

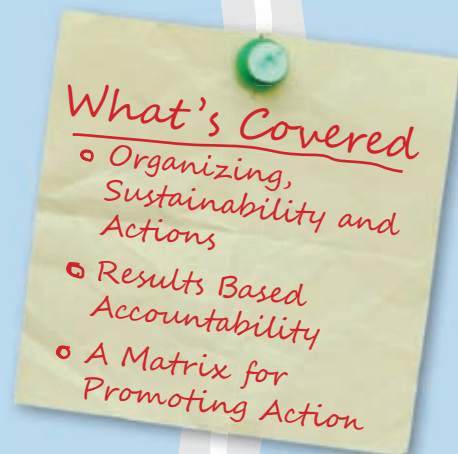
TAKING ACTION TO GET RESULTS



One of the main goal of organizers is to support constituents in advocating for change. Making change in a community is paramount in keeping people involved in your work. Keeping people involved while making community change ensures sustainable results. Many communities have well meaning people who can and do advocate for change but who lack the use of a process that will lead to the results they so dearly desire.

In this session we will highlight a process that many advocates are using to support their people. The process is called Results Based Accountability (RBA). RBA is used throughout the world in supporting communities with turning the Curve on outcomes that they themselves have determined will better the lives of the people in their community.

We hope you explore this process when supporting your community as you develop sustainable outcomes. They could prove to be just the right process in achieving your desired results.





HOW DO WE MAKE CHANGE IN OUR NEIGHBORHOODS?

There are three main parts to organizing change in neighborhoods that must be done in order to obtain results. The first is the act of organizing itself. Organizing is simply meeting your neighbor and networking within networks of people, organizations and associations. It comes when you have mapped and built some sort of relationship with the aforementioned connections.

The second part of organizing change in neighborhoods is sustainability. Sustainability is building a plan that will include outcomes, plans to measure those outcomes, partnerships and stated actions. In the planning stage a good organizer will bring together partners to design what this plan will look like. Normally the partners will see where they fit into the plan and in turn collaborate with the organizer to see that actions meet with intended outcomes. (for more information, please see the section titled "Quality of Life Planning").

Last but not least are actions. Actions are those things that the group decides will need to happen in order to see their outcomes take shape. Many times these actions can be best practices, collaborative relationships, or simply what is already happening. They just need to bring those things to the table and work together. After those seeking to organize are aware of the steps needed to complete the work, then they are ready to prepare an organizing plan.

The future hinges on what we do or fail to do today.

Mark Friedman

Organizing + Sustainability = Actions

Organizing for action is like the support of a 3 legged stool. You have to have the support of all three legs in order to see lasting outcomes. Many times good organizers don't get to their actions because they have missed one or more of these important steps.

TRY IT!

The following is a chart of what organizing for action entails. Organizing is a step by step approach to engaging people on many possible levels. Where are you in your organizing campaign? Place a check mark in the box next to the items that you have started working on. Remember Organizing is circular in nature and may involve moving back and forth among the steps once you are off the ground and running. Note: Most or all of your organizing work should be completed before moving ahead to the next steps.

ORGANIZING

- Mapping the community
- Networking in community
- Engaging the community
- Building relationships
- Data collection

SUSTAINABILITY

- Planning with stakeholders
- Building collaborations
- Determine outcomes and actions
- Determine measurables
- Pull in other partnerships

ACTIONS

- Develop action teams to reach expected outcomes
- Create actions that will get expected outcomes
- Use best practices and what works
- Continuously connect
- Celebrate

Organizing is seen when the following occurs:

- Mapping your target populations. (See the section on Mapping in this workbook for more information.)
- Networking and getting to know your constituents. This will include learning what they do and what their mission entails.
- Gathering information and data about the 5 target areas that make up your or any community.
 - Individuals
 - Associations
 - Institutions
 - Land
 - Exchange
- Create and maintain a database of connections that you make in the community. Network with these stakeholders as often as possible.



