Speaker:

Dan Duncan,
Clear Impact

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CITIES
REDUCING POVERTY | CITIES
DEEPENING COMMUNITY
Vibrant Communities

Dan Duncan

Senior Consultant, Clear Impact

Faculty member, Asset-Based Community Development Institute

About

Dan brings a wealth of Results-Based Accountability (RBA), Asset-Based Community Development (ABCD), and Collective Impact experience. He provides national and international consulting, and training, on ABCD, RBA, Collective Impact, strategic planning, and nonprofit management. In addition to his consulting practice, Dan has served as a faculty member of the Asset-Based Community Development Institute at Northwestern University for more than 25 years.

Education

After receiving a Masters of Social Work (MSW) from Arizona State University, Dan started his professional career as co-founder and Executive Director of the Community Food Bank and the Executive Director of Information and Referral Services, both in Tucson, Arizona. Prior to joining Clear Impact he spent 30 years a United Way leader.

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Effective Collective Impact: Through the Lens of ABCD and RBA

This webinar is based on my paper: The Components of Effective Collective Impact

Assumptions for Creating Community Level Change

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 l**earning** 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
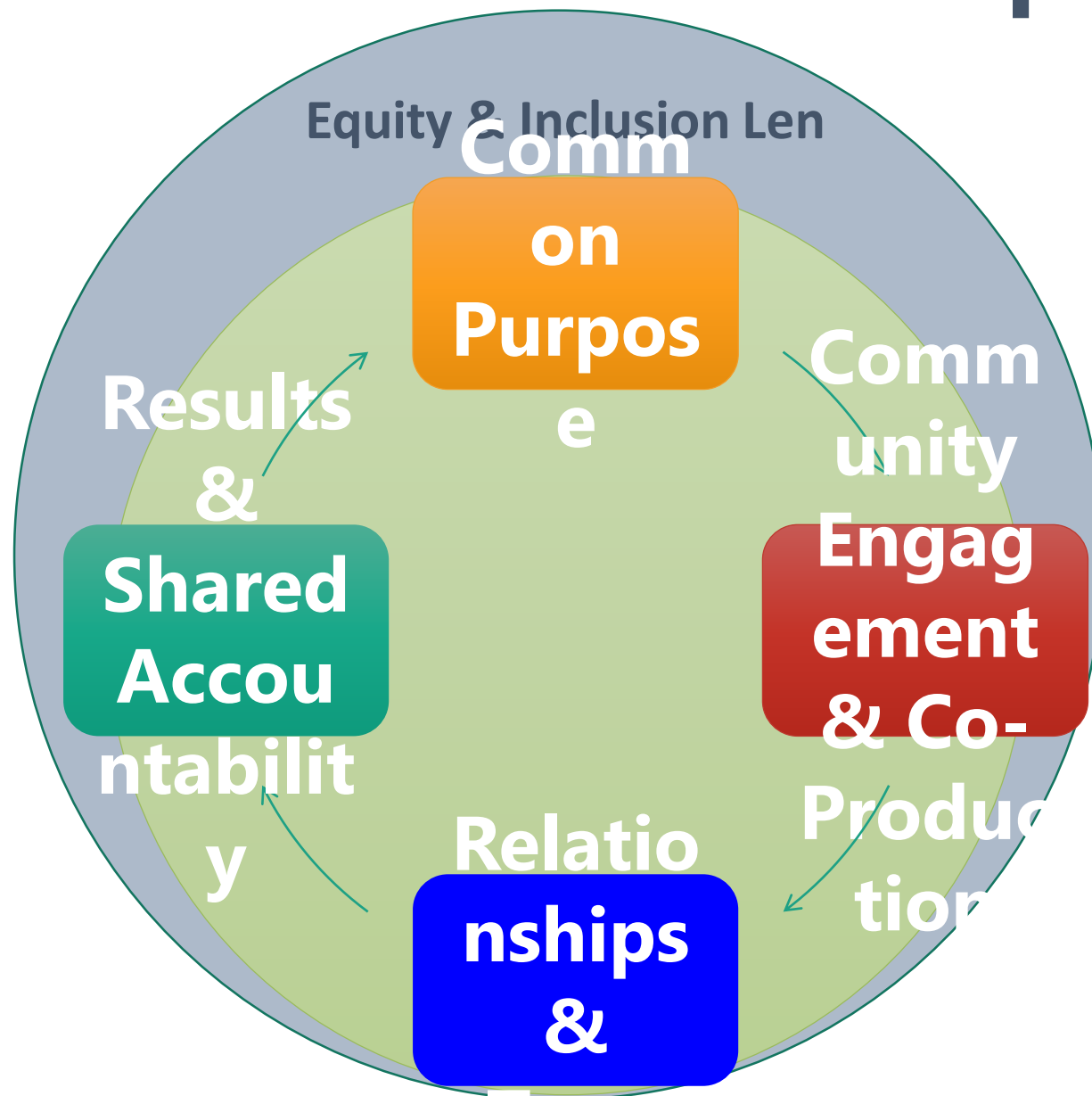- Focus on building **trust**

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
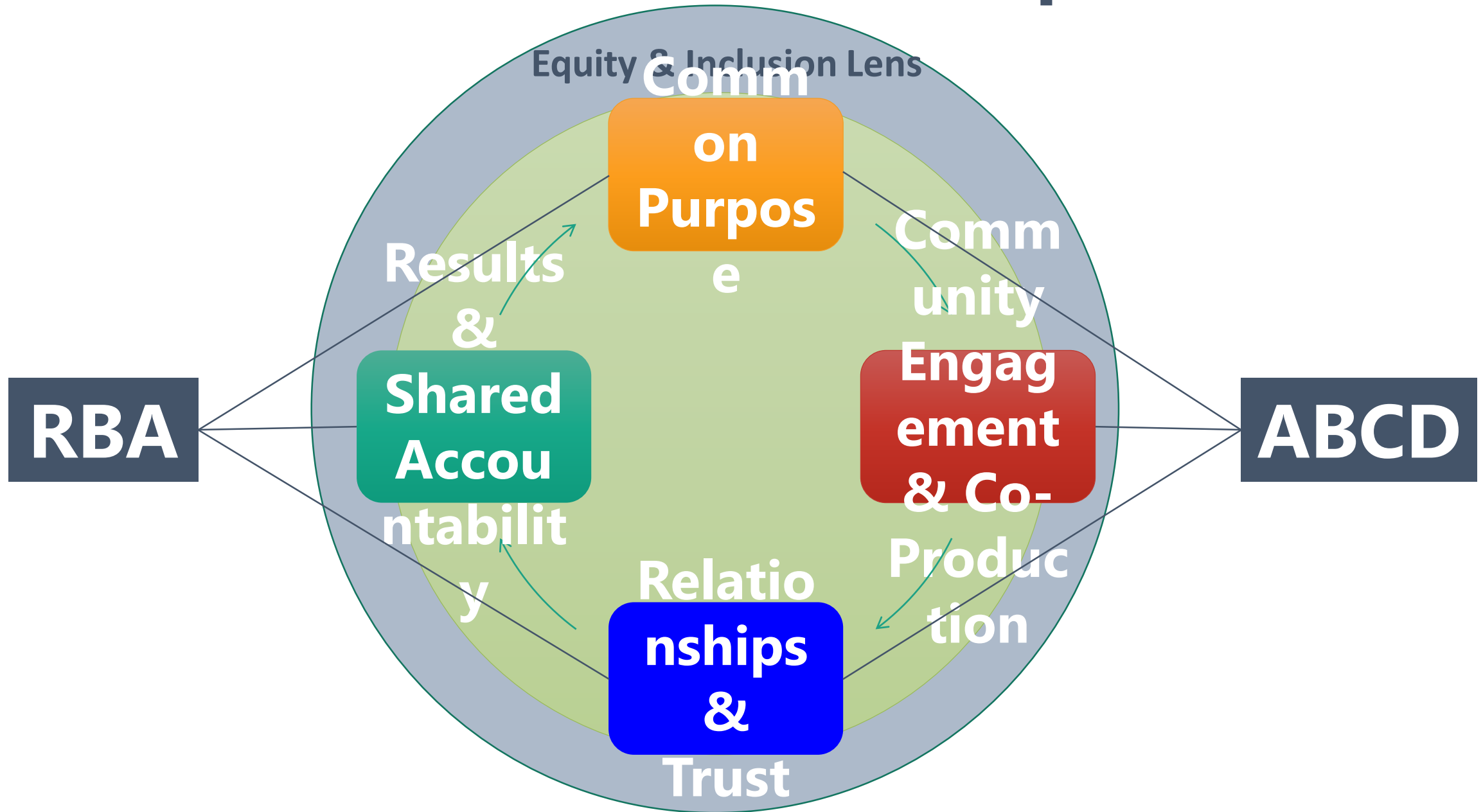
Suggests five lessons:

- 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

Effective Collective Impact

Equity & Inclusion Lens

Common Purpose

Community Engagement & Co-Production
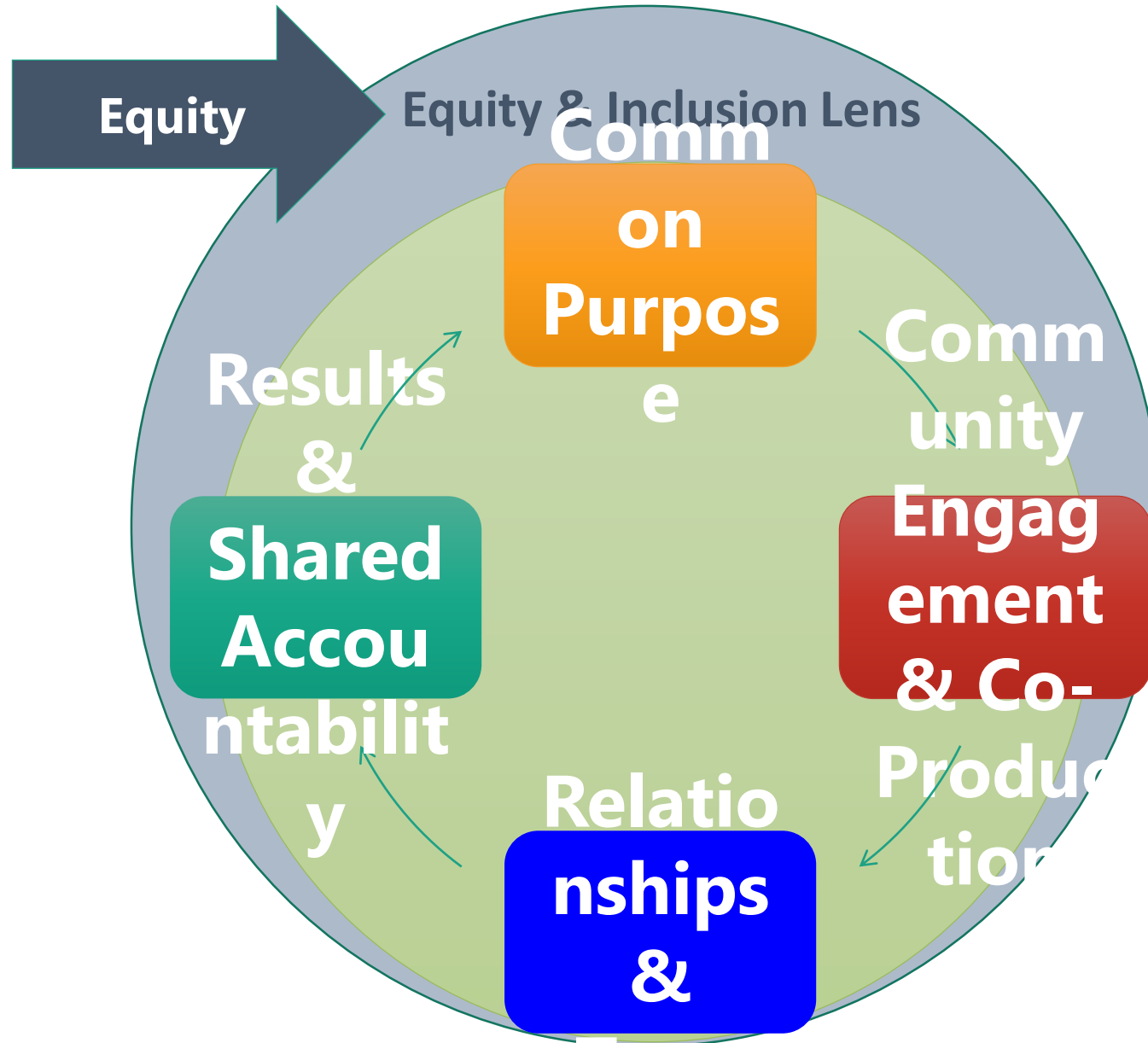
Relationships & Trust

Shared Accountability

Results &

RBA

ABCD

Effective Collective Impact

13

Equity

Just and fair inclusion into a society in which all can

participate, prosper, and reach their full potential.

