Conditions of Collective Impact, RBA & ABCD
The Conditions of Effective Collective Impact
Assumptions for Creating Community Level Change

Acknowledge how complex the lives of those in our communities are
Simple, Complicated and Complex Problems

Source: “Getting to Maybe: How the World Is Changed”
Frances Westley, Brenda Zimmerman, Michael Patton
Assumptions for Creating Community Level Change

• Collective impact requires wide a variety of strategies and data to know what is working

• Not just about better programs – It calls for changes in policies, institutions and structures

• Real impact also requires community and residents to be involved – as producers and co-producers of their own and their community’s well-being

• Communities have an abundance of resources. The issue is that they have not been identified and engaged – it is not just about money

• We need to conduct our work through a racial equity lens
The Conditions of Effective Collective Impact
Collective Impact - Conditions

Common Agenda
- Common understanding of the complex problem
- Shared vision for change

Shared Measurement
- Collecting data and measuring results
- Focus on learning and performance management
- Shared accountably

Multiple Reinforcing Activities
- Willingness to adapt individual activities and coordinate
- Focus on what works including community engagement

Continuous Communication
- Consistent and open communication
- Focus on building trust

Backbone Support
- Separate organization(s) with staff
- Resources and skills to convene and coordinate the work of the partners and the community

John Kania & Mark Krame
Lisbeth Schorr: Lessons on What Works

Suggests five lessons:

• Be clear about the **purposes** of our work, the outcomes we are trying to achieve

• Be willing to be **held accountable** for achieving those purposes

• Create and sustain the **partnerships to achieve** these purposes

• Move audaciously into **the world beyond programs**

• Have the capacity to take **community-wide responsibility** to assure that actions that will lead to improved lives will actually happen

Source: Lisbeth Schorr Keynote Address, Santa Clara County Children’s Summit – January 31, 2008
Effective Collective Impact

Equity & Inclusion Lens

- Common Purpose
- Community Engagement & Co-Production
- Relationships & Trust
- Results & Shared Accountability

RBA

ABCD
Effective Collective Impact

Equity & Inclusion Lens

Common Purpose

Results & Shared Accountability

Community Engagement & Co-Production

Relationships & Trust

Equity
Equity

Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.
Equity & Inclusion: The Foundation of Effective Community Based Work

• Not a separate principle or an add-on

• Requirements
  • Front-end commitment to furthering equity
  • Invites the disaggregation of data
  • Story behind data explores systemic factors perpetuating inequity
  • Engage community members about lived experiences
Data Through the Aggregated Lens

Result: All Children Succeed in School, Life, and Career
Indicator: Percent of children reading at grade level – 3rd grade

By focusing on all children you may miss the deeper story behind the curve.
Data Through the Disaggregated Lens

Result: All Children Succeed in School, Life, and Career

Indicator: Percent of children reading at grade level – 3rd grade

![Graph showing the percentage of children reading at grade level for different racial groups over the years 2013 to 2016. The graph indicates that White children have the highest percentage, followed by Asian children, and then Black children. The percentage for Hispanic children is consistently lower.]

- White: 82%, 85%, 83%
- Asian: 78%, 82%, 83%
- All children: 66%, 67%, 66%
- Black: 48%, 52%, 47%
- Hispanic: 48%, 47%, 48%
Effective Collective Impact

Equity & Inclusion Lens

Common Purpose

Results & Shared Accountability

Community Engagement & Co-Production

Relationships & Trust
Establishing Common Purpose

• Based on hopes and dreams of people we serve

• Authentic community engagement
  • Integral component of collective impact
  • From the beginning
Establishing Common Purpose

• What are the quality of life conditions we want for the children, adults, and families in our community?

• What would these conditions look like if we could see them?