Sustainability is seen when the following occurs:

- You have a plan that includes outcomes, ways of measuring, partnerships and stated actions. This plan acts as a blueprint for your work.
- Planning occurs that is inclusive of diverse populations.
- You come up with solutions that are doable, measurable, and targeted toward supporting your outcomes.
- An evaluation plan is created and implemented to measure your results (See the section on Evaluation in this workbook for more information.)
- You use data to track and set bench marks for how well you are reaching your outcomes. This data also includes baseline information.
- You are having conversations with your partners on how they can play a part in the actions of the plan by assimilating portions of the plan into what they already do when appropriate.

Special Note

No one person should do all of the work for the teams. If this occurs many teams will break down and the facilitator will become what is known as a Mule. A Mule is someone who has taken on too much of the work of the team.

Actions are seen when the following occurs:

- With plan in hand and collaborations on board, outcomes are given to action teams that can be supported by a good facilitator. The facilitator supports the team with developing outcomes and seeing them to fruition. He or she also works with the team to create and modify ways to benchmark and track measures for change over time.
- A facilitator uses his or her skill of supporting the group with the 3R's to delegate actions and engage all team participants in doing the work. (See the section on Neighborhood Meetings in this workbook for more information.)
- Use Best Practices where appropriate. If someone in the community is already doing your proposed action, ask them to collaborate with the work.
- As you reach benchmarks and accomplish goals, celebrate your teams in a way that acknowledges everyone as contributors to the outcomes.
- Train your team to continuously be seeking new connections that can link up with the plans. Add these connections to your data base and touch base with them as often as possible