PolicyLink

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

% of children reading at grade level - 3rd Grade
Data Source: State Dept. of Education

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

% of children reading at grade level - 3rd Grade - Comparison
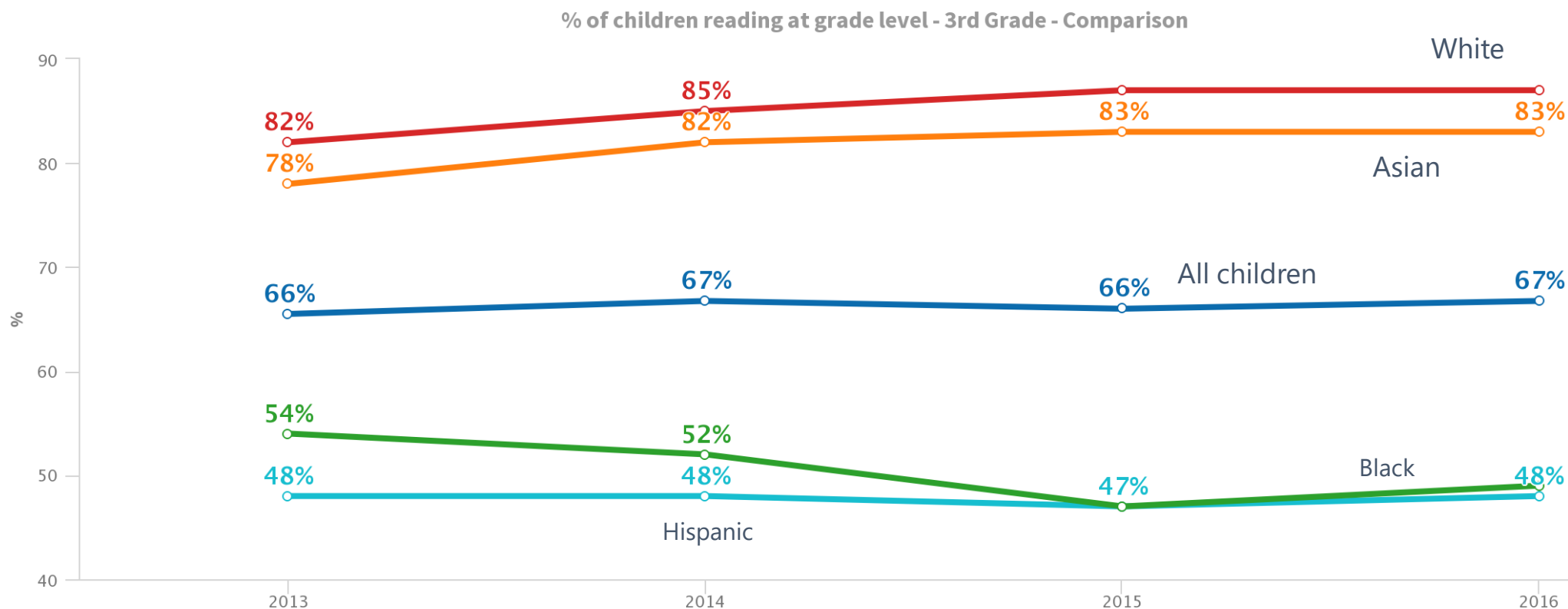
Legend:
- [RE] % of children reading at grade level – 3rd Grade
- [RE] % of children reading at grade level – 3rd Grade – Asian
- [RE] % of children reading at grade level – 3rd Grade – Hispanic
- [RE] % of children reading at grade level – 3rd Grade – Black
- [RE] % of children reading at grade level – 3rd Grade – White

Effective Collective Impact
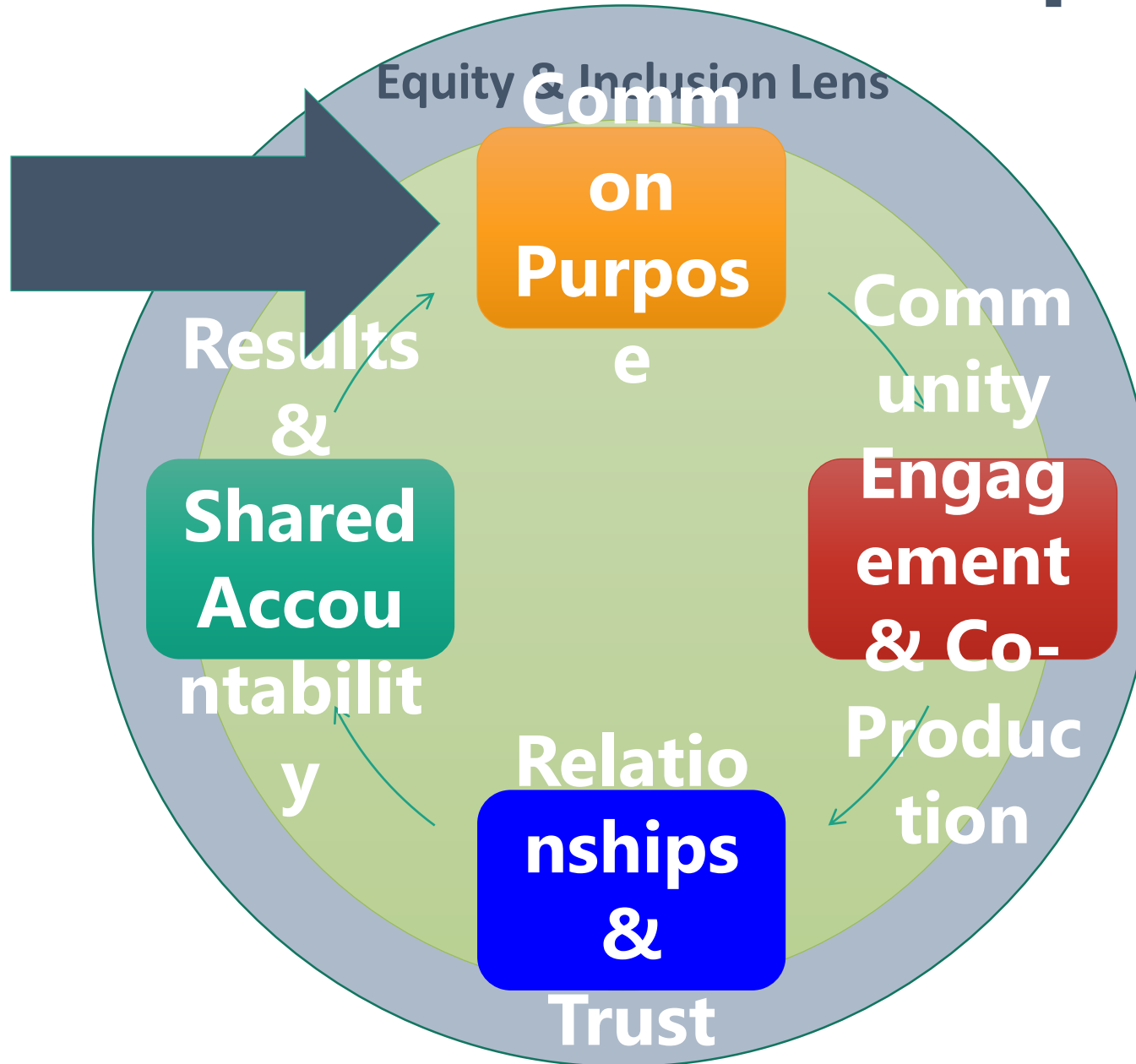
Establishing Common Purpose

Based on hopes and dreams of people we serve – Not just better programs or services

Requires authentic community engagement

An 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?

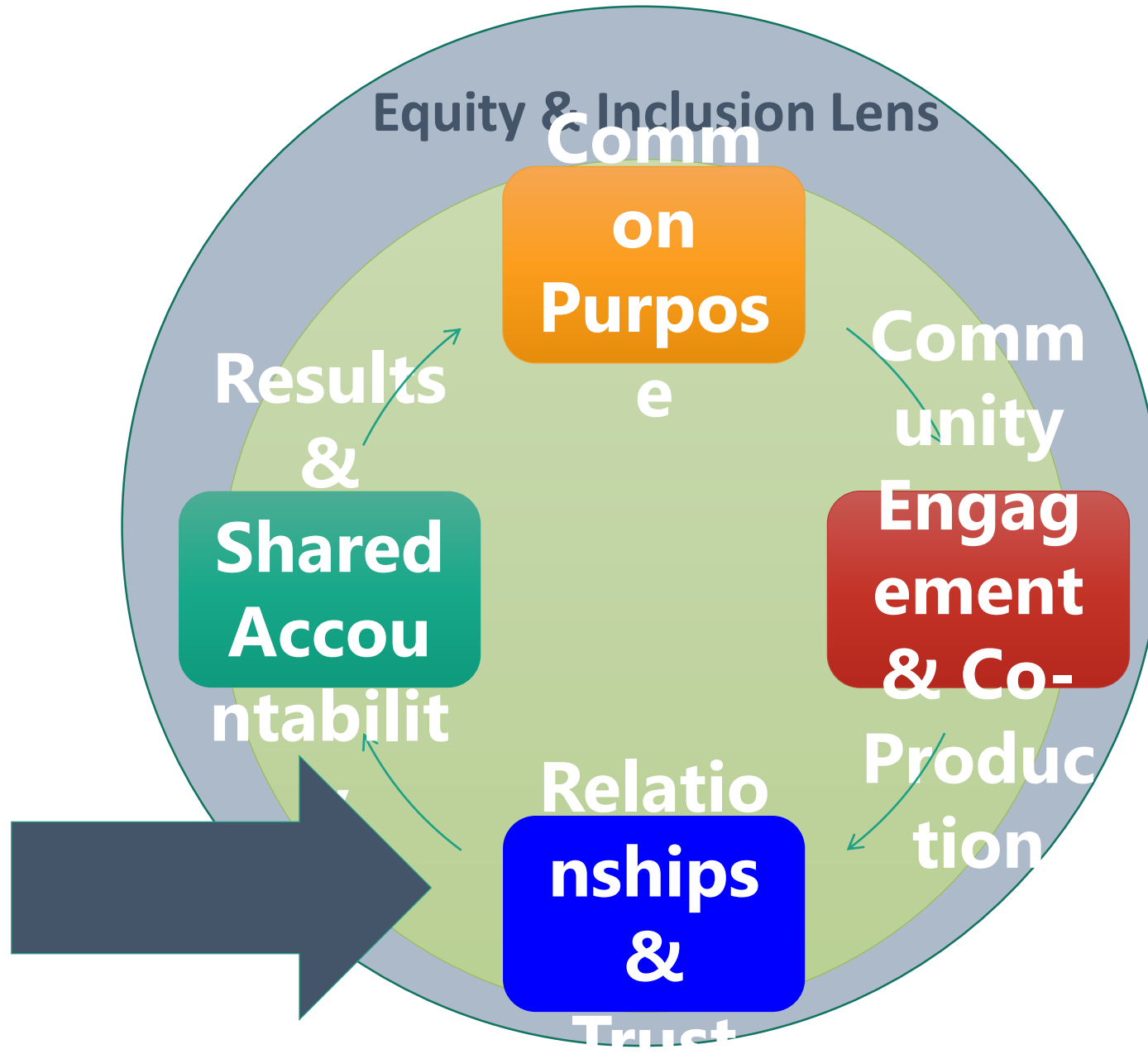- What would these conditions look like if we could see them?

- From RBA Population Results Questions

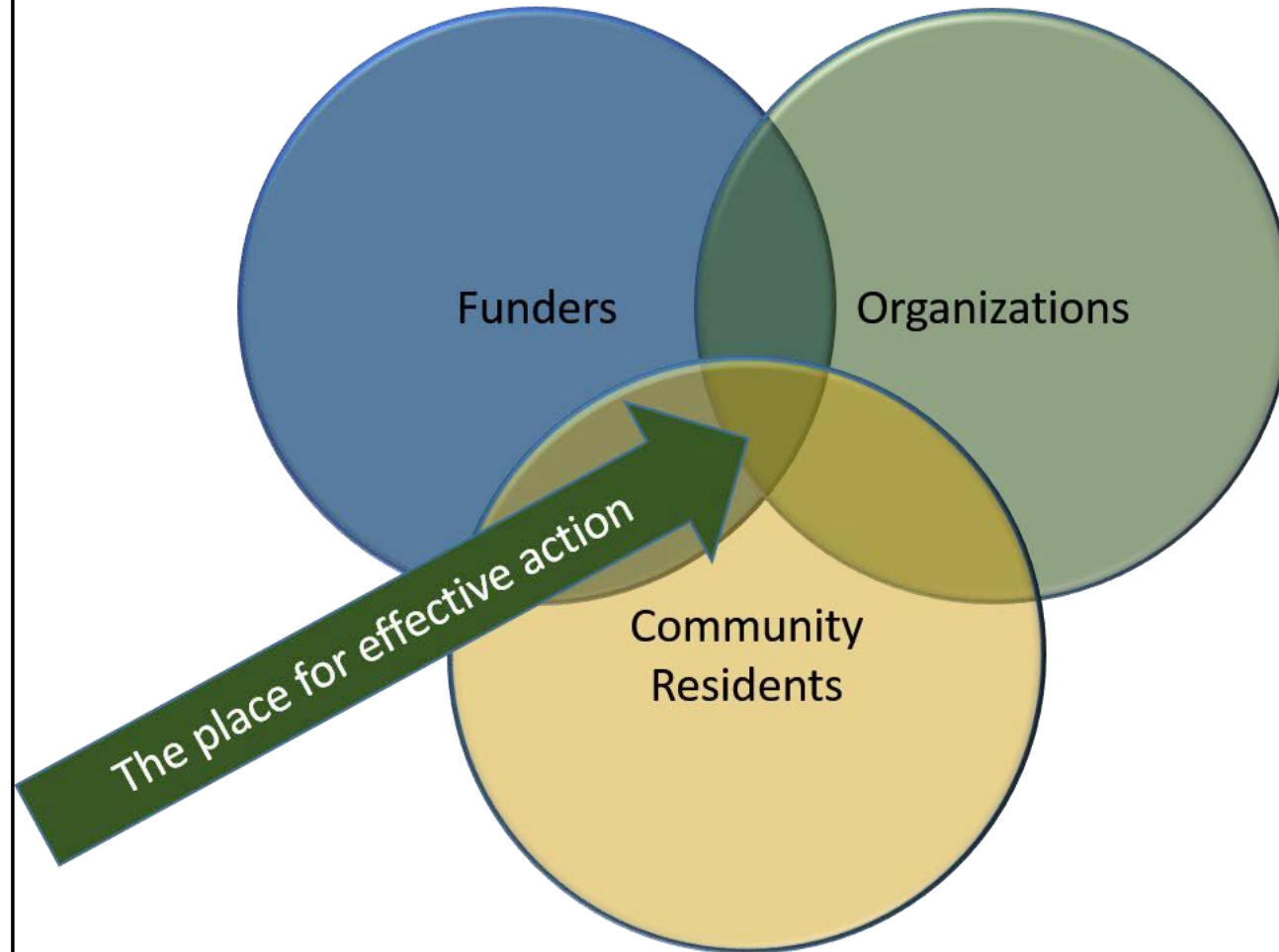Visioning the Future – Creating your North Star

