The Bridgespan Group

Six key iterative questions that successful collaboratives answer

1	Is there a **clear and compelling rationale** for launching or maintaining the collaborative?	What social impact does the collaborative seek to have? What is the specific rationale and value proposition it brings to donors, recipients, and the issue area?	**Investment thesis**
2	How does the collaborative **work with donors?**	What decision rights do funders have in terms of strategy and grantmaking? How much are funders expected to contribute? What types of donor networking, education, and engagement does the collaborative offer?	**Funding structure**
3	How will the collaborative **deploy financial and non-financial resources** to achieve its aims?	How will the collaborative source giving opportunities? What types of organizations will it seek? What criteria and process will be used to decide on whether to invest? What does it provide beyond money?	**Fund distribution strategy**
4	How will the collaborative **measure, evaluate, and learn**?	What will the collaborative measure (e.g., grantee portfolio impact, field/movement impact, donor impact)?	**MEL strategy**
5	How will the collaborative **operate?**	Who are the leadership and staff? What processes, systems, and staff does the collaborative need to support its distribution strategy?	**Operating model**
6	How will the collaborative **evolve over the years**, and what might be its **end game**?	Will this effort be ongoing or a one-time initiative? How will you know when or if to sunset?	**End game**

Often requires an iterative approach

For more tools and resources, please visit bspan.org/collaboratives.

WORKSHEET

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	How might you answer this question for your collaborative or for a collaborative you support?	Are the relevant stakeholders aligned?		
		Yes	Maybe	No
1		☐	☐	☐
2		☐	☐	☐
3		☐	☐	☐
4		☐	☐	☐
5		☐	☐	☐
6		☐	☐	☐

What questions or additional thoughts did this exercise bring up for you?