

Benchmarks *for a* BETTER VERMONT

Collective Impact and
Results-Based
Accountability



Marlboro College
Center for New Leadership

Our Agenda

- Introduction
- Collective Impact and Results-Based Accountability
- Turn the Curve Exercise
- Resources



Why Bother?

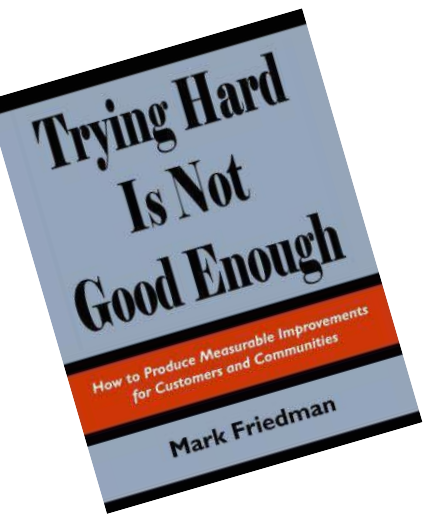


A Quick Poll



Results-Based Accountability

- **Framework** for planning
- **Process** for moving from talk to action
- **Cycle** for continuous improvement
- **Clear Language** for communicating



Collective Impact

- 1) A common agenda
- 2) Shared measurement systems
- 3) Mutually reinforcing activities
- 4) Continuous communication
- 5) A backbone support organization

Results-Based Accountability

- 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?

Turn the Curve

Thinking

1. What do we want for our community?

2. How will we recognize it?

RESULT:
Clean and Healthy Environment

3. How can we measure these conditions?

4. How are we doing now?

INDICATORS:

% of days with clean air

tons of greenhouse gas emissions/ year

% of stream miles meeting water quality standards

5. Who are the partners?

6. What works to do better?

7. What do we propose to do?

A photograph of an open notebook with lined pages. A green rectangular banner is placed horizontally across the middle of the notebook, containing the word "QUESTIONS" in white, bold, sans-serif capital letters. A white pen with a black grip and an orange tip lies diagonally across the bottom left of the notebook. The notebook pages are a light beige color with faint horizontal lines. There are some dark, scribbled marks on the top right page and three small dark dots on the bottom right page.

QUESTIONS

GROUP WORK

**Turn the Curve at the
Population Level**

Turn the Curve

Problems in Pleasantville: Youth in Pleasantville are struggling. Reports from the high school show that alcohol and tobacco use is on the rise, as well as experimentation with other drugs. Over time, high school graduation rates have begun to drop. The rate of bullying has been increasing and was highlighted by a major incident on the bowling team. Parents and community members are upset.

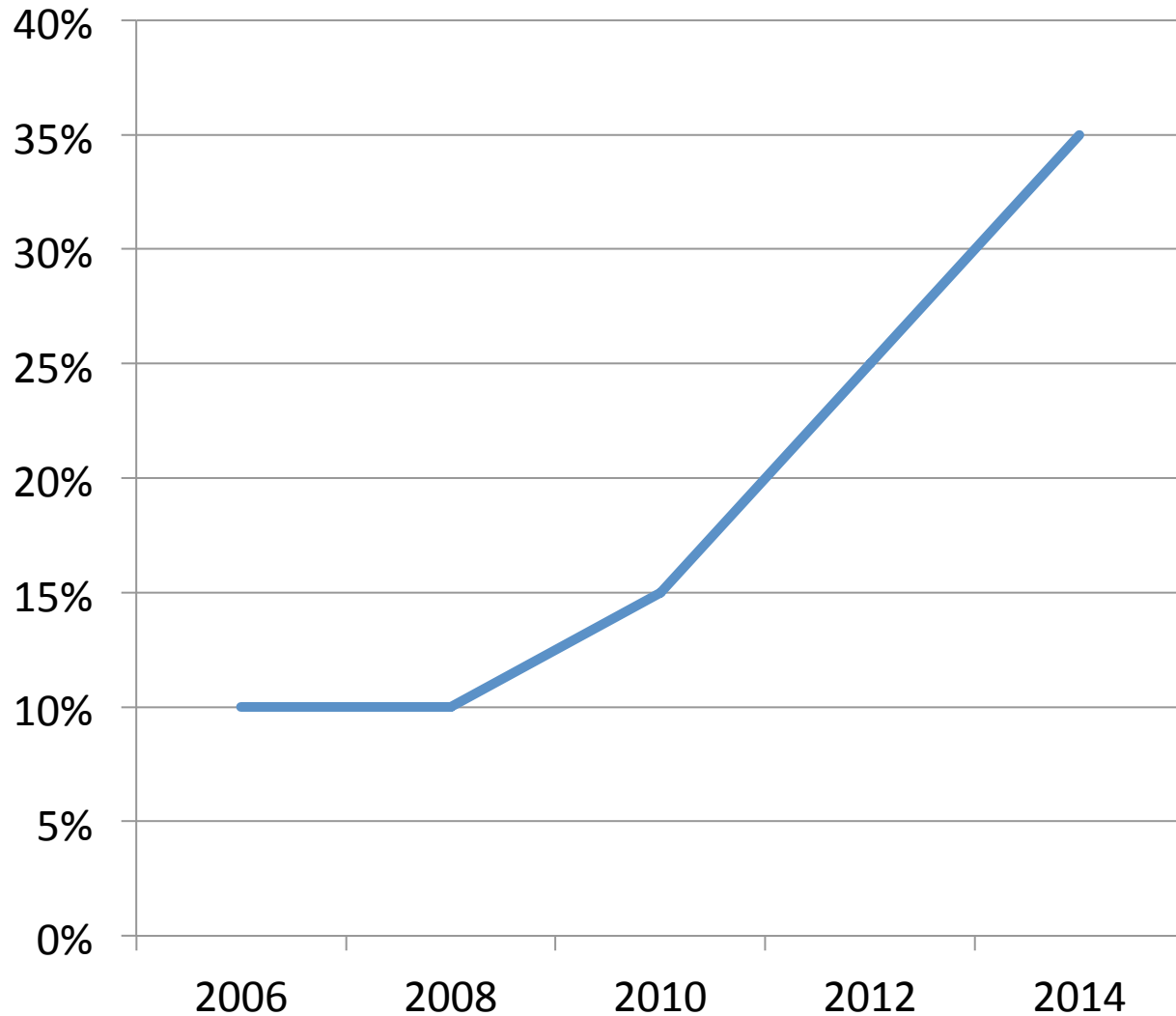
Pleasantville is a rural town with about 15,000 residents. Most students live more than 5 miles from school, and transportation can be a barrier to participation in activities. There is a strong faith based community, as well as a number of nonprofit organizations.