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

Effective Collective Impact

Relationships & Trust – At all levels

Why Relationships are So Important

Funders

Organizations
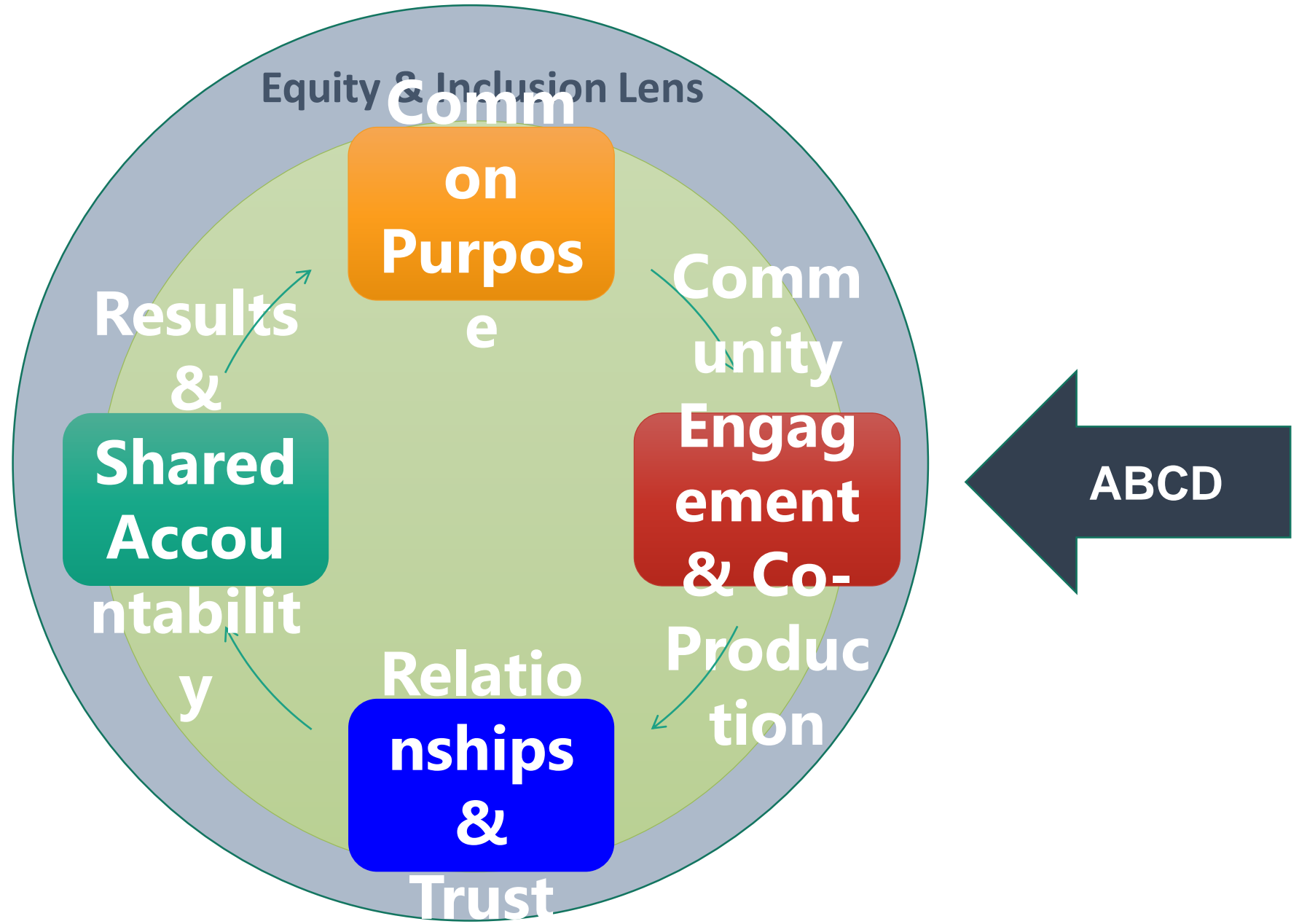
Community Residents

The place for effective action

Community Impact – Effective Partnerships

- Organizations do not partner together – people do
- Three cornerstones to effective partnerships
    - Common purpose
    - Relationships
    - Trust
- Build time for relationship and trust building into every activity
- Create a common language to build understanding and trust
- When key people transition assume that partnership re-sets to zero

Effective Collective Impact

Equity & Inclusion Lens

Common Purpose

Community Engagement & Co-Production
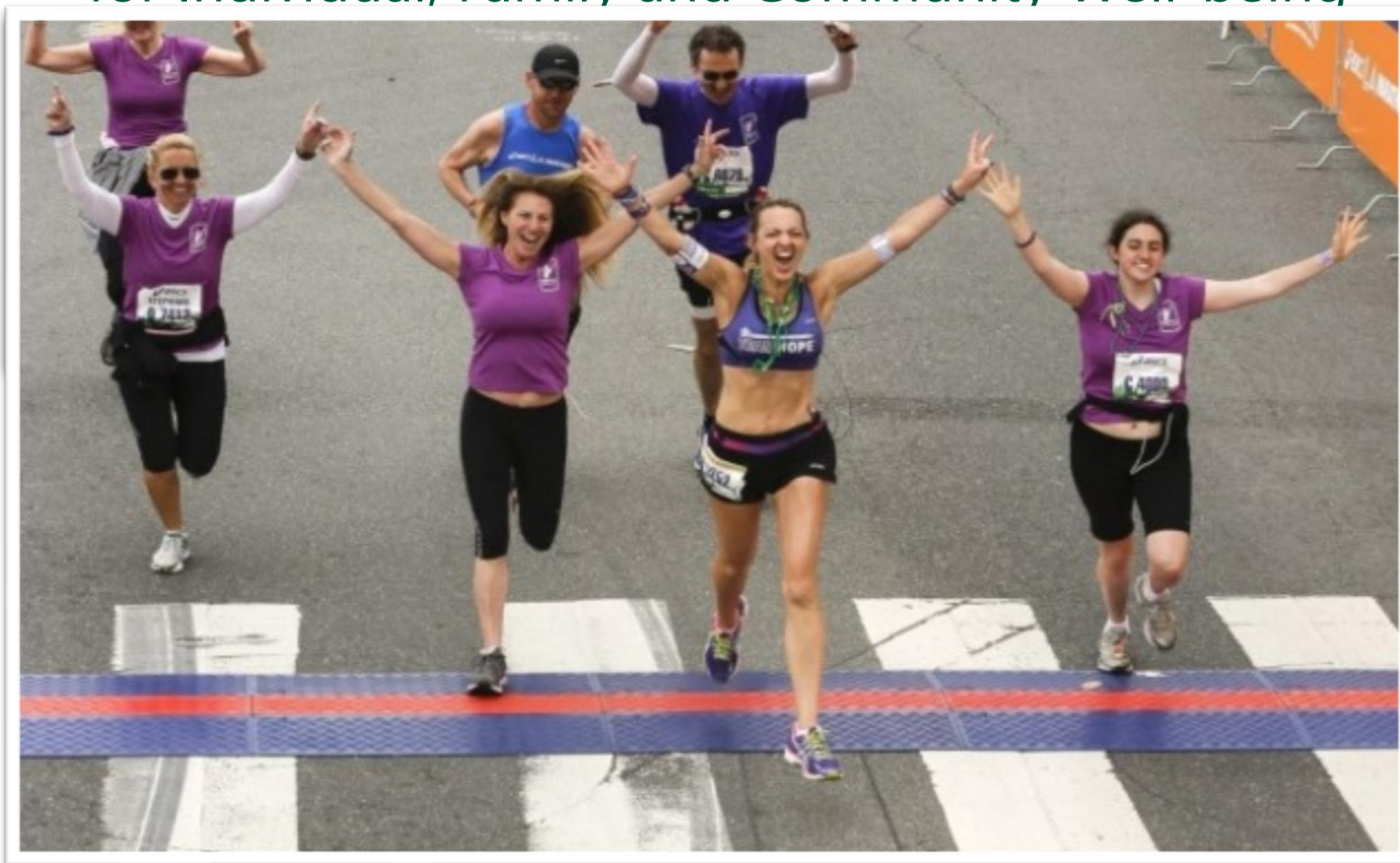
Relationships & Trust

Shared Accountability

Results &

ABCD

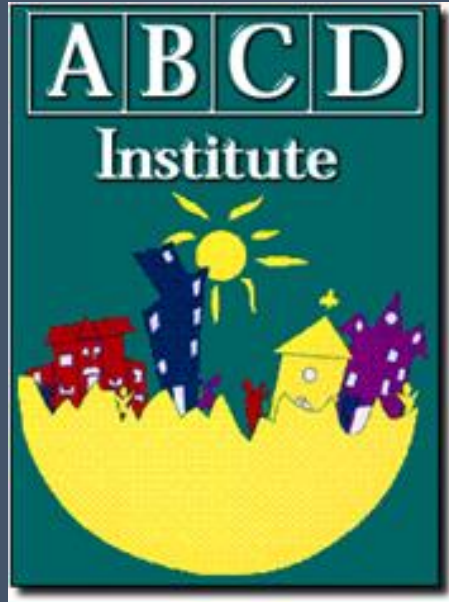# Why Community Engagement & Co-production?

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
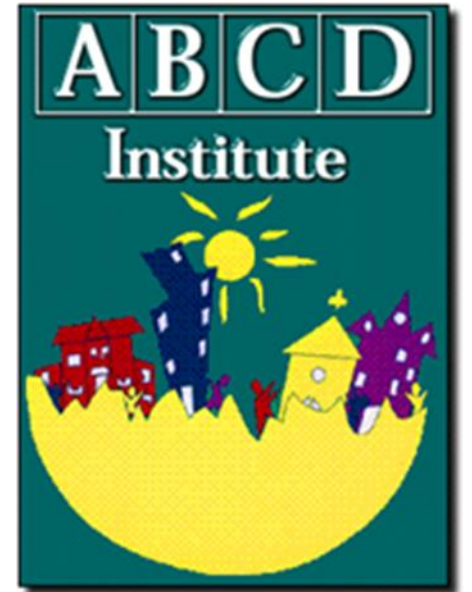
Asset-Based Community Development

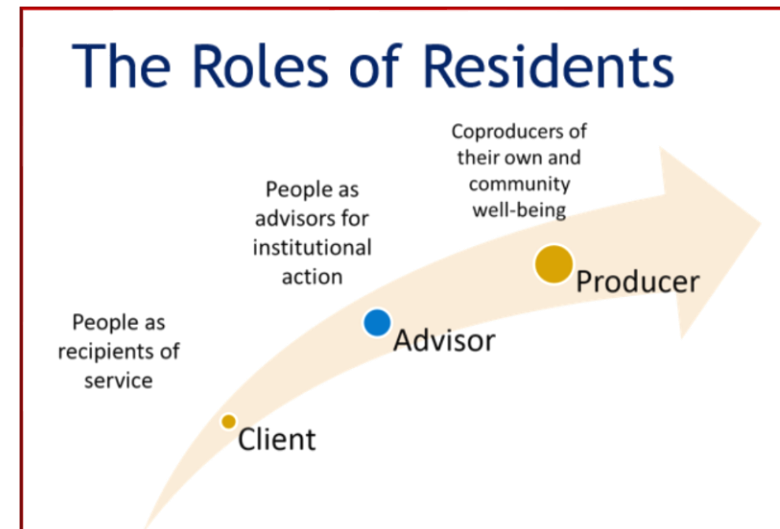# ABCD Starts With Different Questions

~~What do you need?~~

~~What do we need?~~

What can you contribute?

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

ABCD Principles of Three

Characteristics

- Asset Based
- Locally Focused
- Relationship Driven

The Roles of Residents

People as recipients of service — Client

People as advisors for institutional action — Advisor

Coproducers of their own and community well-being — Producer
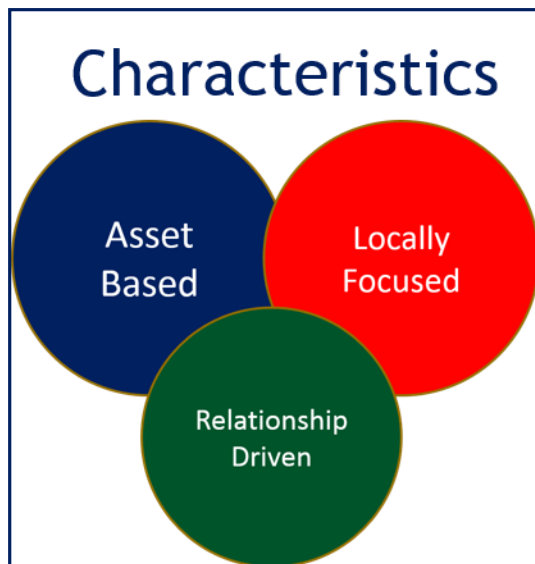
People Powered Change

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?

