



**center for  
community  
investment**

# Using Projects to Strengthen Systems

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June 7, 2017  
Invest Health

# Session Goals

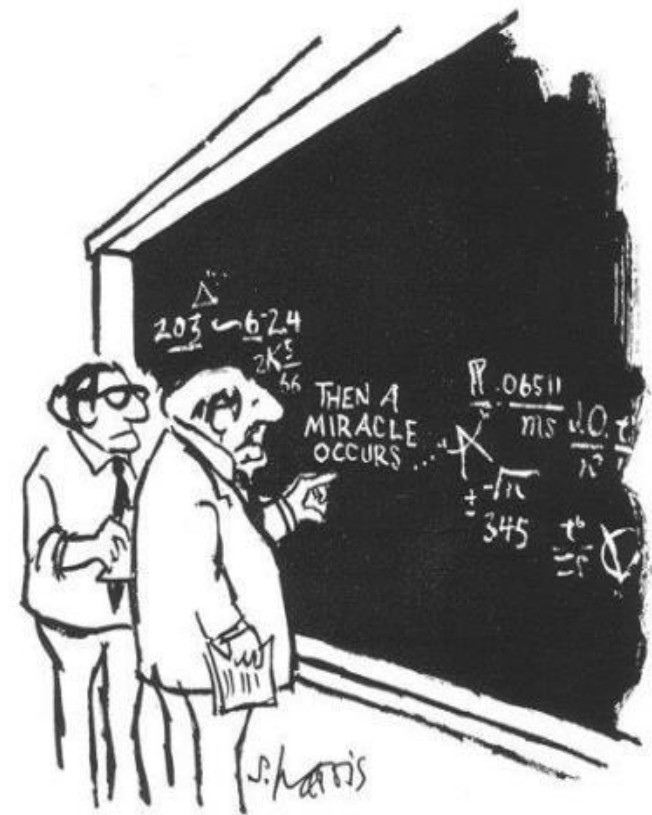
Understand how to move individual projects while also working at the strategic level to advance system changes that can drive bigger results over time

- Analyze how an individual project contributes to achieving larger community goals
- Map deal/project participants and identify potentially aligned stakeholders who are missing
- Use the learning from individual projects to diagnose and define strategies to address system gaps and chokepoints.

# To get started:

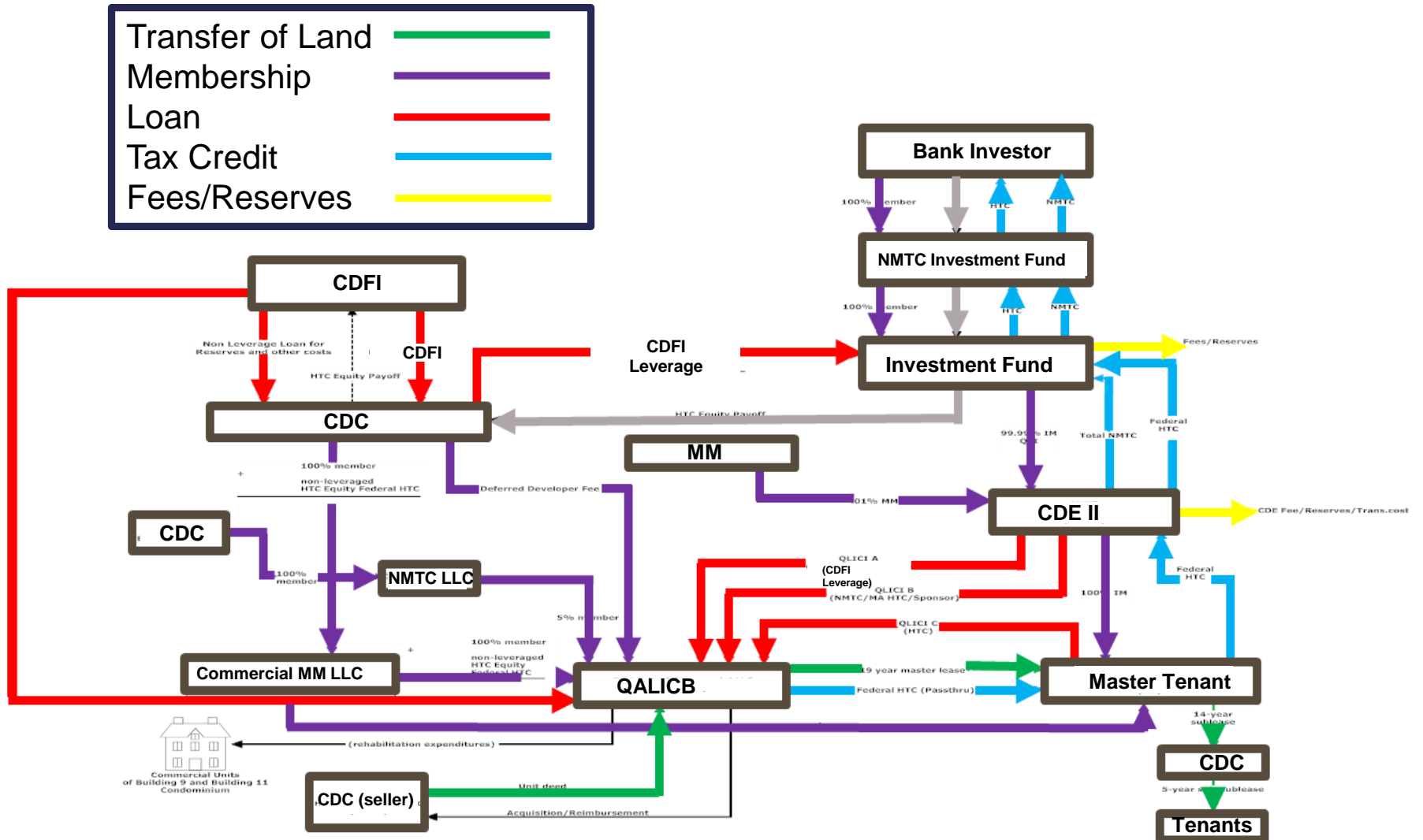
- Think about an important deal or project your community is trying to advance
- Form a trio with two other people not from your community and spend 3 minutes each (10 minutes total) telling each other:
  - What is your deal or project?
  - How was it identified or chosen?
  - Why is it important?
  - How does it contribute to your community's priority or goal?