A group of concerned parents has called a community meeting to address this issue.

Result: Pleasantville's youth choose healthy behaviors and become successful adults

Indicator: Rate of bullying over time.

% of Students who have been bullied



Turn The Curve Conversation

Starting Points

Timekeeper and reporter

Two hats (yours plus a partner's)

Baseline

Pick a curve to turn

Draw it

Forecast – is it ok or not ok?

Story behind the baseline

Causes/forces at work

Information/Research agenda

Ask 5 whys?

Partners

What works? (What would it take)

What works/what doesn't

Each partner's contribution

No cost/ Low cost/off the wall ideas

Information/ Research agenda

Report – 1 page

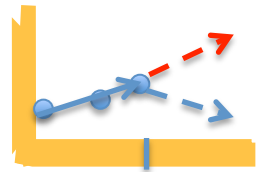
4 best ideas (including one no/low cost)

Off the wall funniest idea

REPORT

Result: Pleasantville's youth choose healthy behaviors and become successful adults

Data Baseline:
bullying example



Story Behind the Baseline:

Partners:

Four Best Ideas – what works [sharp edges] include low cost/no cost and off the wall

Debrief and Questions



Acknowledgements and Resources

articles and books

- “Achieving Collective Impact with Results-Based Accountability” Deitre Epps
http://resultsleadership.org/wp-content/uploads/2013/03/RLG_Collective_Impact.pdf
- “Collective Impact”, Stanford Social Innovation Review, by John Kania and Mark Kramer http://www.ssireview.org/articles/entry/collective_impact
- “Evaluating Collective Impact, Five Simple Rules” Mark Cabaj
- <http://www.collectiveimpactforum.org/resources/evaluating-collective-impact-five-simple-rules>
- “Guide to Evaluating Collective Impact”, Hallie Preskill, Marcie Parkhurst, and Jennifer Splansky Juster
<http://www.collectiveimpactforum.org/resources/guide-evaluating-collective-impact>
- “Trying Hard Is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities”, Mark Friedman

websites

- Benchmarks for a Better Vermont www.bbvt.marlboro.edu
- Collective Impact Forum, <http://www.collectiveimpactforum.org/>
- Fiscal Policy Studies Institute Sante Fe, New Mexico, www.resultsaccountability.com,
www.raguide.org
- Results Leadership Group, <http://resultsleadership.org/>

Acknowledgements and Resources

powerpoint slides

- Kate Jellema, Director, Program in Nonprofit Management, Marlboro College Graduate & Professional Studies
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EXTRA
SLIDES

1. Common Agenda



Key Points:

RBA provides clarity about the difference between improving population quality of life and improving program performance.

Collective Impact agendas can take the form of priority population results and priority indicator curves to turn.

2. Shared Measurement



Key Points:

RBA provides methods for identifying measurement priorities at both the population and performance levels.

These priorities can be used to create a population quality of life report card and program performance reports

Data development agenda allows us to get new and better data over time.

3. Mutually Reinforcing Activities



Key Points:

RBA provides a method for creating strategies and action plans.

This allows partners to see how their actions can work together to create impact/improvement on important population results and indicators

RBA encourages partnerships to go beyond incremental change to consider “what would it take” questions

4. Continuous communication



Key Points:

RBA uses plain language descriptions of core ideas to replace current confusing jargon.

The disciplined use of RBA common language enables partners to work together more effectively.

RBA language discipline, with turn the curve thinking, provides a structure for communication that will be understood and used.

5. Backbone Support Organization



Key Points:

RBA can help identify cross-community functions that require special organizational support

RBA can be used to make the case for funding the partnership's plans and capacity necessary to support effective working together.