Asset Mapping

Discover everyone's gifts and passions

Ask them to share their gifts

Connect people with the same passion to act collectively
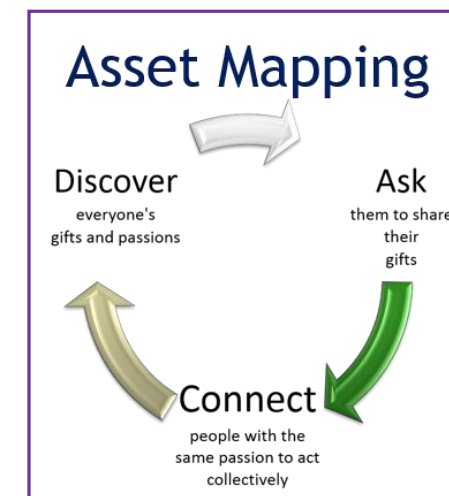
ABCD Principle 1: Three Characteristics of ABCD

Asset Based

Locally Focused

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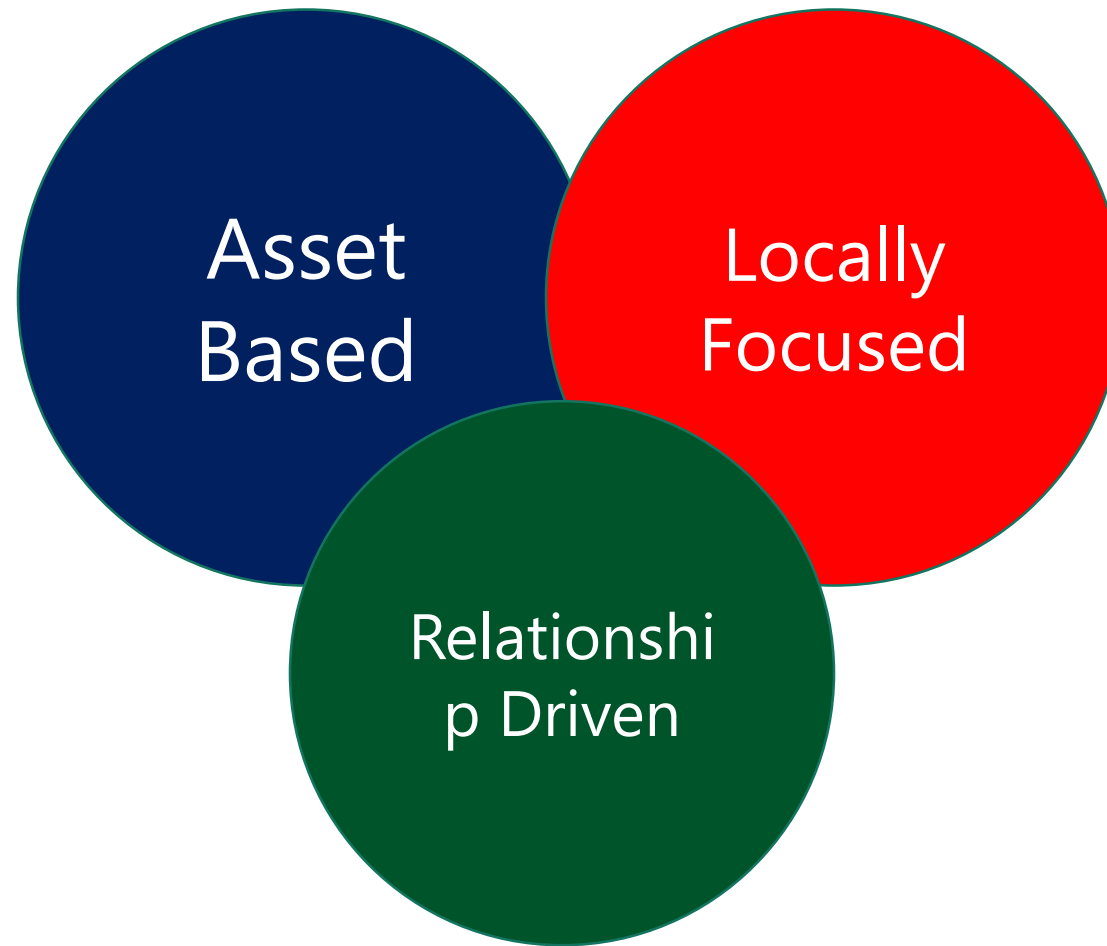
What can we do with what we already have to get what we need?

Six Community Assets

Asset Based

Individual's gifts (Hand, Head, & Heart)

Associations

Institutions

Physical Space

Time and Money Exchange

Culture/Stories/History

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

Government
Organizations
Social Media
Faith Based
Friends
Family
Individual
Neighbors
Associations
Communities of Interest
Helping Professionals

Circles of Care and Responsibilities

Effective Strategies Engage all of the Circles

Government
Organizations
Social Media
Faith Based
Friends
Family
Individual
Neighbors
Associations
Communities of Interest
Helping Professionals

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?
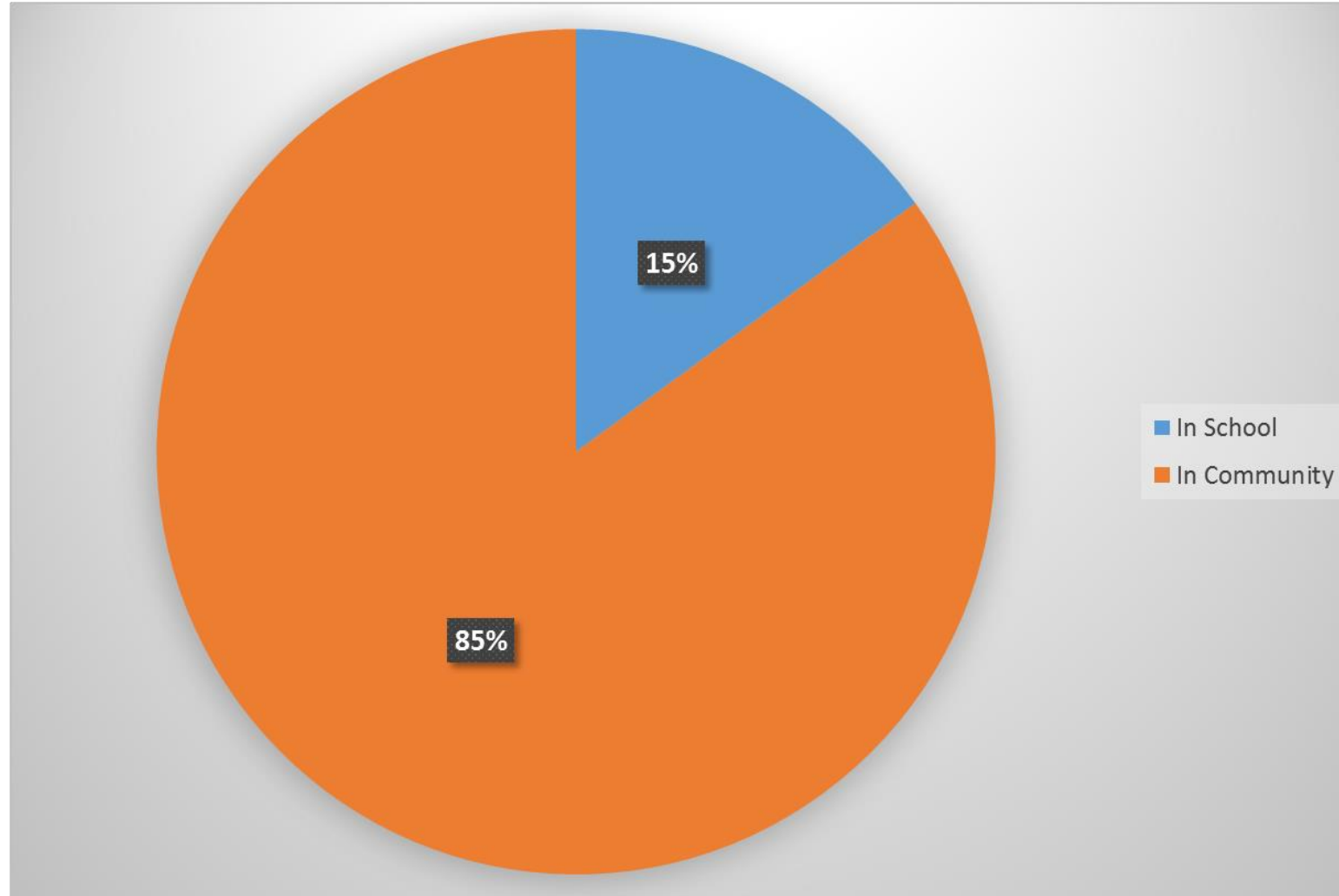
Determinants of Health (WHO)

- Personal Behavior
- Social Relationships
- Physical Environment
- Economic Status
- Access to Health Care

Children's Time During the Year

- In School
- In Community

15%

85%

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?

Leading by Stepping Back - Three Golden Rules to help Support Effective Resident Engagement and Action

Professionals should:

➤ Never doing anything that people can do for themselves.

➤ Resist the urge to be helpful, however well meaning, if not asked.

➤ Do not ask "How can we involve people" Ask "How can we be involved with people."

The Roles of Residents

Coproducers of their own and community well-being

People as advisors for institutional action

People as recipients of service

Producer

What can you contribute?

Advisor

What do you need and how would you like it delivered?

Client

We know what you need?

ABCD Principle 3

Today's Government & Human Service Role

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

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 supporting their action.

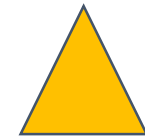**How do you engage people to share their gifts and become involved?**
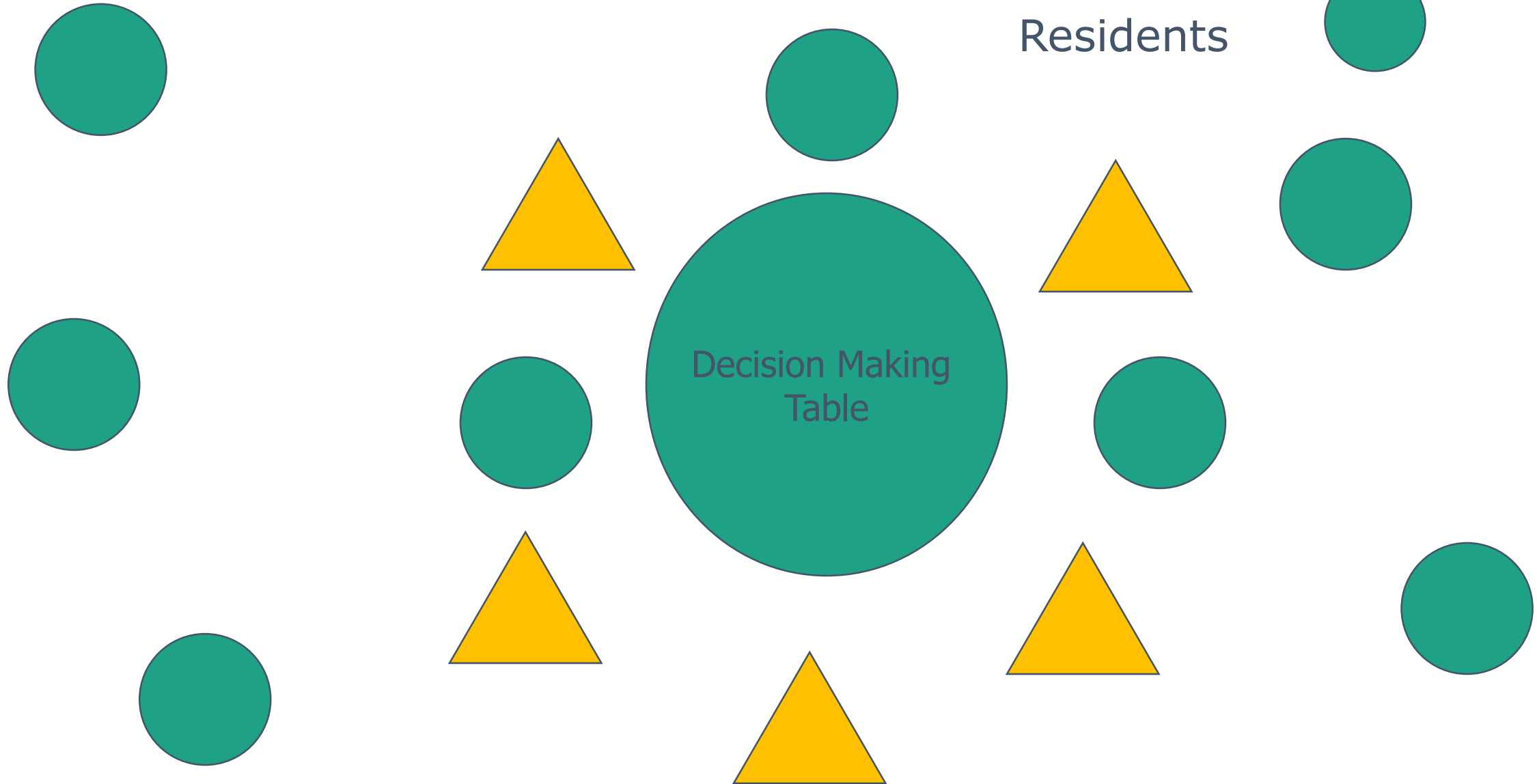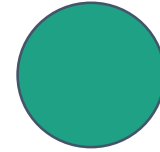
Focus on the Gifts of

their Heart!