- From RBA Population Results Questions
Visioning the Future – Creating your North Star

How would our community be different 10-15 years from now if we are successful?
Effective Collective Impact

Equity & Inclusion Lens

Common Purpose

Results & Shared Accountability

Community Engagement & Co-Production

Relationships & Trust
Community Impact – Effective Partnerships

- Organizations do not partner together – people do

- Three cornerstones to effective partnership
  - Common purpose
  - Relationships
  - Trust

- Build time for relationship and trust building into every activity
- Take time to create a common language
- When key people transition assume that partnership re-sets to zero
Relationships & Trust – At all levels

Why Relationships are So Important

Funders
Organizations
Community Residents

The place for effective action
Effective Collective Impact

Equity & Inclusion Lens

Common Purpose

Results & Shared Accountability

Community Engagement & Co-Production

Relationships & Trust

ABCD
Why Community Engagement & Co-production?
We need Everyone’s Gifts to Cross the Finish Line for Individual, Family and Community Well-being

From an individual marathon to a relay race
Asset-Based Community Development
ABCD Starts With Different Questions

What can we do with what we already have to get what we need?

What do you need?

What can you contribute?

What do we need?
People Powered Change

The three strategic questions to drive action and help institutions lead by stepping back:

1. What can residents do by themselves for themselves?
2. What can residents do with a little help from institutions?
3. What do residents need done that they can’t do?
ABCD Principle 1: Three Characteristics of ABCD

What can we do with what we already have to get what we need?
Six Community Assets

Individuals
Associations
Institutions
Physical Space
Exchange
Culture/Stories/History
What can we do with what we already have in our neighborhood to improve our neighborhood?
Why a Focus on Place-Based Work

Place-based efforts . . .

- It is where families and their children live and have greatest potential to thrive
- It is where the action is – good & bad
- To help kids succeed - they do better in strong families and families do better in supportive communities
- Simplifies engagement

. . . lead to:

- **Social Capital:** Connections among individuals and the social networks and norms of reciprocity and trustworthiness that arise from them.
- **Collective Efficacy:** The belief and ability to accomplish things by working together.
Effective Communities

- Look inside first to solve problems
- Relationships are seen as power
- Have a good sense of assets and capacities, not just needs
- Leaders open doors
- Citizens are involved
- People take responsibility
Circles of Care and Responsibilities

Effective Strategies
Engage all of the Circles
ABCD Principle 2

The First Three Questions
The three strategic questions to drive action and help institutions lead by stepping back:

1. What can residents do by themselves for themselves?
2. What can residents do with a little help from institutions?
3. What do residents need done that they can’t do?
Determinants of Health

1. Personal Behavior
2. Social Relationships
3. Physical Environment
4. Economic Status
5. Access to Health Care
Children's Time During the Year
ABCD Questions for Community Impact

1. What can residents do by themselves for themselves?

2. What can residents do with a little help from residents?

3. What do residents need done that they can’t do?

4. What can we stop doing to create space for resident action?

5. What can we offer to the community beyond the services we deliver to support resident action?
ABCD Principle 3

The Roles of Residents

We know what you need?
What do you need and how would you like it delivered?
What can you contribute?
The role of Government, Nonprofits, and programs should not be to just provide services to meet client needs.

The most effective role we can play is to work to remove barriers so that people have the opportunity to share their gifts and be a producer of their own and their community’s well-being.
ABCD Principle 4

Asset Mapping

Discover
everyone’s gifts and passions

Ask
them to share their gifts

Connect
people with the same passion to act collectively
• Not just another list of resources
• It is:
  • A strategy to identify assets that are available from within the community
  • A process for connecting and engaging the community and using the talents of people to help solve problems and build a better community
• Asset Mapping must be done by the residents that call the neighborhood home.

https://clearimpact.com/resources/publications/asset-mapping-toolkit/
What “Engage the Community” Means

- Not based on an opinion poll
- Not organizing the community to care about your agenda
- Identifying what individuals care about and their gifts and mobilizing their action
How do you engage people to share their gifts and become involved?

Focus on the Gifts of their Heart!
Neighborhood Clean UP
Asset Mapping Steps

1. Build resident mapping team
   • Determine geographic area for action
2. Team draws initial asset map
   • Map Institutional and physical assets
3. Identify neighbors’ gifts and passions
   • Add neighbors and passions to asset map
4. Connect people with same passions for collective action
5. Grow connections and relationships
6. Celebrate milestones
Effective Community Based Work

Equity & Inclusion Lens

- Common Purpose
- Community Engagement & Co-Production
- Results & Shared Accountability
- Relationships & Trust

RBA
What is Results-Based Accountability?
Results-Based Accountability

Framework.

