



**HAWAI'I COMMUNITY FOUNDATION**  
*Amplify the Power of Giving*

# **Using Networks for Greater Social Impact**

Larger Community Foundations Conference  
February 23, 2017

**Social change is  
changing.**



# Our problems are scaling quickly...

Rainfall in Hawaii  
has decreased by  
22% in last 30 years

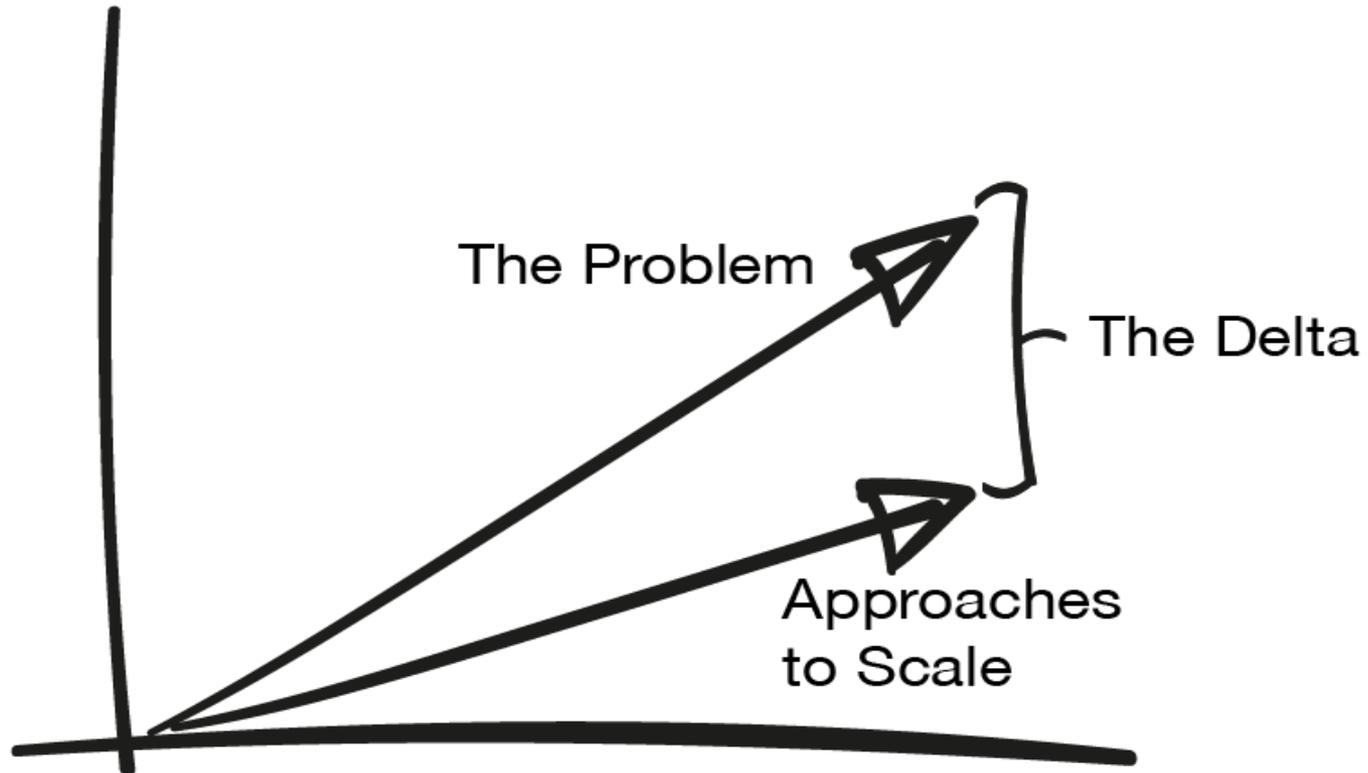
1 in 3 Hawaii residents  
live with diabetes or  
prediabetes

Hawaii has the  
highest per capita  
homeless population in  
US

Hawaii has the  
highest cost of living in  
US and the 6<sup>th</sup> highest  
rate of poverty.