ABCD Geometry Lesson

Professionals

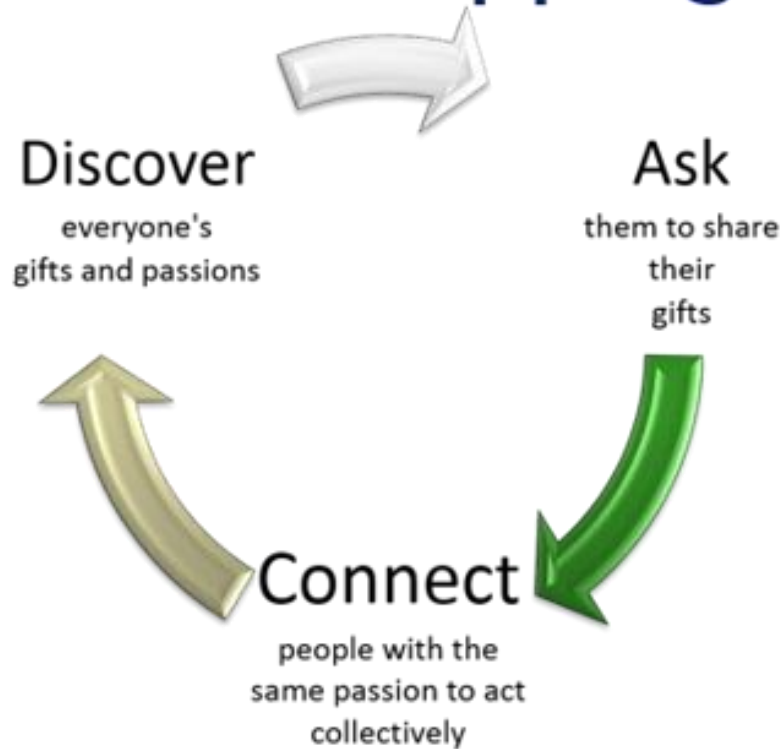Residents

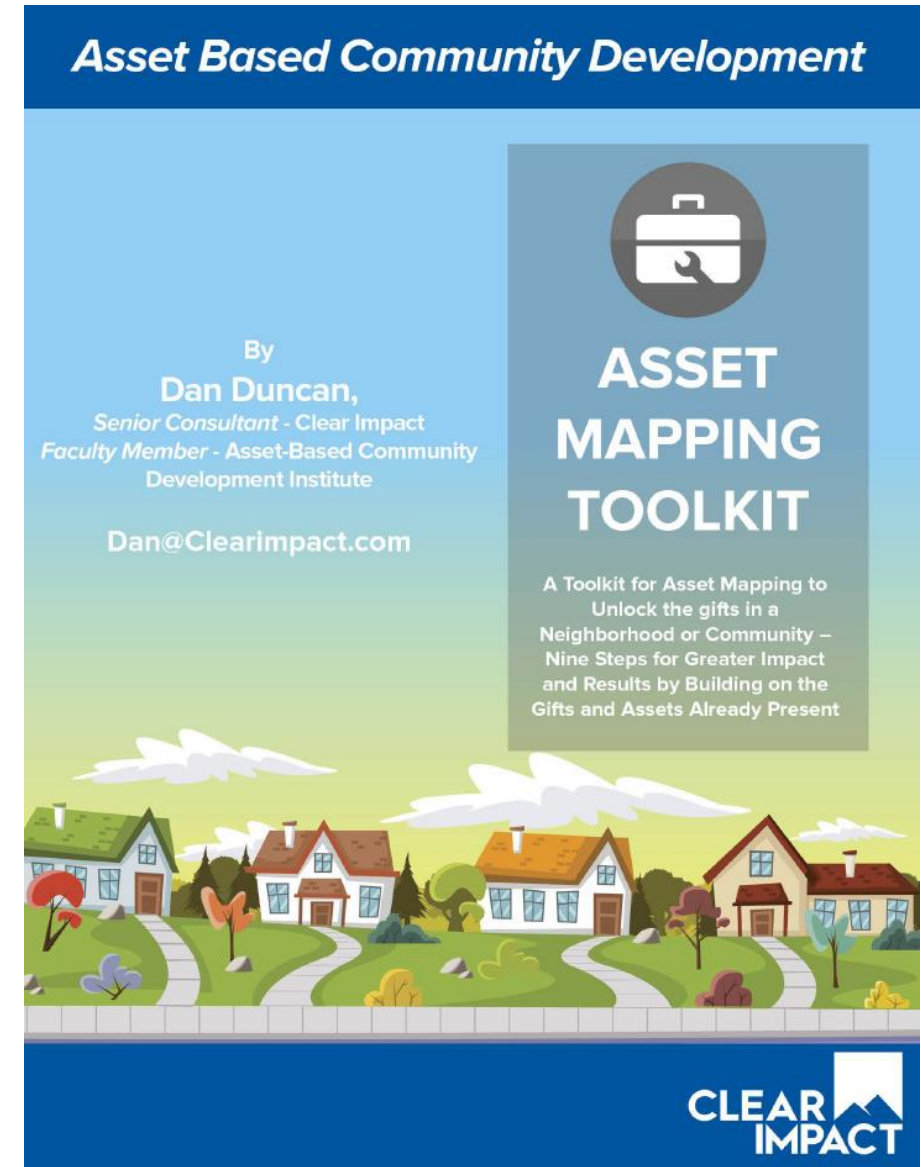Decision Making Table

ABCD Geometry Lesson

Decision Making Table

ABCD Principle 4

- 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/

Asset Based Community Development

By
Dan Duncan,
Senior Consultant - Clear Impact
Faculty Member - Asset-Based Community Development Institute

Dan@Clearimpact.com

ASSET MAPPING TOOLKIT

A Toolkit for Asset Mapping to Unlock the gifts in a Neighborhood or Community – Nine Steps for Greater Impact and Results by Building on the Gifts and Assets Already Present

CLEAR IMPACT

Questions?

Effective Community Based Work
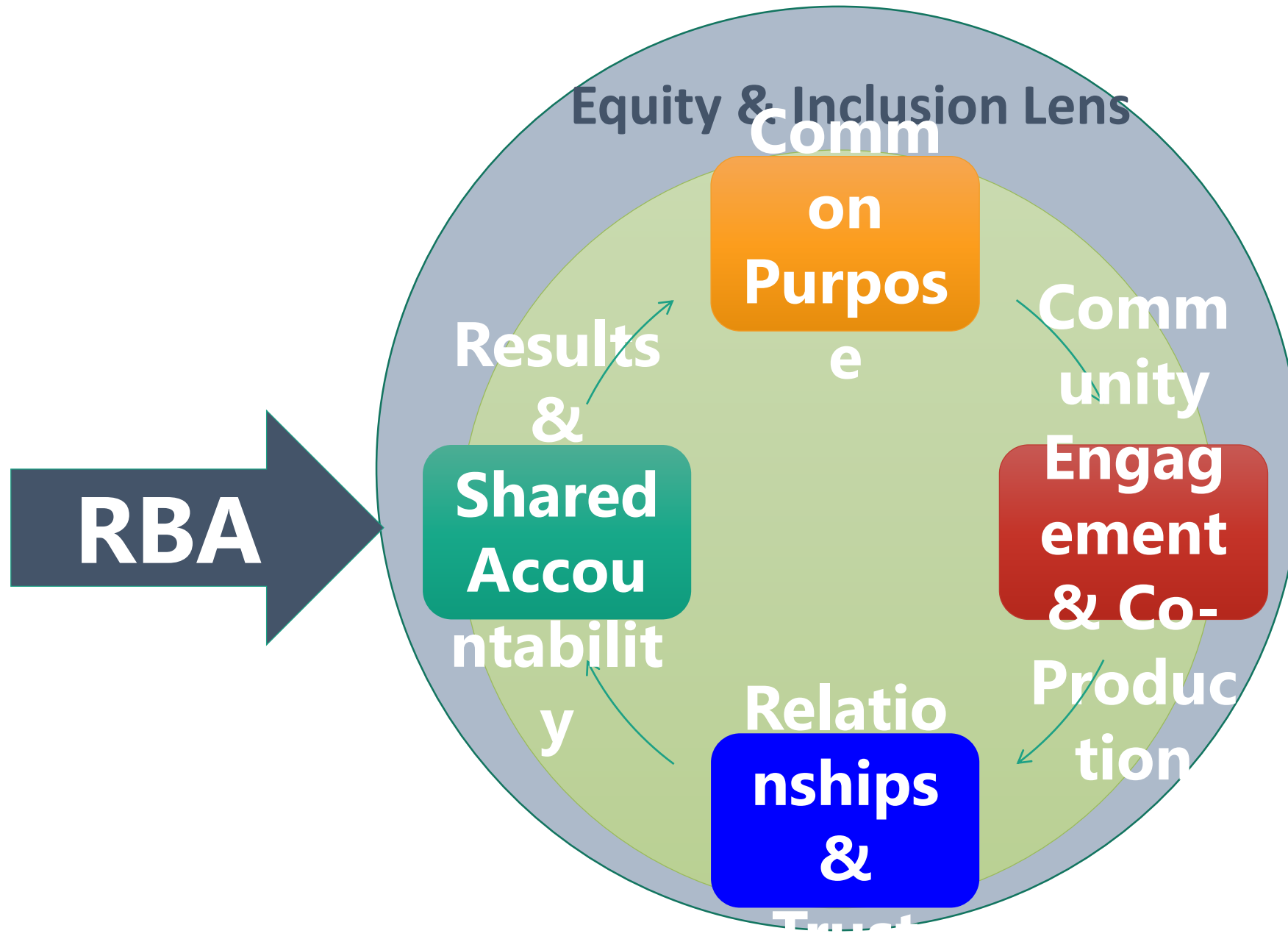
Results-Based Accountability

Framework.

Process.

Culture.

(Data-Driven Decision Making)

Mark Friedman

Values of RBA

Simple

Common Sense
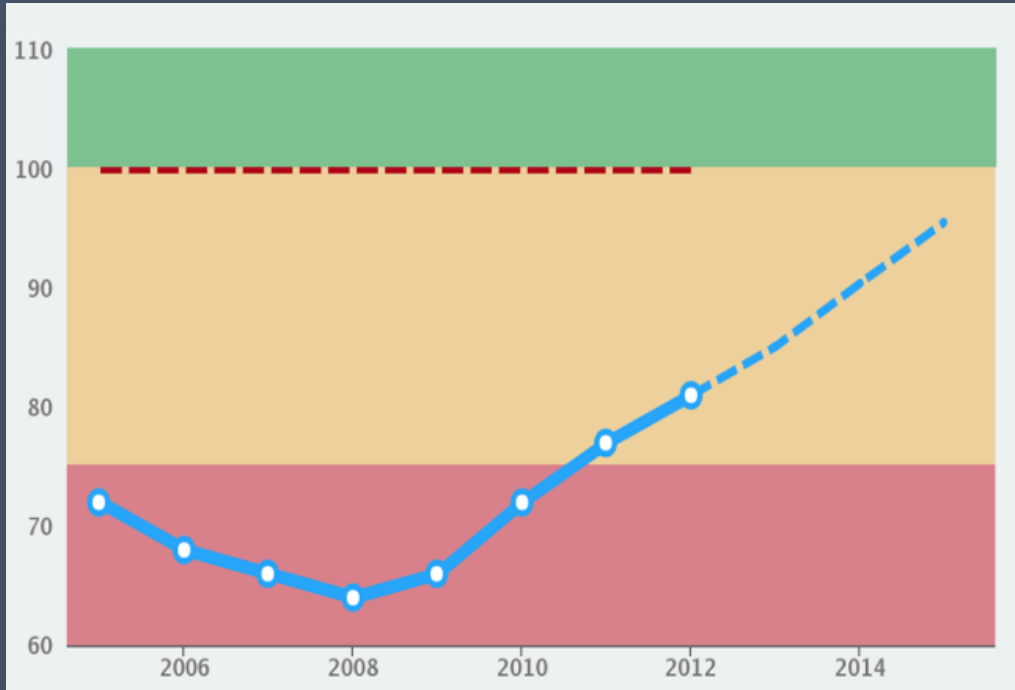
Plain Language

Minimal Paper

Useful

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

Results-Based Accountability

In a Nutshell

2 Kinds of Accountability
Population and Performance

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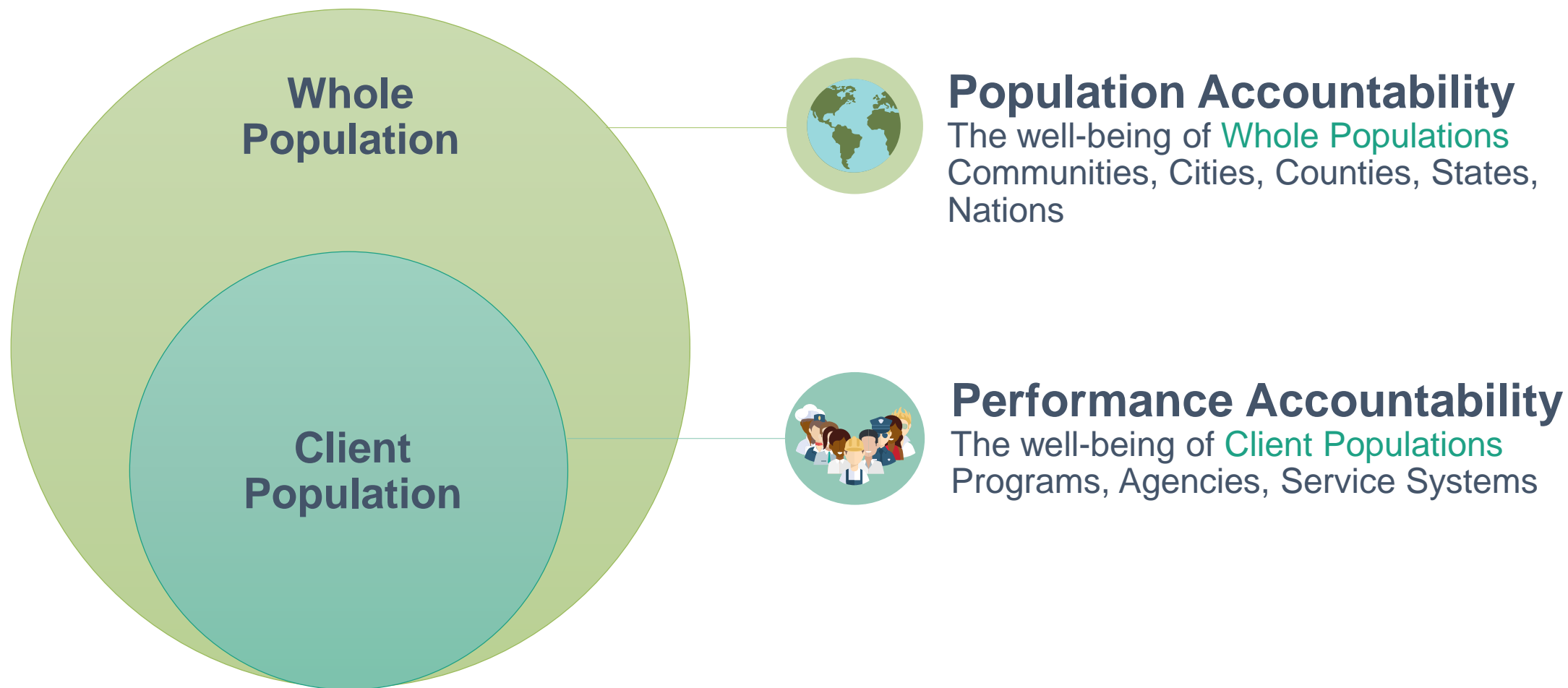How Much, How Well, Better Off

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.