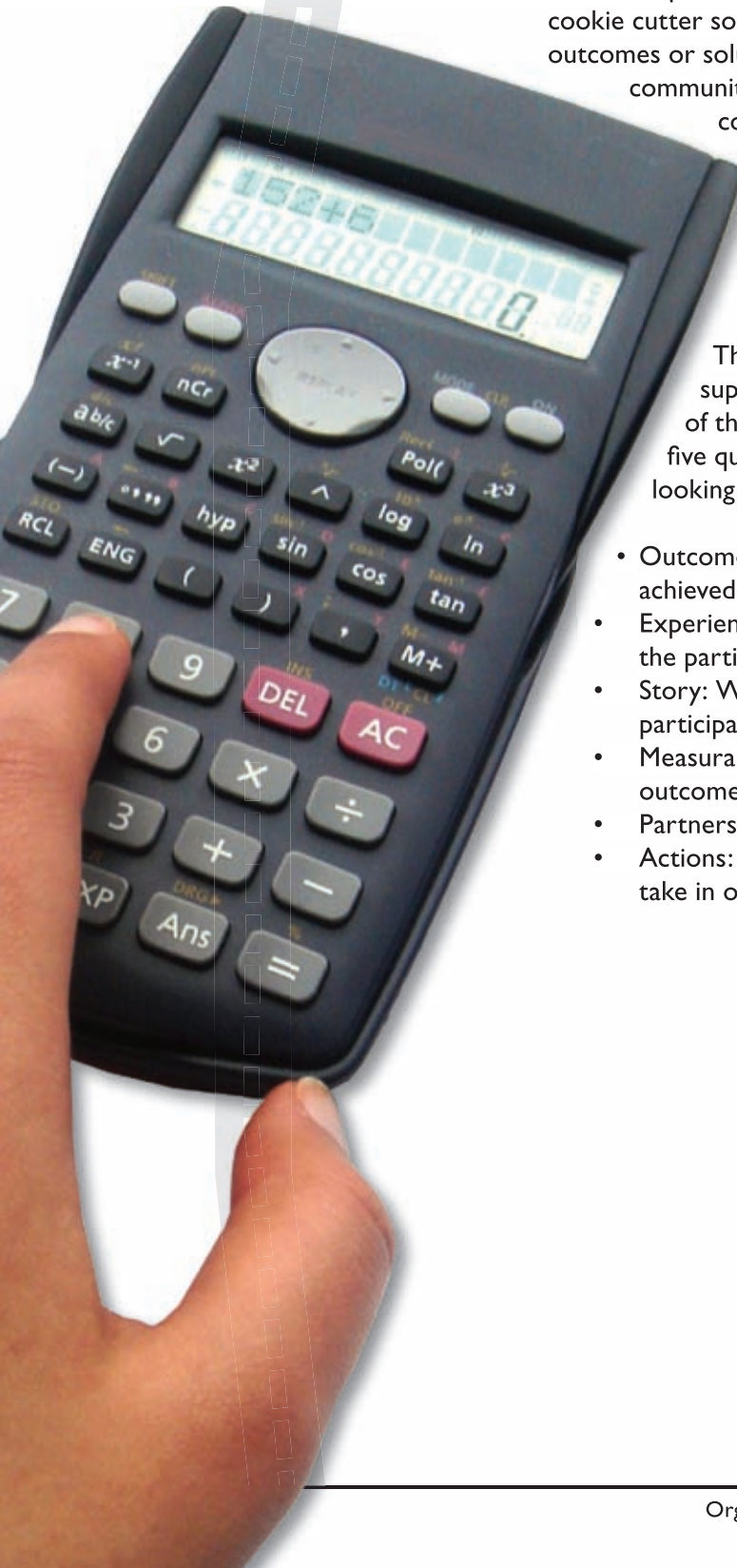
RESULTS BASED ACCOUNTABILITY

One important tool that many good organizers use to support their planning is called Results Based Accountability or RBA for short. The idea was developed by Mark Friedman, a 19-year veteran of the Maryland Department of Human Services. Mark's work makes simple the complicated outlining of getting results in communities. His step by step approach trains neighborhood folks to create sustainable change through the use of partnerships, data and common sense planning that is not a cookie cutter solution. Neighborhood folk are challenged to seek unique outcomes or solutions to what ails their community. In the process the community folk learn valuable skills such as project management, collaboration and the use of data to create baselines for tracking change over time. Often times, this process leaves the community with a blueprint for action.

This method is a good way for all people to support their communities in planning.

There is an easy to use matrix that can help organizers support teams through the sustainability and action phases of their organizing for actions. The matrix focuses on a set of five questions that move teams from talking about outcomes to looking at actions. The following list the questions.

- Outcomes: At the end of this project what results will you have achieved?
- Experience: Once this outcome has been accomplished what will the participants have experienced?
- Story: What is going on currently to let you know that your participants would benefit from this outcome?
- Measurable: How do you plan to measure the success of this outcome?
- Partners: Who can assist you with this outcome?
- Actions: What works, what actions, or next steps do you need to take in order to accomplish your outcome?



OUTCOMES	EXPERIENCE	STORY	MEASUREABLES	PARTNERS	ACTIONS
At the end of this project what results will you have achieved?	Once this outcome has been accomplished what will the participants have experienced?	What is going on currently to let you know that your participants would benefit from this outcome?	How do you plan to measure the success of this outcome?	Who can assist you with this outcome?	What works/ actions or next steps do you need to take in order to accomplish your outcome?
Residents will have information on where the candidates stand on their issues	Our community will see a increase in voter registration and voting at the polls	Residents do not know who their representatives are and what they stand for	Number of residents who attend the event Number of candidates who attend the event	Neighborhood Associations Election Candidates Democrat and Republican Parties	Select and Confirm candidates Acquire information on where candidates stand on issues
Residents will interact with the candidates and others to discuss their issues	Residents are talking with one another about the issues that they say are important	Residents are not sharing what they see are issues that most concern them	Number of residents that respond to survey question on interaction Number of residents who respond to the Exit Poll	Residents Neighborhood Organizations United Meth. Church MLK Center Children's Museum	Develop an agenda for the meeting Develop a survey for the meeting that will be interactive

This example represents a portion of a RBA Matrix that was developed by a committee working on an Election Forum called Coalition Indy.