**What does it take for a city or region to attract and deploy capital to improve upstream determinants of health?**

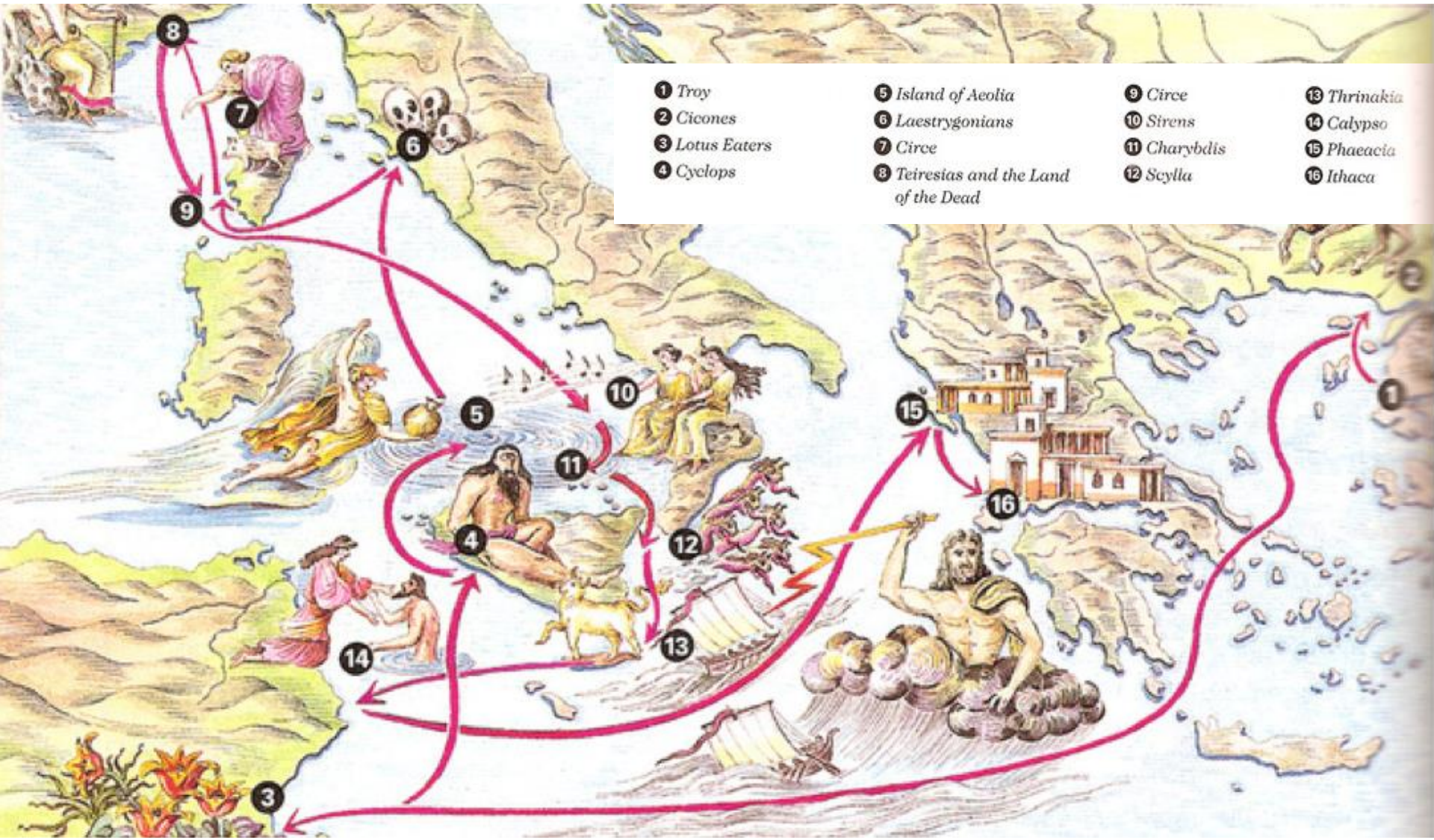


"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

# Community Investment: Making Money Flow Uphill

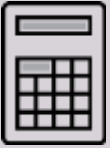

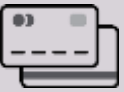









# Community Investment as a Heroic Quest



- |                |                                      |              |              |
|----------------|--------------------------------------|--------------|--------------|
| 1 Troy         | 5 Island of Aeolia                   | 9 Circe      | 13 Thrinakia |
| 2 Cicones      | 6 Laestrygonians                     | 10 Sirens    | 14 Calypso   |
| 3 Lotus Eaters | 7 Circe                              | 11 Charybdis | 15 Phaeacia  |
| 4 Cyclops      | 8 Teiresias and the Land of the Dead | 12 Scylla    | 16 Ithaca    |

# We Need to Shift Practice

FROM:	TO:
 What can be financed ...	 What we prioritize ...
 Transactional	 Systems/ecosystem
 Single projects	 Pipelines of projects
 Gap filling	 Ambitious and scaled
 Reductionist, siloed	 Integrative, adaptive

# Three functions of an effective community investment system

## Strategic Priorities

Create a shared vision specific enough to shape decisions

## Pipeline

Generate deals and projects that add up to the realization of the community's strategic priorities

## Enabling Environment

Shape the context that promotes or impedes the execution of the pipeline



# Strategic Priorities

Ensure there is a shared, community-endorsed vision broad enough to matter and specific enough to shape decisions.

- Convene stakeholders
- Engage with community
- Define needs
- Assess opportunities and availability of resources
- Set priorities

# Pipeline

Identify and develop projects and investments that together add up to the realization of the community's strategic priorities.

- Spot opportunities
- Frame the projects
- Select project participants
- Overcome barriers to investment
- Leverage public resources
- Assemble capital, including identification and blending of sources
- Structure and underwrite investments
- Align deals and projects with vision and priorities

# Enabling Environment

Shape the context to facilitate realization of the priorities.

- Set and enforce policies and regulations
- Identify and align resources and funding flows
