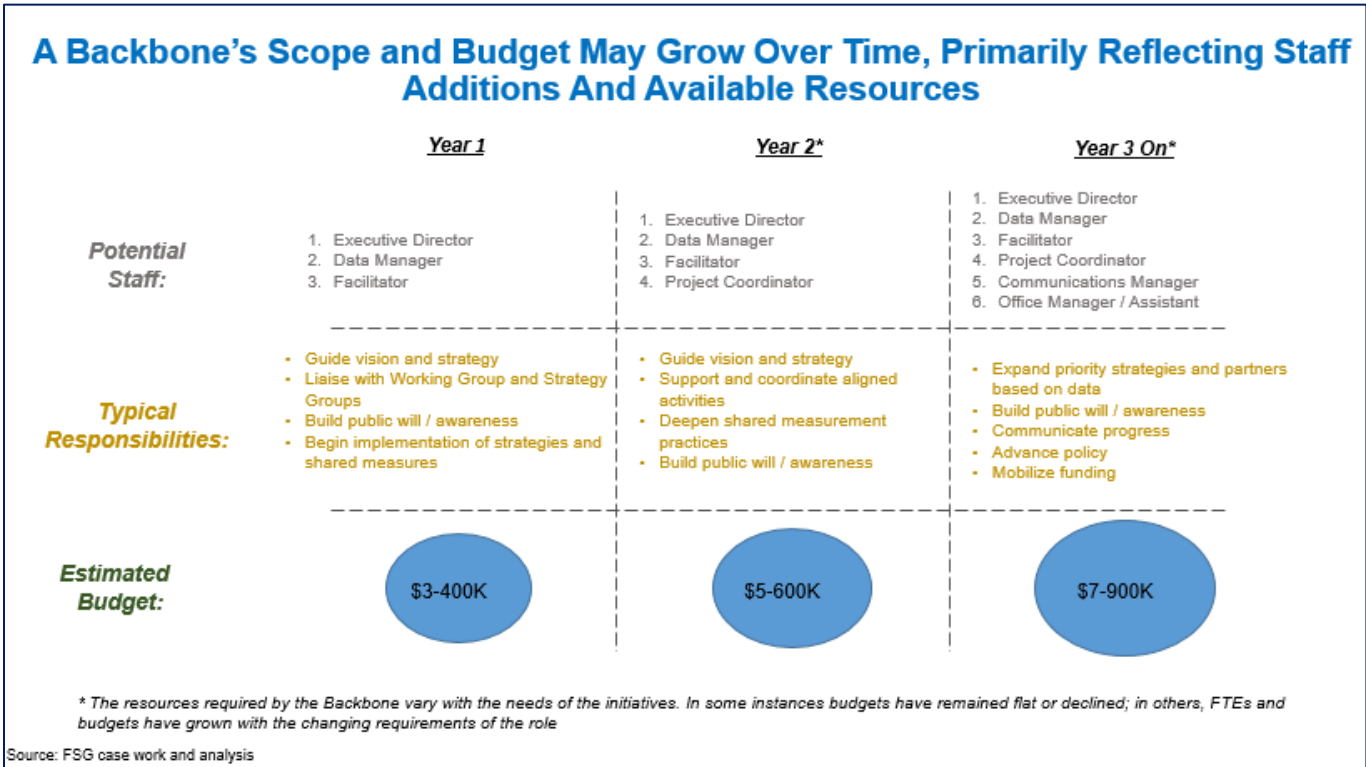
TOOL DEBRIEF:

The debrief question can include:

- How can we best incorporate the in-kind resources and/or partner contributions to reflect
  the true cost – and contributions – secured for our Collective Impact effort?

SOURCE:

[1]www.FSG.org

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Example Collective Impact Budgets

A Backbone's Scope and Budget May Grow Over Time, Primarily Reflecting Staff Additions And Available Resources

	Year 1	Year 2*	Year 3 On*
Potential Staff:	1. Executive Director 2. Data Manager 3. Facilitator	1. Executive Director 2. Data Manager 3. Facilitator 4. Project Coordinator	1. Executive Director 2. Data Manager 3. Facilitator 4. Project Coordinator 5. Communications Manager 6. Office Manager / Assistant
Typical Responsibilities:	• Guide vision and strategy • Liaise with Working Group and Strategy Groups • Build public will / awareness • Begin implementation of strategies and shared measures	• Guide vision and strategy • Support and coordinate aligned activities • Deepen shared measurement practices • Build public will / awareness	• Expand priority strategies and partners based on data • Build public will / awareness • Communicate progress • Advance policy • Mobilize 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

Source: FSG case work and analysis

Case Example: Hamilton Roundtable for Poverty Reduction

	Year 1	Year 2*	Year 3 On*
Potential Staff:	1. Director 2. Researcher 3. Administrative Staff 4. Tamarack Coach	1. Director 2. Manager, Community Engagement 3. Administrative Staff 4. Tamarack Coach 5. Tamarack Evaluator	1. Director 2. Manager, Community Engagement 3. Administrative Staff 4. Project Coordinator 5. Tamarack Coach 6. Tamarack Evaluator 7. Contract Staff
Typical Responsibilities:	• Guide vision and strategy • Liaise with Working Group and Strategy Groups • Build public will / awareness • Researches issue and develops poverty matrix	• Guide vision and strategy • Support and coordinate aligned activities • Develops shared measurement practices • Build public will / awareness	• Expand priority strategies and partners based on data • Build public will / awareness • Communicate progress • Advance policy • Mobilize funding • Renewal after 5 years
Estimated Budget:	$1-250K	$3 - 500K	$3 - 500K

*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.

Source: FSG case work and analysis

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Collective Impact Initiative Budget Tool

Modify this tool so that the initiatives expenses are reflected

Expense Category	Budget Range ($)		CI Initiative Budget	Description
	Low	High		
Salaries				1 FTE Executive Director
				1 FTE Facilitator/Coordinator
				1 FTE Data/Operations Manager
				0.5-1 FTE Admin. Support
Benefits				At 20% of salaries
Professional Fees				Consultants, R&E, Recruiting, Data Collection
Travel and Meetings				Workshops, events, retreat
Community Engagement				Space rental, youth stipends
Communications				Reports, materials design, paid media
Technology				In kind hardware, software, IT
Office				In kind/paid rent, utilities, supplies
Other				Staff training, miscellaneous
Total Expenses				Covered by grants and fees

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