

COLLECTIVE IMPACT IN ACTION:
**Improving Results
for Children from
Cradle to Career**

How the Promise Neighborhoods
Movement Achieves Collective Impact

THE PROBLEM

16 MILLION
CHILDREN IN POVERTY!



In poor neighborhoods, barriers make it challenging for children to learn, grow and succeed.

With such complex challenges, solitary, one-off programs struggle to move the needle on economic mobility.



The problems are complex. The solutions require a community-wide effort.



THIS IS WHERE COLLECTIVE IMPACT COMES INTO PLAY.

Instead of impacting a few thousand families, we will impact millions by putting all the elements of collective impact into action. We are ready to implement solutions that fit the size of the problem!

THEORY

PRACTICE

COLLECTIVE IMPACT

PROMISE NEIGHBORHOODS

COMMON AGENDA

Focus on Equitable Opportunity:
Ten results for children in poor communities and communities of color



SHARED MEASUREMENT SYSTEMS

Regularly Measure Progress:
Fifteen indicators, data guidance, case management system and data dashboard



MUTUALLY REINFORCING ACTIVITIES

Cradle to Career Continuum of Solutions:
A combination of cross-sector solutions that include families, programs, policies and systems



CONTINUOUS COMMUNICATION

On-Going Feedback Loop:
Accountability partners, case management systems and data dashboard



BACKBONE ORGANIZATION

Dedicated, Adaptive Leadership: The Promise Neighborhoods Institute and Promise Neighborhoods Lead Agencies guide strategy, maintain results framework, support aligned activities and advance policy



Credit: FSG

OUR IMPACT: Promise Neighborhoods + Promise Neighborhoods Institute at PolicyLink are working to transform the lives of millions of children.

Collaboration is Not a Result

TRAPS:

Desiring big results without aligning contributions



Meetings, but no accountability

Shared information, but no transformation

Focus on 100-200 children

Participating in conferences and webinars, but no results-driven action

Writing reports without follow-through

Short-term, programmatic results



COLLECTIVE IMPACT:

Requires taking on the toughest work



Disciplined execution and silo-busting contributions

A new level of accountability:

Using data for learning, continuous improvement and shared accountability

Focus on large-scale, population-level results

..... 20 year commitment

Secret Sauce of the Promise Neighborhoods Movement

(60+ Communities)

Leadership and Disciplined Execution: Results-Based Accountability

- 1** Focus on 10 results that make a big difference for low-income children
- 2** Measure progress on 15 indicators against baselines
- 3** Understand why the indicators are trending in a particular direction
- 4** Select partners for each indicator
- 5** Work with partners to develop selection criteria and identify solutions for each indicator
- 6** Entire team commits to population-level targets by indicator
- 7** Select a mix of solutions for each indicator
 - Families
 - Programs
 - Policies
 - Systems
- 8** Identify partner targets and performance measures, incorporate into action plans and begin implementation
- 9** Develop performance contracts with partners *(if applicable)*

CRADLE TO CAREER

To achieve collective impact, multiple sectors must contribute.



We go out of our way to take on the big challenges, providing in-the-trenches support in each Promise Neighborhood.

And we hold ourselves accountable by measuring our impact nationally using the same indicators our local partners use.



How We Make It Work:

The Promise Neighborhoods Institute's Role as a "Backbone Organization"



60+



NEIGHBORHOODS
IN THE U.S. AND
ABROAD



10

RESULTS



15

INDICATORS

1. Accelerates local leaders' ability to achieve results

- Results-Based Accountability (RBA) training
- Community of practice
- Data infrastructure (case management system and data dashboard)
- Leadership development program
- Promise Stat (team coaching for continual improvement)
- Harlem Children's Zone Vault



2. Builds evidence that cradle to career strategies are working and we're learning how to achieve results at scale

- Case studies
- Documentation of journey toward results
- Evaluation framework
- Thought leadership



3. Scales and sustains results

- Policy change (city, county, state and federal)
- Fundraising



Bringing Solutions to Scale

Operating Principles and Competencies*

PROMISE NEIGHBORHOODS OPERATING PRINCIPLES

COMPETENCIES REQUIRED TO IMPLEMENT THE PRINCIPLES

Serve an entire neighborhood comprehensively and at scale.

1. Business Planning: *Develop a business plan*
2. Sustainable Financing: *Create a financing plan*
3. Public Policy: *Address policy and regulatory issues*

Create a comprehensive pipeline of effective programs for children from birth through college graduation, and wrap that pipeline in supports for families.

4. Pipeline of Services: *Develop a multi-sector system of support using a mixture of solutions based in families, programs, policies and systems*
5. Accountable Partnerships: *Structure effective and accountable partnerships across systems*

Build community among residents, institutions and stakeholders who help to create the environment necessary for a child's healthy development.

6. Community Engagement: *Meaningfully engage children, youth, families and community stakeholders*
7. Constructive Conversations: *Foster constructive dialogue about gender, race, class, culture and systems change*

Evaluate program outcomes and create a data feedback loop to help management improve and refine program offerings.

8. Use of Data: *Use data for learning, continuous improvement and shared accountability*

Cultivate a culture of success rooted in passion, accountability, leadership and teamwork.

9. Results-Based Accountability: *Use a disciplined approach to move from talk to action in order to achieve population-level results*
10. Leadership Development: *Deepen the organizational and collaborative leadership capacity in the lead agency and partners in service of population-level results*
11. Communications: *Develop a communications plan*
12. Results-Driven Work: *Turn a curve away from the baseline or beat the baseline on one or more indicators associated with the Promise Neighborhood results*

*Adapted from the Harlem's Children's Zone.