Results-Based Accountability

Is made up of two parts

Whole Population

Client Population

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

Performance Accountability
The well-being of Client Populations
Programs, Agencies, Service Systems

3 - Performance Measures

How much did we do?

*Who are our customers and
what services do we provide for them?*

How well did we do it?

How well do we provide those services?

Is anyone better off?

*What is the desired impact of those services
on our customers ("customer results")?*

Performance Measurement Matrix

Quantity

Quality

Effort

How much did we do?

\# of Customers Served

\# Activities

How productive?

\#

How well did we do it?

Customer Satisfaction

Retention Rates

Following Protocols

%/#

Are we doing things right?

Effect

\# Skills / Knowledge

\# Attitude / Opinion

\# Behavior

\# Circumstance/Condition

\#

%

Is anyone better off?

% Skills / Knowledge

% Attitude / Opinion

% Behavior

% Circumstance/Condition

Are we doing the right things?

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?

1

2

3

4

5
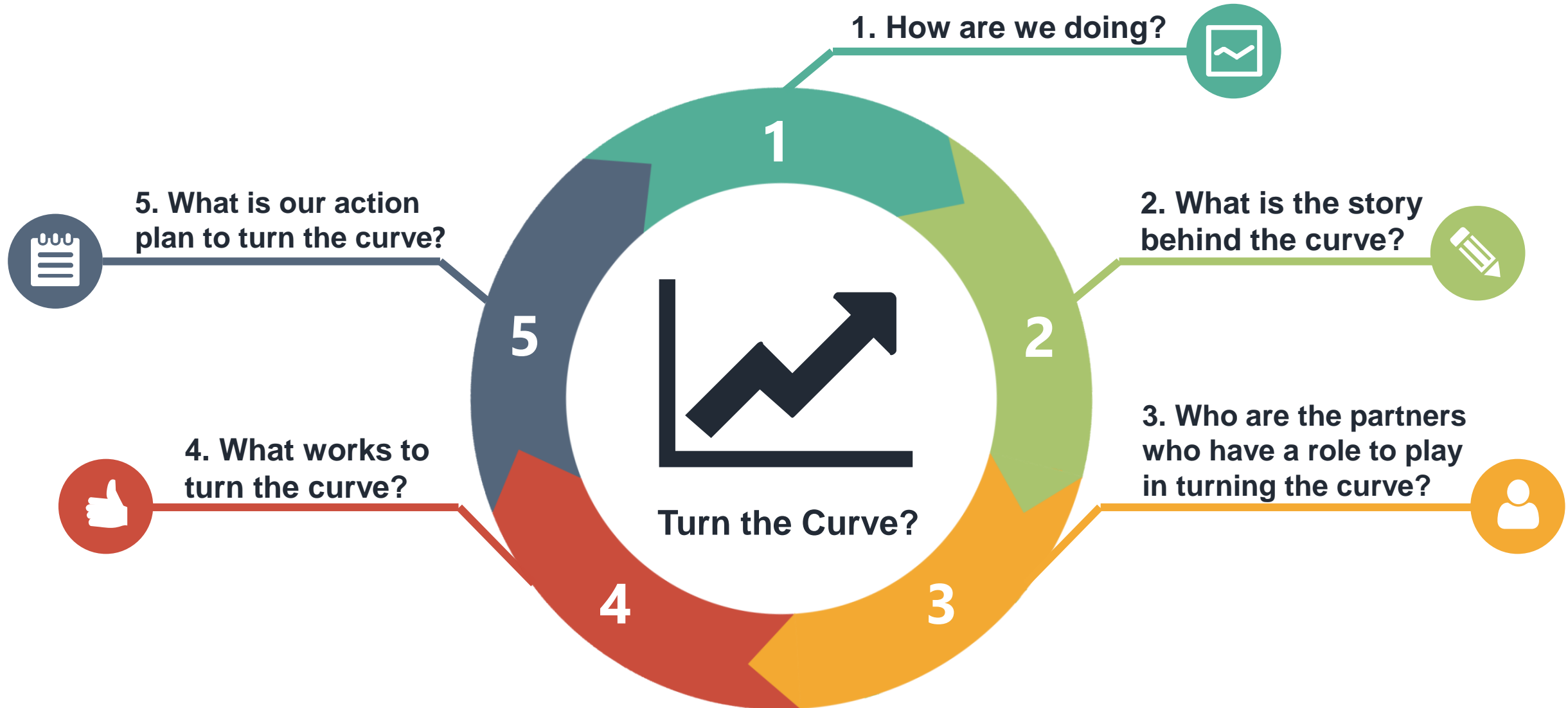
Turn the Curve?

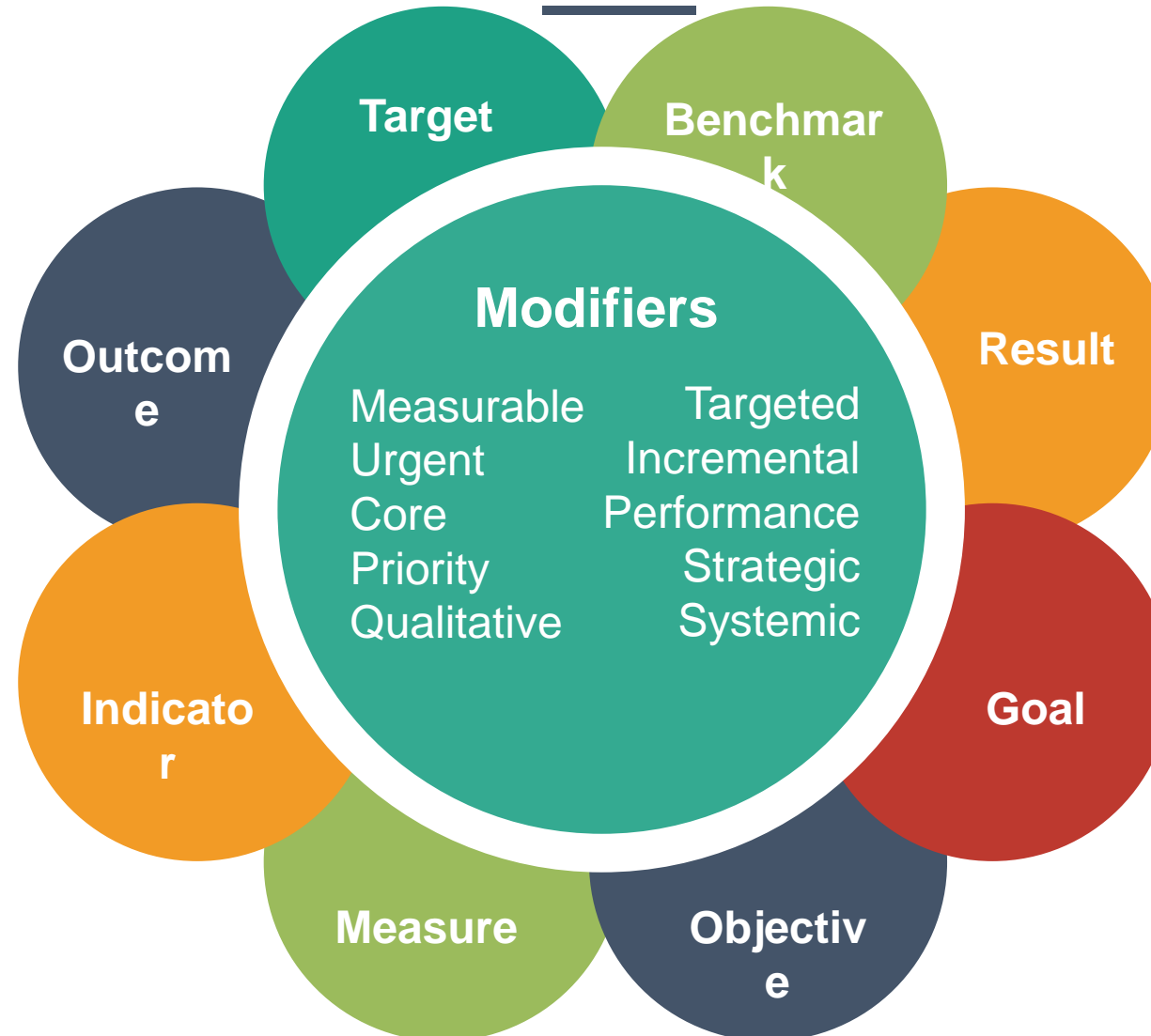# Language Discipline – A Common Language

The Language Trap

Too many terms. Too few definitions. Too little discipline

Target

Benchmark

Outcome

Result

Modifiers

Measurable   Targeted
Urgent   Incremental
Core   Performance
Priority   Strategic
Qualitative   Systemic

Indicator

Goal

Measure

Objective

Term: Measurable Urgent Systemic Indicators

Lewis Carroll Center for Language Disorders

RBA Definitions

Population Accountability

R **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

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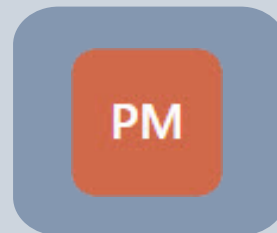- Air quality index
- Unemployment rate

Performance Accountability

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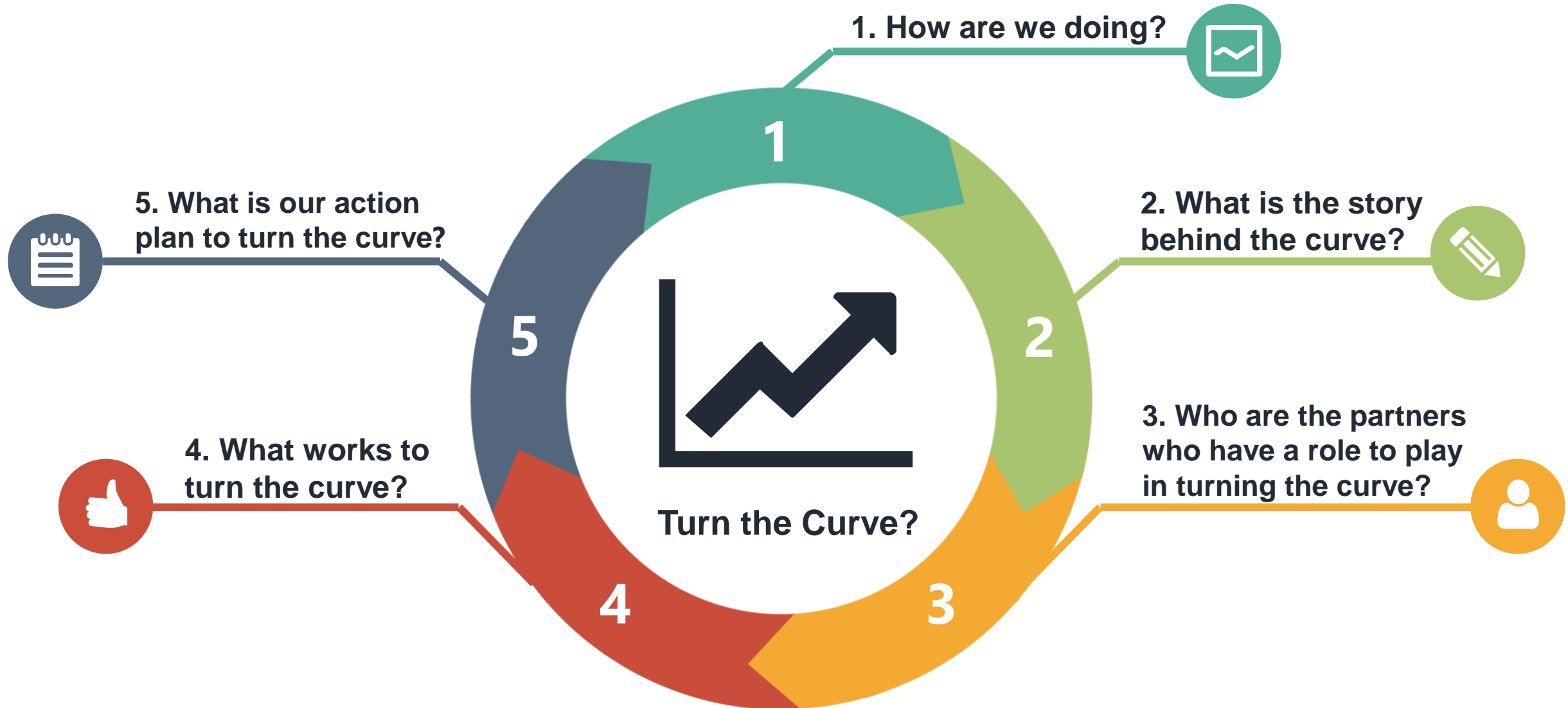- Early Childhood Education Service System