- Ensure availability of needed skills and capacities
- Foster formal and informal relationships
- Build forums and platforms for ongoing collaboration
- Influence practices and processes
- Generate and provide data

# The Dual Role of Deals/Projects

Deals and Projects are:

- Building blocks of progress for the community, one is never enough
- Units of analysis, windows into system function

# What Deal Analysis Can Teach Us

- Who is – and is not – involved?
- What sources of funding are tapped – and which are not?
- What are the current boundaries of the system?
- What relationships exist, or would help if they did?
- Where do we have gaps in capacity, skills or resources?
- How long do things take?
- Where do things get stuck?
- How much progress are we making compared to the scale of the problem?

If the system is...	A deal can...
Non-existent	Lay the groundwork for system evolution
Too small	Suggest possibilities for scale
Dysfunctional	Highlight opportunities for change

# Deals as System Events

If deals are implemented as system events...

Through purposeful implementation with explicit attention to choke points

That allows for testing, developing and strengthening elements of the enabling environment

- Advancing needed policies and regulations
- Applying or combining resources or funding in new ways
- Building skills and capacities
- Fostering formal and informal relationships that last beyond the deal
- Creating forums and platforms for ongoing collaboration that can be more broadly deployed
- Retooling practices and processes
- Generating and providing data

Allowing deals to become more doable and generating new opportunities

# Building System Capacity - What Works

1. Form a multi-sector team that transcends an individual transaction/project and commits to learning
  - Promote cross-sector thinking and boundary crossing
  - Create space to make the system visible and improve it
2. Define priorities
3. Assess the overall pipeline: do we have the deals/projects we need? What should we do first?
4. Examine the enabling environment: what factors promote/impede translation of priorities into completed transactions? How can we improve?
5. Expand system boundaries (identify and integrate new stakeholders, funding sources)
6. Open choke points (policies, practices, platforms)
7. Debrief and make the next deal easier/better!

**For more information, contact:**

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