The Power of Asset-Based Community Development and Results-Based Accountability™ for Greater Impact and Results for Children, Families, and Communities

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MEASURABLE RESULTS
FOR CHILDREN, FAMILIES, ADULTS AND COMMUNITIES
Results Leadership Group provides performance management software, training and services to help government agencies, non-profits and foundations track the performance of their programs, measure the impact of their funding, and report on the progress of their missions to improve the lives of children, families and communities worldwide.
What we Do

Our performance improvement experts work side-by-side with government leaders, executive directors and public sector professionals to establish measurable performance expectations, identify the right data indicators and continuously monitor the progress of programs and partners by implementing the proven Results-Based Accountability™ framework to deliver long-term, measurable impact.

Measurable Results for Children, Adults, Families and Communities
Poll Question 1

• How familiar are you with Results-Based Accountability?
  • I am not at all familiar
  • Heard of it, but limited knowledge
  • Using RBA but want to know more
Poll Question 2

How familiar are you with Asset-Based Community Development?

- I am not at all familiar
- Heard of it, but limited knowledge
- Using ABCD but want to know more
Assumptions for Creating Real Community

• Understand how complex the problems and lives are of those that live in our communities

• It takes a wide variety of strategies and activities to achieve community impact. It is not just about better programs. We must change policies, institutions and structures

• To achieve real impact requires the community and its residents to be involved – as producers and co-producers
Assumptions for Creating Real Community

• Communities have an abundance of resources. The issue is that they have not been identified and engaged

• Organizations do not collaborate – People do based on common purpose, relationships and trust

• Should not be rushed – It takes time to build trust and relationships

• We need to conduct our work through a racial equity lens

• People, places and results matter

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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

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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

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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

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What is Results-Based Accountability (RBA)?

A disciplined way of thinking and taking action that communities can use to improve the lives of children, youth, families and the community as a whole.

It can also be used to improve the performance of programs, agencies and service systems.

Developed by Mark Friedman, detailed in his book *Trying Hard is Not Good Enough*.
Two Key Principles for Achieving Measurable Impact

1. Starting with ends, working backwards to means

2. Data-driven, transparent decision-making.

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2 Kinds of Accountability
• Population- or Community-Level Quality of Life
  • (Results & Indicators)
• Performance- or Program-Level
  • (Performance Measures)

3 Kinds of Performance Measures
• How much did we do?
• How well did we do it?
• Is anyone better off?

7 Questions From Ends to Means
(In less than an hour)
Results-Based Accountability is made up of two parts:

- **Population Accountability** about the well-being of WHOLE POPULATIONS for Neighborhoods, Communities – Cities – Counties – States - Nations
- **Performance Accountability** about the well-being of CLIENT POPULATIONS for Programs – Agencies – and Service Systems

**Distinction between population-level and program-level measures.**
Results-Based Accountability

Who is Responsible:

Population-Level Measures
(i.e. how many people in the county go a whole day without eating a meal)

- The whole community is accountable

Program-Level Measures
(i.e. how many people Meals on Wheels feeds on a daily basis)

- Program managers are accountable

Distinction between population-level and program-level measures
POPULATION ACCOUNTABILITY – Setting the Common Agenda and Vision

For Whole Populations in a Geographic Area

Results, Indicators, Baselines

&

“Turn the Curve” Thinking

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A condition of well being for a given population

A safe community

In Common Language – the community will understand

Result

All Youth succeed in school

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Indicator

A measure that helps quantify the achievement of a result

Result: All children in our community succeed in school

Indicators:
• High School graduation rate
• % of students performing at grade level or above
• Overall attendance rate

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Sources of indicator Data

- Populations Level Indicators are collected from community level data:
  - Census
  - State Department of Education
  - State Health Department
  - County Health Department
  - Other Sources?

- Indicators are not collected from agency/program/client data
Baselines have two parts: history and forecast.

Turning the Curve

OK?

Baselines

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It takes a variety of strategies to turn the curve – beyond the delivery of services. (low-cost citizen action, media support, public policy, etc.)

Goal: Turn the Curve
Baseline - Turning the Curve

Population-Level Indicator

Trend

Projection without action

Goal: Turn the Curve

Programs, Partners and Strategies

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MADD – Turned the Curve

Alcohol-Related Traffic Fatalities
U.S. Total

Source: 1975 to 2003: Actual data from the NHTSA Fatality Analysis Reporting System (FARS)
Source: 1975 to 1981: Estimate based on NHTSA data provided by VT AHS

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Tillamook County Turned the Curve

Teen Pregnancy Rates, 1990-1994

Rate per 1,000 females age 10-17

Year

Source: Oregon Health Division, Center for Health Statistics

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Vermont Turned the Curve on Obesity

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Turn the Curve Thinking - The RBA Framework - 7 Population Accountability Questions

1. What are the quality of life conditions we want for the children, adults, and families in our community?
2. What would these conditions look like if we could see them?
3. How can we measure these conditions?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?  \textit{(This is where ABCD comes in)}

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Questions?
Poll Question 3

• Are you currently involved in a collective impact initiative?
  • Yes
  • No
  • Not sure
Poll Question 4

• Do you currently include place-based strategies as a part of your local community initiatives?