PM **Performance Measure** — A measure of how well a program, agency or service system is working.
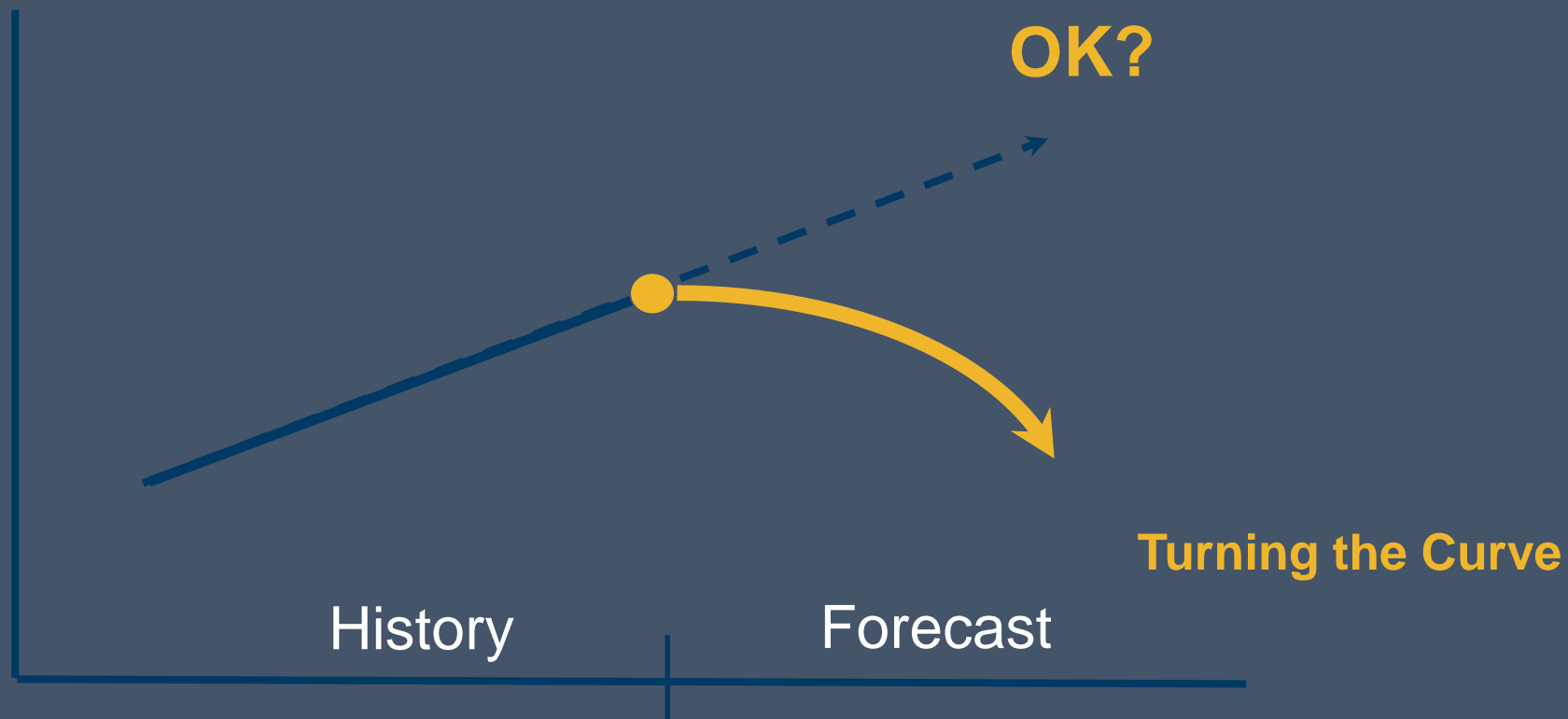
Three Types

1. How much did we do?
2. How well did we do it?
3. Is anyone better off?

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?

Turn the Curve?

The Matter of Baselines

OK?

Turning the Curve

History

Forecast

Baselines have two parts: history and forecast

Story Behind the Curve

Restricting Factors

Contributing Factors

Identify Root Causes
- Disaggregated Data
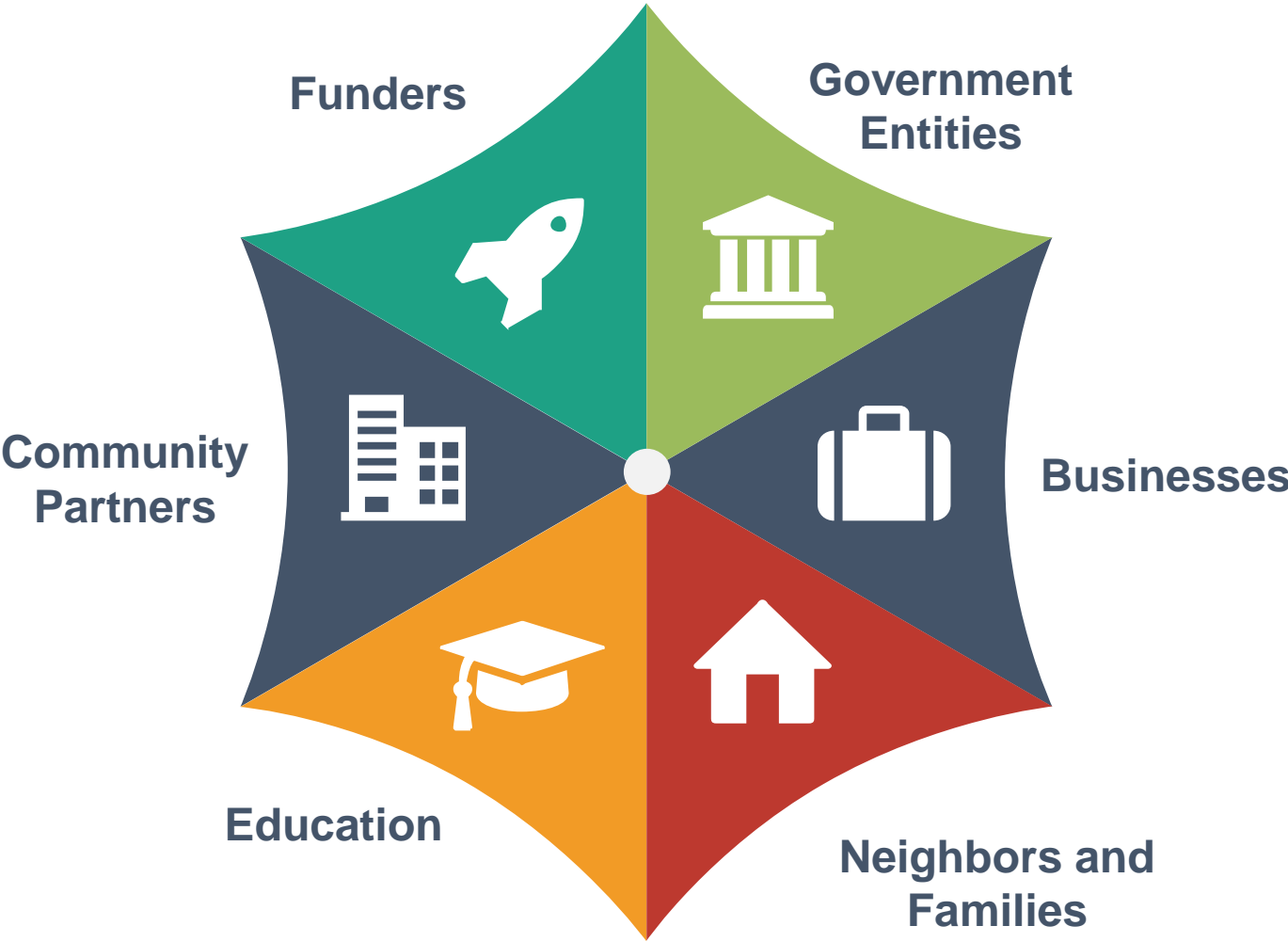- Demographic Factors
- Cyclical Factors

Force Field Analysis
- Consider the Restricting and Contributing Factors
- Bullet Point
- Prioritize the top 3-5

Partners

Who Has a Role to Play in Improving Progress?

Funders

Government Entities

Community Partners

Businesses

Education

Neighbors and Families

What Works

What would work to Turn the Curve?

Evidence-based
What can we apply in our community?

Promising Practices
Our best guess about what will work here in our community

Off the Wall
Suggest "off the wall" and outrageous ideas as well as researched best practices.

Low Cost/No Cost
- What can we start without a grant?
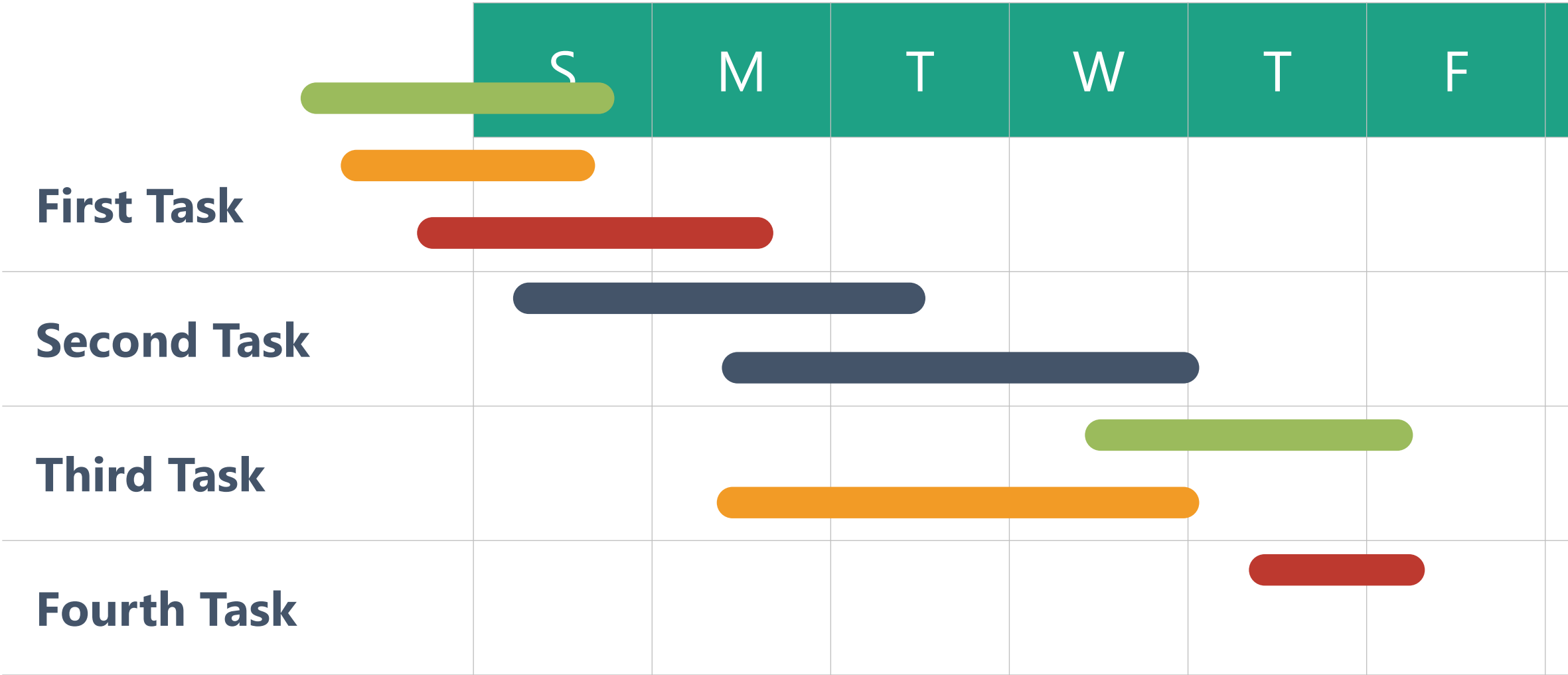- What is the role of clients and community residents?

Multi-Faceted
Does the proposed solution address multiple root causes or just one?

Action Plan

What do we propose to do to Turn the Curve?

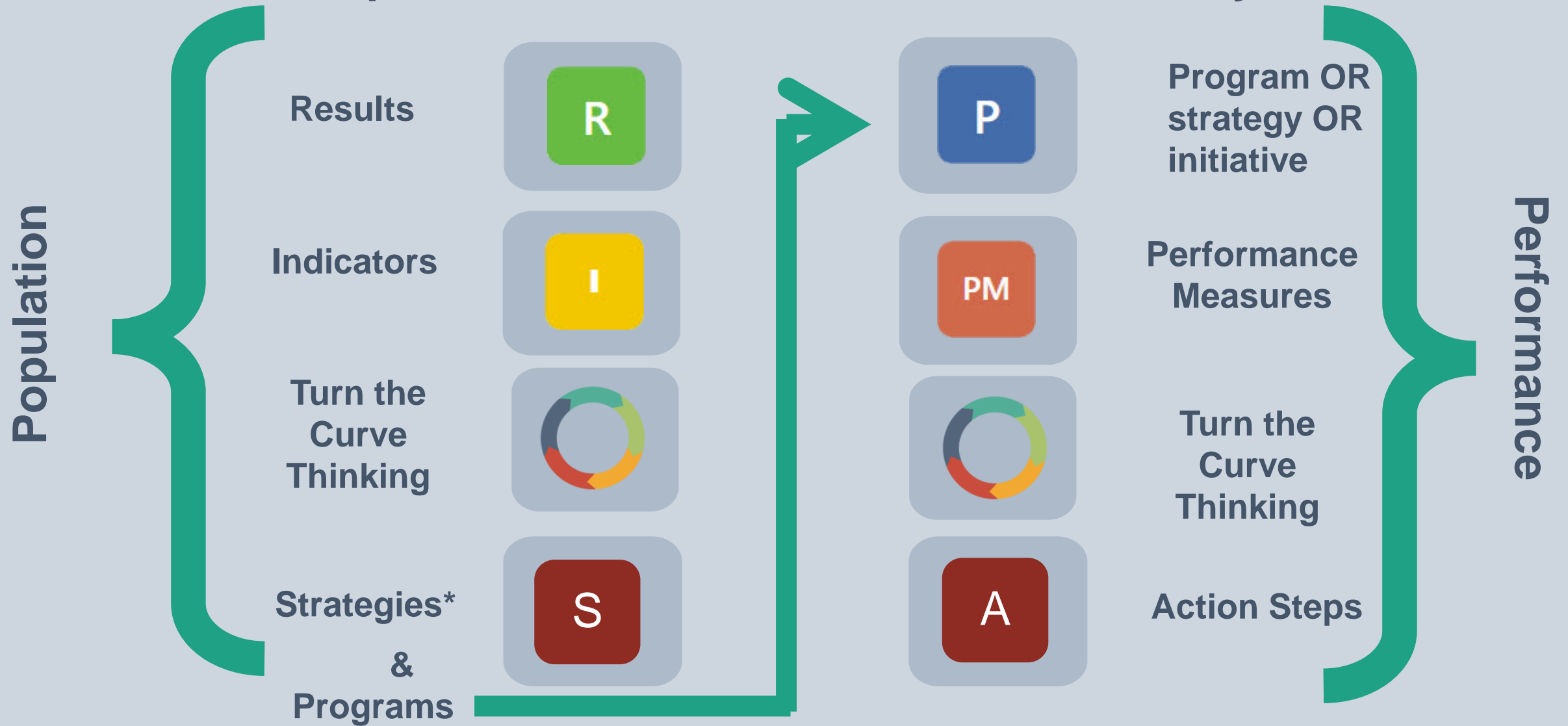|	S	M	T	W	T	F

First Task

Second Task

Third Task

Fourth Task

Be specific: Who, What, by When?