Process.

Culture.

(Data-Driven Decision Making)
No thanks!

We are too busy
Values of RBA

Disciplined method of thinking and taking action to help organizations get from talk to action quickly

Simple
Common Sense
Plain Language
Minimal Paper
Useful
Results-Based Accountability
In a Nutshell

2 Kinds of Accountability
Population and Performance

3 Kinds of Performance Measures
How Much, How Well, Better Off

5 Core Questions to Turn the Curve
Baseline, Story Behind the Curve, Partners, What Works, Action Plan

Used by communities to improve quality of life and by organizations to improve program performance

5 core questions based on the 7 population and performance questions developed by Mark Friedman.
**RBA Definitions**

**Population Accountability**

- **Result**: A condition of well-being for children, adults, families or communities.
  - Children Born Healthy
  - Children Ready for School
  - Safe Communities
  - Clean Environment
  - Prosperous Economy

- **Indicator**: A measure which helps quantify the achievement of a result.
  - Rate of low-birth weight babies
  - Percent ready at K entry
  - Crime rate
  - Air quality index
  - Unemployment rate

**Performance Accountability**

- **Program**: A program, agency, strategy, or service system
  - Department of Public Health
  - Foundation
  - Nonprofit / Community-based Organization
  - Grantee
  - Early Childhood Education Service System

- **Performance Measure**: A measure of how well a program, agency or service system is working.
  - Three Types
    1. How much did we do?
    2. How well did we do it?
    3. Is anyone better off?
Results-Based Accountability

Is made up of two parts

Whole Population

Population Accountability
The well-being of Whole Populations
Communities, Cities, Counties, States, Nations

Client Population

Performance Accountability
The well-being of Client Populations
Programs, Agencies, Service Systems
From Ends to Means

From Talk Action

Whole Population

Ends
Results and Indicators

Means
Programs and Performance Measures
Customer Result = Ends
Service Delivery = Means

Client Population
Performance Measurement Matrix

Quantity

- How much did we do?
  - # of Customers Served
  - # Activities

- How productive?

Quality

- How well did we do it?
  - Customer Satisfaction
  - Retention Rates
  - Following Protocols

- Are we doing things right?

Effect

- Is anyone better off?
  - # Skills / Knowledge
  - # Attitude / Opinion
  - # Behavior
  - # Circumstance/Condition

- Are we doing the right things?
  - % Skills / Knowledge
  - % Attitude / Opinion
  - % Behavior
  - % Circumstance/Condition
Turn the Curve Thinking

1. How are we doing?
2. What is the story behind the curve?
3. Who are the partners who have a role to play in turning the curve?
4. What works to turn the curve?
5. What is our action plan to turn the curve?
Why Turn the Curve Thinking?

Using Data

TALK

Action!
Why Turn the Curve Thinking?

To help get the train out of the station
Turn the Curve Thinking to identify Actions to Turn the Curve

PM: Trend Data

Story Behind the Curve

Factors pushing down on the data

Factors pushing up on the data

Partners

Specific Partners to help Turn the Curve

What Works

Brainstorm: Evidence-Based, Promising, Low-cost/no-cost, and off the wall actions

Action Plan
Tell Your Story
ABCD Resources

ABCD Institute - Order Publications
http://www.abcdinstitute.org/

ABCD in Action
Asset Based Community Development, Community Engagement and Mobilization

Online ABCD Community
http://abcdinaction.org/

ABUNDANT Community
Awakening the Power of Families and Neighborhoods

http://www.abundantcommunity.com/

RBA - Resources

Trying Hard Is Not Good Enough
How to Produce Measurable Improvements for Customers and Communities
Mark Friedman

https://clearimpact.com/shop/

Results Accountability Workshop

https://clearimpact.com/resources/publications/
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