# ...but our solutions are not



# We are Moving to a More Networked World

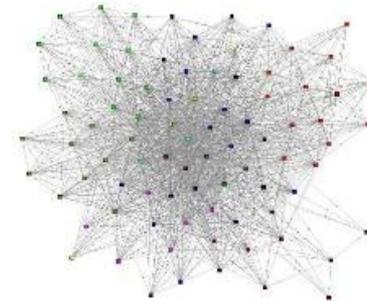
## Organization-centric model

- Centralized
- Connecting ideas and people takes time
- Closed and proprietary
- Our ability to tap expertise and share knowledge is constrained
- Effectiveness is equated with longevity



## Network-centric model

- Decentralized
- The pace of connection is fast and getting faster
- Open and transparent
- Our ability to tap expertise and share knowledge is expanded
- Effectiveness is equated with mobilization



**Organizations aren't going away. We need to learn how to balance the interface between organizations and networks.**

# Networks Have Different Purposes and Can Be Used to Address Many Issues

Develop and Share Knowledge

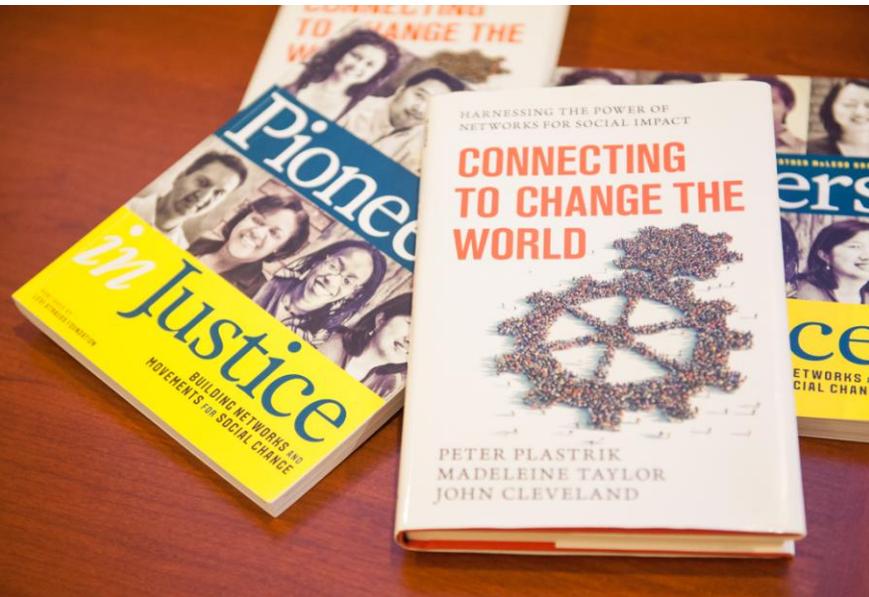
Innovate

Weave a Community / Strengthen Ties

Get to Scale

Mobilize People and Effort

Coordinate resources  
and action





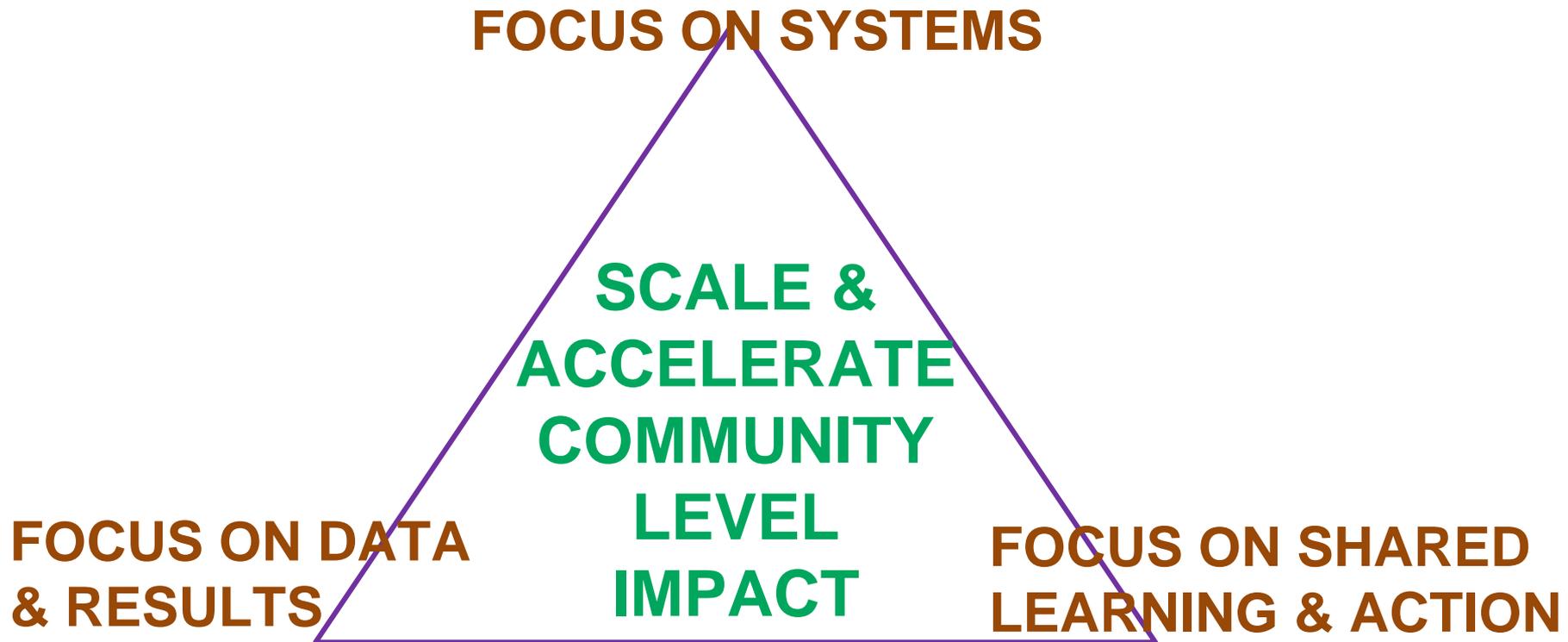
# What do we mean by Network?