• Yes

• No

• Not sure
Asset-Based Community Development

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Asset-Based Community Development

It is the capacities of local people and their associations that build powerful communities.

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

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ABCD Starts with Different Questions

What do you need?

What can you contribute?

What do we need?

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

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ABCD Principle 1

Characteristics

- Asset Based
- Relationship Driven
- Locally Focused

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

Asset Based – Everyone has gifts

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Ingredients of a Healthy Community

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Ingredients of a Healthy Community - Six

• Individual talents and skills
• Local associations
• Local institutions
• Land, property, and the environment
• Economic strengths
• Culture & Stories
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 are connectors not dictators
• Citizens are involved
• People take responsibility

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What can we do with what we already have in our neighborhood to improve our neighborhood?

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Why Place-Based

• It is where families and their children live
• 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
• It simplifies engagement
• Increasing social capital and collective efficacy make a difference

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Social Capital

• **Social Capital** refers to the connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them.

• The more relationships someone has in their community, more likely to:
  - Be Healthy
  - Be Employed
  - Volunteer
  - Participate in Political and Civic Activities
  - Join Clubs
  - Participate in Child’s School Life
  - Be Honest & Trusting
Collective Efficacy

- **Collective efficacy**, the belief and ability to accomplish things by working together. Efforts to promote collective efficacy try to close the gap between the generations, build social resources that promote reciprocal exchange between members of the community and encourage informal social controls - such as intervening to reduce anti-social behavior.

- Evaluations of programs based on the theory have demonstrated promising results with respect to:
  - physical and mental health
  - inter-personal violence,
  - child maltreatment,
  - depression and risky sexual behavior.

http://www.preventionaction.org/reference/collective-efficacy

Sami Ansari, Salem State University

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Circles of Care and Responsibilities

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How can we build relationships to unlock our gifts to get what we need?

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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?
What Individuals Can Do:

• Three Examples
  • Create Health
  • Safety and Security
  • Raising Powerful Connected Children
Determinants of Health

1. Personal Behavior
2. Social Relationships

Neighbors Care Alliance
Neighbors Helping Neighbors

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Determinants of Health

3. Physical Environment
Determinants of Health

4. Economic status

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Determinants of Health

5. Access to Health Care

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County Health Rankings – Determinates of Health

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“New research shows that maintaining strong social bonds, starting from a young age, increases life expectancy by reducing health risks throughout a person’s life.


This study, by researchers at University of North Carolina at Chapel Hill, is the first to definitively link strong social relationships with concrete measures of physical health including: high blood pressure, abdominal obesity, BMI, and inflammation.

This study builds on previous research which found that aging adults live longer if they have robust social connections.

The findings illustrate how strong social relationships have the power to reduce health risks at each life stage, starting with adolescence and continuing through young, middle, and late adulthood,”

Christopher Bergland, Psychology Today 1/14/16
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Children's Time During the Year

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Healthy Communities Require Both Care and Service

Only Residents can provide care and local asset-mapping unlock the power of care

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Questions?
The Roles of Residents

People as recipients of service

People as advisors for institutional action

Coproducers of their own and community well-being

Advisor

Producer

We know what you need?

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

What can you contribute?

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The role of Government, NGOs 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.

Today’s Human Service Role

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Co-production

“It is an approach where people and professionals share power and work together in equal partnership. Co-production values all participants as equals and is built around people, and not around systems. Instead of fitting people into existing services, professionals work with people to find the best way to achieve the outcomes that matter to them.”

We often confuse a lack of opportunity with a lack of ability

Ruth Dineen, Founder and Co-director, Co-production Wales

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The Power of Co-Production

“We often confuse a lack of opportunity with a lack of ability”
Ruth Dineen, Founder and Co-director, Co-production Wales

Co-Production Wales  https://allinthistotherwales.wordpress.com/

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What’s the Impact?

• Falmouth, Wales
  • Connecting Communities, a co-production initiative, has been running since 1998. The outcomes were evaluated over a three-year period by Exeter University’s Health Empowerment Leverage Project (HELP)

• Impact
  • Post-natal depression reduced by 70%;
  • Childhood asthma by 50%;
  • Teenage pregnancy went down to zero
  • Child protection rates down 42%;
  • Crime rate fell by 50%;
  • Employment rose by 71%.

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ABCD
Principle 4

Asset Mapping Toolkit

Asset Mapping

Discover everyone's gifts and passions
Ask them to share their gifts
Connect people with the same passion to act collectively

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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

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How do you engage people to share their gifts and become involved?