Now it's your turn to use what you have just learned. Working with your team, list a couple of outcomes that you would like to see happen in your community. Work through the six sections of the tool asking these effective questions.

TRY IT!

OUTCOMES	EXPERIENCE	STORY	MEASUREABLES	PARTNERS	ACTIONS

REAL LIFE SCENARIO

A partnership of nine neighborhood associations and three neighborhood-based organizations located in the mid-north area of Indianapolis came together to explore how they could support the community with information to make informed decisions at election time and to dispel the belief that “individual votes don’t count.”

At its initial meeting, the group mapped those in attendance for resources that they could build upon to support the effort. During this mapping, the small coalition found that it had access and influence to secure what they needed to support their initiative. This included attracting candidates for elected office to speak to key issues at the forum, locating a place to host the forum, as well as finding resources to provide light snacks for those in attendance.

In looking at their outcomes the coalition worked with INRC to use Results-Based Accountability (RBA) in order to see their dreams for the forum come to fruition. The group brainstormed effective questions for each part of the RBA Matrix over the course of about three meetings. Within this time, they also conducted one-on-ones and brought new people on board with the planning effort. This resulted in further delineation of tasks that included a deeper level of data gathering, networking, and collaboration.



After the organizing and sustainability processes were complete, the group moved to make their plan come to life by the delegation of tasks. As to not make any one person the mule for the process, the coalition decided that each of the nine neighborhood association representatives would take turns facilitating pre-design meetings for the forum. Everyone had tasks that they were responsible for completing, and the group held each other accountable for getting the work done.

Fifteen candidates for offices in the Indiana State House of Representatives were invited to participate in a panel focused on what each would do to address these issues if elected. Thirteen were able to attend the Forum, which was held at centrally-located North United Methodist Church. Al Aldridge of Brighthouse Cable moderated a lively discussion among the candidates, who also addressed the many questions from neighbors.

In the hour before the panel, neighbors ate supper supplied by the Unleavened Bread Café, talked with each other about the issues affecting their neighborhoods, and met the candidates. They also ranked the importance of each issue from their personal standpoint. An Exit Poll posted on the wall provided neighbors with the opportunity to express their opinions about the event as they left the hall.

The secondary goals of stimulating thoughtful discussion about the five main issues facing the neighborhoods and strengthening networks both within and among the various communities were met.

Reactions to the Election Empowerment have been universally positive. Almost all attendees noted that they had learned the candidates' positions on the issues, more about the issues themselves, and had come to believe that their votes truly counted.

An example of the Voice Ballot can be found on INRC's website at www.inrc.org.

Partners included the following: Butler Tarkington NA, Crown Hill NA, Highland Vicinity NA, Historic Meridian Park NA, Mapleton-Fall Creek NA, Mapleton-Fall Creek CDC, Martin Luther King Multi-Service Center, Martindale Brightwood NA, Meridian Highland NA, Meridian Kessler NA, Watson McCord NA, Brighthouse Network: Alan Aldridge, Indianapolis Neighborhood Resource Center, The Children's Museum, Senior Sophisticates at MLK Multi-Service Center, Unleavened Bread Café, North United Methodist Church.

TIPS

- When organizing your group always begin with mapping the community that will look for assets under the 5 areas:
 - o Individuals
 - o Associations
 - o Institutions
 - o Land
 - o Exchange
- Step number 2 in moving your team or group toward action is always sustainability.
- Organizing + Sustainability = Actions
- Always plan inclusively using diverse populations.
- In planning for actions, select outcomes that are doable, measurable, and are targeted toward supporting your results
- Pull a team together to plan and implement your meetings. Don't be a "Mule". Share responsibilities

NOTES (OR DOODLES)

Lined area for notes or doodles.