A group of organizations & leaders that:

- Recognize a common **problem**
- Share an **urgency** around the need to act and work differently
- Want to engage in peer **learning** and problem solving
- Willing to engage in collective **action**
- Willing to engage in collective **influence** and advocacy
- Willing to be transparent and **accountable** (*not always at first*)
- Want to share **knowledge** and build their capacity together to be able to do all these things



# Why Networks? Our hypothesis





# We have seen our network practice:

- Build deeper **relationships** & trust across network and with HCF (including constructively debating & challenging each other)
- Accelerate **learning and innovation** across organizations
- Prompt **real collaboration** on instrumental shared projects
- Elevate and strengthen **systems thinking**
- Increase understanding and use of **data both** for learning & accountability
- Increase **shared accountability** for community-level results
- Empower leaders to **act**
- Uncover previously unrecognized **leaders** who when given the opportunity successfully influence their peers
- Increase our (& network's) overall **influence** on systems
- Achieve **more results faster** despite what was often a slow start



# HousingASAP

*8 shelter providers representing >50% of all shelter beds in state*



## Space rule would cut bed availability at homeless shelters

By Dan Nakaso | Posted on November 21, 2016

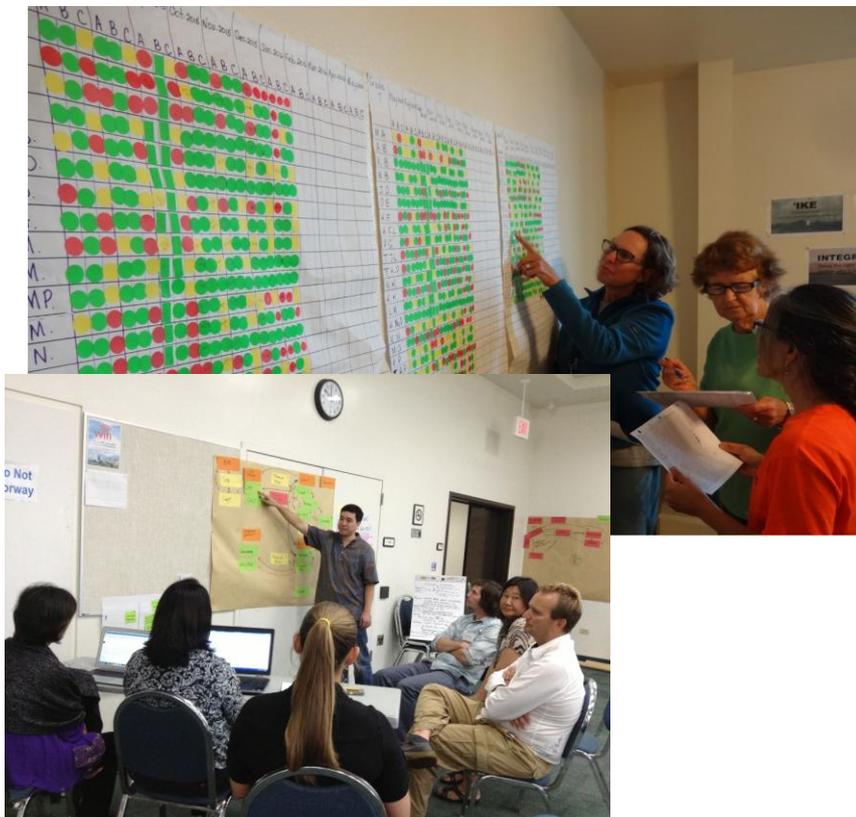
Eight Hawaii homeless shelters estimate they would be forced to collectively eliminate 662 beds under changes proposed by the state Department of Human Services. [Read More](#)