Focus on gift of their heart!
Neighborhood Clean-up

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Aruba - Story of the Sidewalk Grass

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Asset Mapping

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.

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Asset Mapping Steps

1. Form a Resident Leadership/Mapping Team (RLT)

2. RLT selects the geographic area for action – (Hint: What is the area we want to be responsible for?)

3. RLT creates a gifts survey to identify the gifts and passions of the residents of the neighborhood

4. Conduct in-person conversations with neighborhood residents to identify resident gifts and passions (Hint: To start never interview someone you do not know – snowball interviews)

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Asset Mapping Steps

5. RLT creates an asset map (Hint: Colored Sticky dots - map residents based on their passions)

6. RLT connects residents that live close together with the same passions and ask them to come together to share their gifts to accomplish something related to their passion.

7. RLT grows the connections – People, Associations and Organizations

8. Recognize and celebrate successes (Hint: Have fun)

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Asset Map

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Questions?
ABCD Principles of Three

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?

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INSTITUTIONS SHOULD LEAD BY STEPPING BACK TO CREATE SPACE FOR CITIZEN AND COMMUNITY ACTION

“Avoid the pull inward, and the danger of allowing programs and professionalization to crowd out the community.”

Rich Harwood

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Leading by Stepping Back

Recognizing and Supporting the Three Powers of Citizenship

1. The power to decide there is a problem.
2. The power to decide the solution to the problem.
3. The power to act on the solution.
Institutional Assets

More than an Institution’s Products or Services

“A neighborhood may not need an agency’s hours of counseling, what they need is the agency’s copy machine or meeting room or their staff’s computer experience.”

“Ask the neighborhood what they need...do not just tell them what services you offer.”

“Never do anything that nobody wants”

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Five Strategic ABCD Questions:

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?
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?

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Questions?
PERFORMANCE ACCOUNTABILITY – Programs, Activities, Strategies

Data to make the mid-course adjustments necessary for continuous improvement

Performance Measurers
• How much did we do?
• How well did we do it?
• Is anyone better off?

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# Performance Measurement Matrix

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

## How productive are we?

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

## Are we doing things right?
- # Skills / Knowledge
- # Attitude / Opinion
- # Behavior
- # Condition/Circumstance

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

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*Measurable Results* for Children, Adults, Families and Communities
Turning the Curve - RBA Framework – 7 Performance Measurement Questions

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are our partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas? (This where ABCD comes in)
7. What do we propose to do?

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Contribution relationship – Not cause and effect

Alignment of measures

THE LINKAGE Between POPULATION and PERFORMANCE

POPULATION ACCOUNTABILITY
Youth Succeeding in School
- % 3rd graders reading on grade level
- % MS students proficient in math & reading
- % and # students dropping out of school

PERFORMANCE ACCOUNTABILITY
Middle School Intensive Mentoring Project

<table>
<thead>
<tr>
<th>Total # of 1:1 hours with students</th>
<th>% parents with “active” connection to program</th>
</tr>
</thead>
<tbody>
<tr>
<td># with 10 or less days absent for year</td>
<td>% with 10 or less days absent for year</td>
</tr>
</tbody>
</table>

CUSTOMER RESULTS

Measurable Results for Children, Adults, Families and Communities
THE LINKAGE Between POPULATION and PERFORMANCE

POPULATION ACCOUNTABILITY
Youth Succeeding in School
• % 3rd graders reading on grade level
• % MS students proficient in math & reading
• % and # students dropping out of school

Interagency Collaboration
No-Cost/Low Cost
Policy Changes
Place-based work

Many activities all working together are required to contribute to “turning the curve”

Contribution relationship – Not cause and effect
Defining Roles
Alignment of measures

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Questions?
To download a Recoding of Today’s Webinar, the PowerPoint and Other Materials, Please Visit www.resultsleadership.org or email me at dan@resultsleadership.org
Resources - RBA

Websites
raguide.org
resultsaccountability.com

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Resources - ABCD

ABCD Institute
http://www.abcdinstitute.org/

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

Online ABCD Community
http://abcdinaction.ning.com/

ABUNDANT Community
Awakening the Power of Families and Neighborhoods

http://www.abundantcommunity.com/

Measurable Results for Children, Adults, Families and Communities
Other Learning Opportunities:

- RLG Workshop and Webinar Series 2016
- Free webinars and webinar series
- RBA 101 and Train the Trainer workshops
- 2 conferences

Visit www.ResultsLeadership.org/events for more information
June 1st – 3rd 2016
Baltimore, MD

2-day conference and pre-conference workshops
Join some of the world’s leading community-change experts to explore the concepts of Results Based Accountability and how it can be used to create meaningful, measurable community impact
Interactive workshops and training sessions

Visit www.MeasurableImpact2016.com for more information

Measurable Results for Children, Adults, Families and Communities
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