Population vs. Performance

Population vs. Performance Accountability

Population

Performance

Results
R

Indicators
I

Turn the Curve Thinking

Strategies*
&
Programs
S

P
Program OR strategy OR initiative

PM
Performance Measures

Turn the Curve Thinking

A
Action Steps

* *A "strategy" at the population level is a coherent set of actions, including programs, strategies, initiatives that has a reasoned chance of improving results.*

Population Accountability

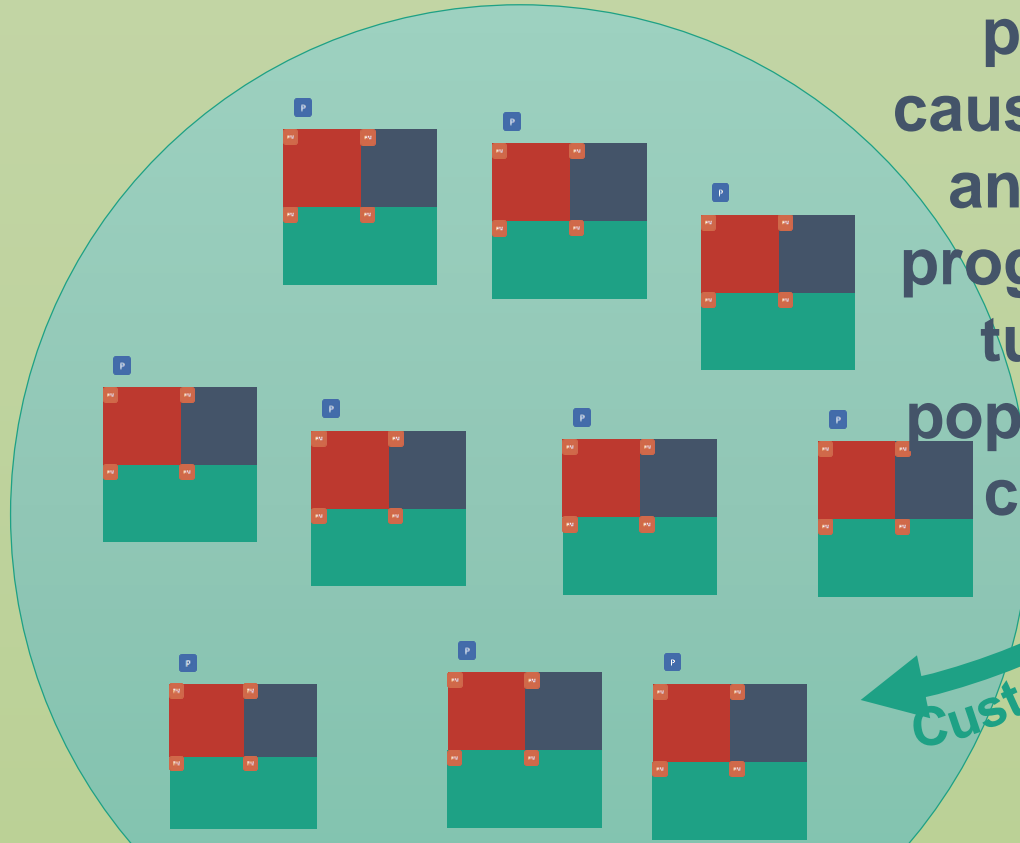**R** All infants are born healthy and ready for a great start at life

I % of low birthweight babies

Two Lessons – to turn a population curve:

It takes many aligned programs & activities

You cannot prove causality of any one program to turn a population curve

Population Result

Customer Results

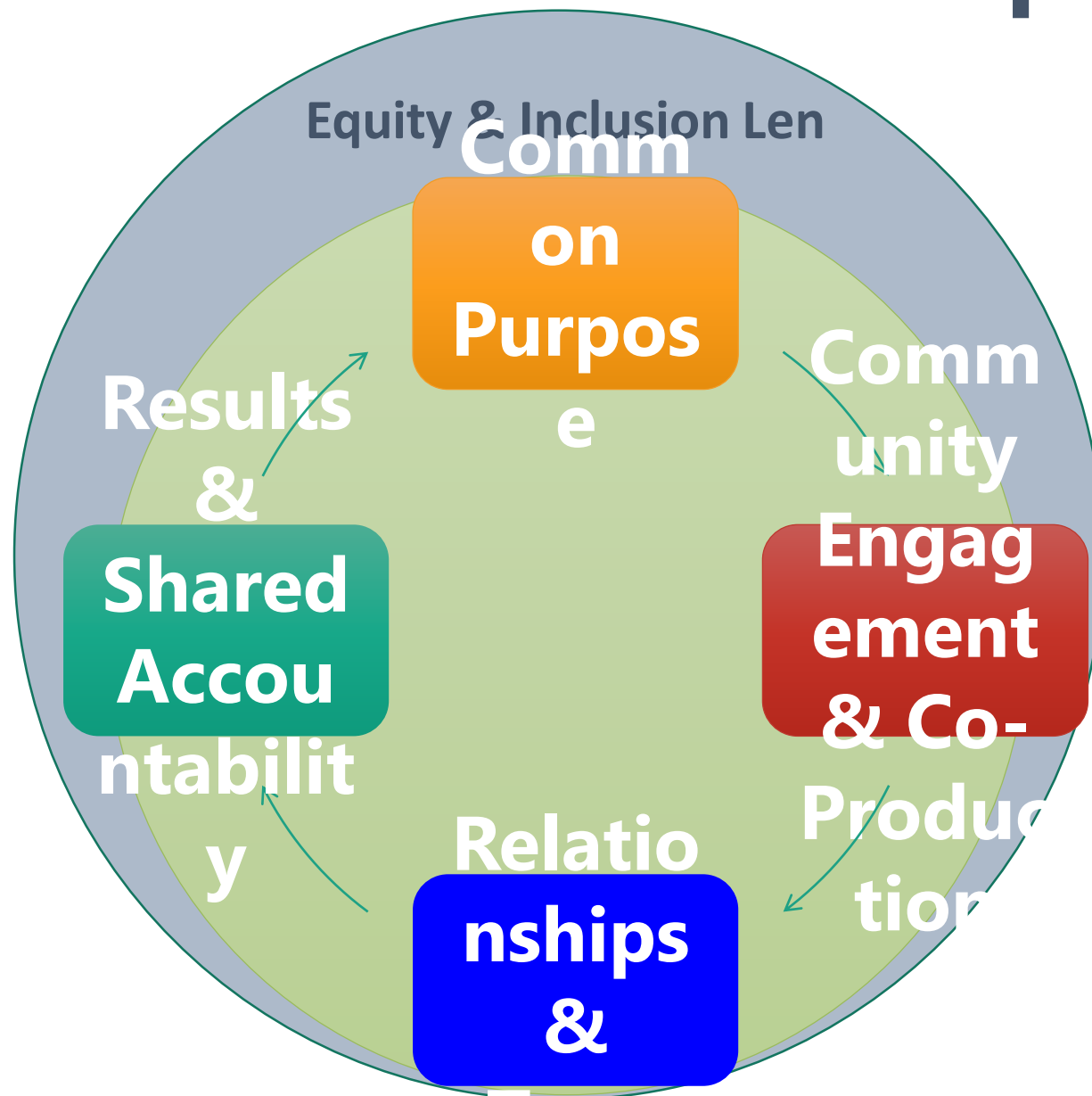**Performance Accountability**

Contributory relationship

Alignment of measures

Appropriate responsibilities

This is why Collective Impact is so important

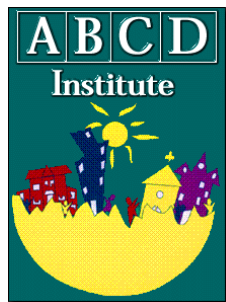# Effective Collective Impact

Equity & Inclusion Len

Comm on Purpos e

Comm unity Engag ement & Co- Produc tion

Relatio nships &

Shared Accou ntabilit y

Results &

Questions?

ABCD Resources

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

Online ABCD Community
http://abcdinaction.org/

http://www.abundantcommunity.com/

https://clearimpact.com/solutions/asset-based-community-development/

RBA - Resources

https://clearimpact.com/shop/

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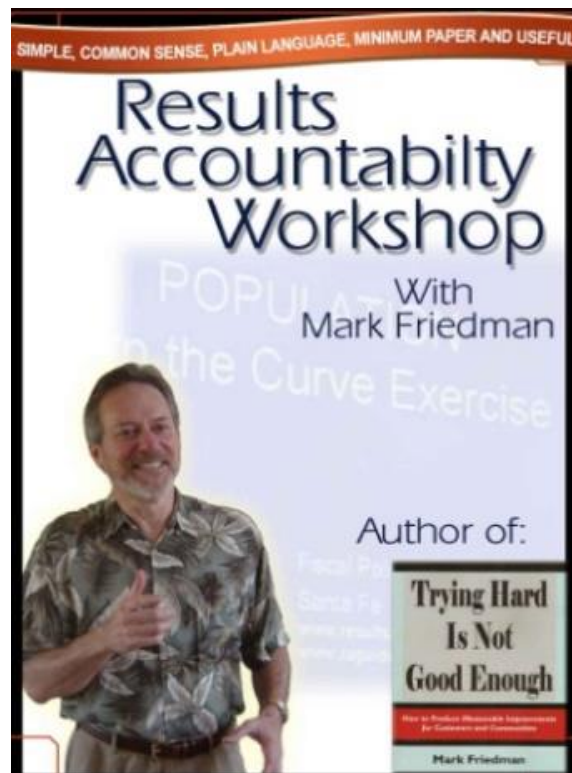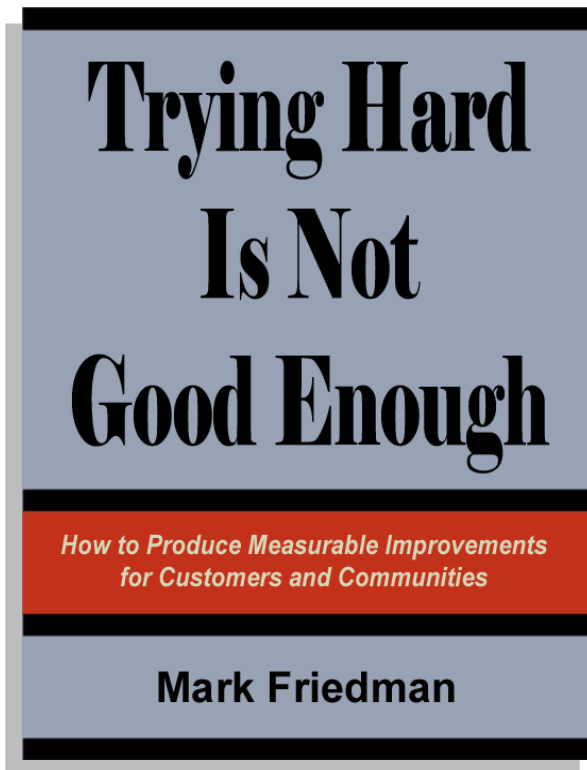
Discussion/Questions

Stay in Touch!
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Distilling Leadership: Practical Lessons for Community Leaders

October 15th from 12:00 – 1:00 pm ET
Speakers: Jay Robb and Liz Weaver

Join Jay Robb and Liz Weaver in a dynamic conversation about leadership, engagement and community change.

Register here: http://events.tamarackcommunity.ca/webinar-distilling-leadership-practical-lesssons-community-leaders

TAMARACK INSTITUTE

CITIES REDUCING POVERTY | CITIES DEEPENING COMMUNITY
Vibrant Communities

Reckoning, Repair, and Change: Authentically Advancing Racial Equity

October 22nd from 1:00 – 2:00 pm ET
Speakers: Veronica Borgonovi, Hayling Price, and Liz Weaver

Join Veronica Borgonovi and Hayling Price of FSG, and Liz Weaver of Tamarack, in conversation about taking steps to advance racial equity.

Register here: http://events.tamarackcommunity.ca/reckoning-repair-change-authentically-advancing-racial-equity

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Vibrant Communities

Thank you!

If you have any questions, comments or concerns, please contact
Heather@tamarackcommunity.ca