- Piloting statewide Coordinated Entry System
- First state report on family homelessness
- Joint advocacy on new shelter rules
- Accelerated change in practices (reducing # days in shelter, increasing placements to permanent housing)
- Influenced state public funding & contracts
- Catalyzing new multi-funder collaboration



# Connecting for Success

*10 (now 7) middle schools out of 40+ middle/intermediate schools in state*

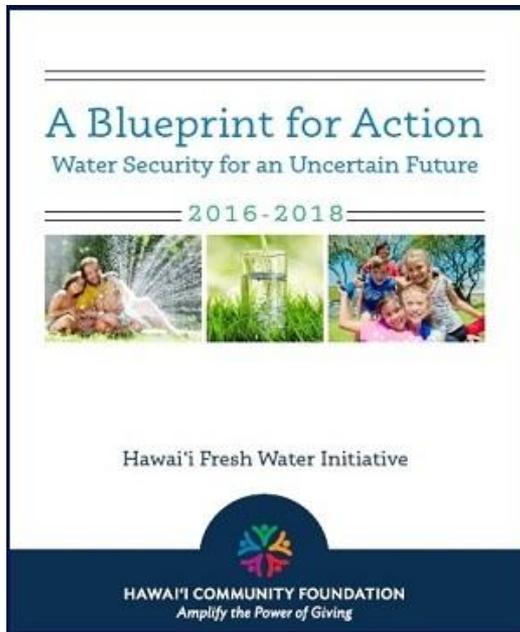


- By Year 2 high-risk CFS students were more likely to complete 9<sup>th</sup> grade than DOE average
- Learning from peers accelerated uptake of best practices (data walls, student incentives)
- Regular use of Data Teams
- Learning from shared failures (family engagement)



# Fresh Water Council

*18 members from public and private agencies*



- Agreement on long term goals despite competing interests
- 16 of 18 agencies agreed to enact changes
- Development of shared policy recommendations
- 4 recommended policies passed in first year; 4 additional proposed for 2017 legislative session
- Beginning to track shared data



# Foundation readiness

- Determining whether a network is the **right fit** with strategy
- Being clear and consistent about the **purpose** of the network—what we expect the network to achieve
  - Being clear about what results network and individual organizations are accountable for
- Selecting the right organizations and network **members**
  - Don't have to all agree but need to be open, willing to spend the time
- **Patience** for the necessary relationship & trust building in early stages (makes the work feel slow)
- Comfort with **emerging strategies** and changing timelines to respond to new opportunities...while still holding firm on results

# Challenges in this approach

How directive should the foundation be?

Determining effectiveness of a network

Finding and growing network leaders

How do we communicate network results to funders/partners?

Building the trust that allows members to challenge each other's work

Working effectively across multiple sectors

How can funding catalyze real collaboration?

Knowing how & when to move out of the center to a supporting role?

What skills do staff/facilitators need to manage the network?



# Challenges in evaluating networks

- **Attributing the improved results compared to traditional grant approach**
- **Documenting and assessing key system and policy changes, including policy implementation**
- **Measuring the changes in capacity, leadership, relationships, trust, and instrumental collaboration**
- **Timeframe of sustainability – we are looking for sustained results, sustained system behaviors, and sustained efforts (not necessarily sustaining the same network)**



## Our lessons so far

- **Facilitation matters**
- **Time and engagement are more important than \$**
- **Still need to focus on capacity building for individual organizations & leaders**
- **Need to engage chief executives and senior staff empowered to act (not just “org reps”)**
- **Leaders in Hawai‘i like to learn collaboratively and are more assertive and confident as a group than alone**
- **Foundation needs to intentionally plan early for moving out of the center and promoting network to take on its own leadership and sustainability**
- **Tension always exists in funder’s desire for control and desire for network to exert its own leadership**