

HOUSEKEEPING

1. Please ensure you log-in to the webinar before calling in.
2. If you have not, please do so at this time. This will ensure we are able to locate you by name and unmute your line as needed.
3. Please also use your phone line to call in rather than your computer.

Thanks!



N A S C S P

NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Creating the *Next Generation* of ROMA

Creating a Programmatic Theory of Change

Facilitated by the ROMA Next Generation Center of Excellence

Tuesday, August 20, 2013 from 3:00-5:00 pm, ET

Thursday, August 22, 2013 from 3:00-5:00 pm, ET

The Process

- Based on Network feedback, the white paper and discussion guide present the following:
 - Questions the Administration is asking of the Network
 - Responses to these questions shaped by Network feedback and current practice
- *IT IS **ALL OPEN** FOR DISCUSSION*
- The purpose of these webinars is to get your input and ideas
- Together we will refine what will be sent to the federal OCS in final form

The Big Questions

What makes Community Action unique from other social service networks?

How can we be sure Community Action is doing what works?

What evidence is Community Action using to create and evaluate its service strategies?

What do we believe are the causes of poverty?

How do community conditions and family self-sufficiency influence and mirror each other?

What You've Told Us

- Community Action's long-term goals include family self-sufficiency and community revitalization
- It's about stability *and* self-sufficiency
- Most agencies' service strategies are evidence-informed, if not evidence-based
- The current TOC is more structural than programmatic

About Theory of Change (TOC)

It is important, as we look to greater standardization of ROMA and other performance measurement and management systems, that we...

- ✓ Clearly understand **HOW** the Community Action Network (as a whole) is engaged in producing change for families and communities.
- ✓ Have a common understanding of **WHAT** that change will be.

About TOC, cont.

- Describes a process of social change from the **ASSUMPTIONS** that guide its design to the **LONG-TERM GOALS** it hopes to achieve.
- Shows the **CONNECTIONS** between activities and outcomes.
- Helps explain the **RELATIONSHIP** between the problems you are addressing and the strategies you use to get the work done.

Current Structural TOC

DRAFT National Community Action Theory of Change

This Theory of Change portrays the National Community Action Network's unique operating structure. It also articulates the assumptions the Network is built on and the long-term goals the Network aims to achieve.

ASSUMPTIONS

Our assumptions articulate the principles and belief system that underlie the work of Community Action.

Community Action stabilizes families by meeting their immediate needs. Stable families and communities create the needed environment to foster self-sufficiency.

Community Action works to create pathways to self-sufficiency for America's families with low-income by employing long-term strategies that recognize family and community success are interconnected.

Community Action believes that community stakeholders, particularly those with a low-income, best know their community's needs.

- Locally driven based on local needs and resources
- Promotes bundled, integrated service delivery to address the interconnected causes and effects of poverty
- Stimulates community engagement in governance, advocacy, program design, and evaluation
- Creates nationwide organizational infrastructure and coverage
- Engaged in community planning with partners
- Coordinates and develops community resources to address local issues
- Leverages local, state and federal funding to address complex issues
- Promotes individuals with low-incomes having a stake in their community

SYSTEMS CAPACITY

Systems capacity at every level within Community Action enables family and community strategies to become actualized.

Community Action's Organizational Performance Standards ensure local agencies have the capacity to employ high quality strategies that are efficient and effective.

Federal and State standards support local agencies efforts to employ high quality strategies that are efficient and effective.

Local Organizational Performance Standards – leadership; governance; strategic planning; fiscal; human resources; community assessment; consumer input; community engagement; data and analysis

Federal and State Standards – T/TA and capacity building; data collection, analysis and reporting; monitoring and oversight; communication, relationship management and convening

Community Action Partnership and the Urban Institute

Urban Institute and the National Association for State Community Services Programs

PERFORMANCE MEASUREMENT & MANAGEMENT

System designed to preserve the focus of Community Action and to promote greater effectiveness among State and local agencies.

Outcomes of performance management and measurement look different at the Federal, State and local level as different data is needed.

The ROMA Cycle is carried out at the local level to ensure we are addressing locally identified needs in a strategic way and to ensure we use the information we gather to improve our strategies and outcomes.

The National Performance Indicators of ROMA work to show the collective impact of Community Action within specific domains.

Federal and State performance measures will ensure these groups are strategically addressing the needs of their direct grantees and using data to improve their outcomes.

Implementing high quality services

Data Collection, Analysis, Reporting

Communication/Convening

Using data for improvement

DATA COLLECTION & ANALYSIS

Represented by this arrow, systematic data collection and analysis are needed to test these assumptions, continuously improve strategies, and increase Community Action's effectiveness and efficiency.

LONG-TERM GOALS

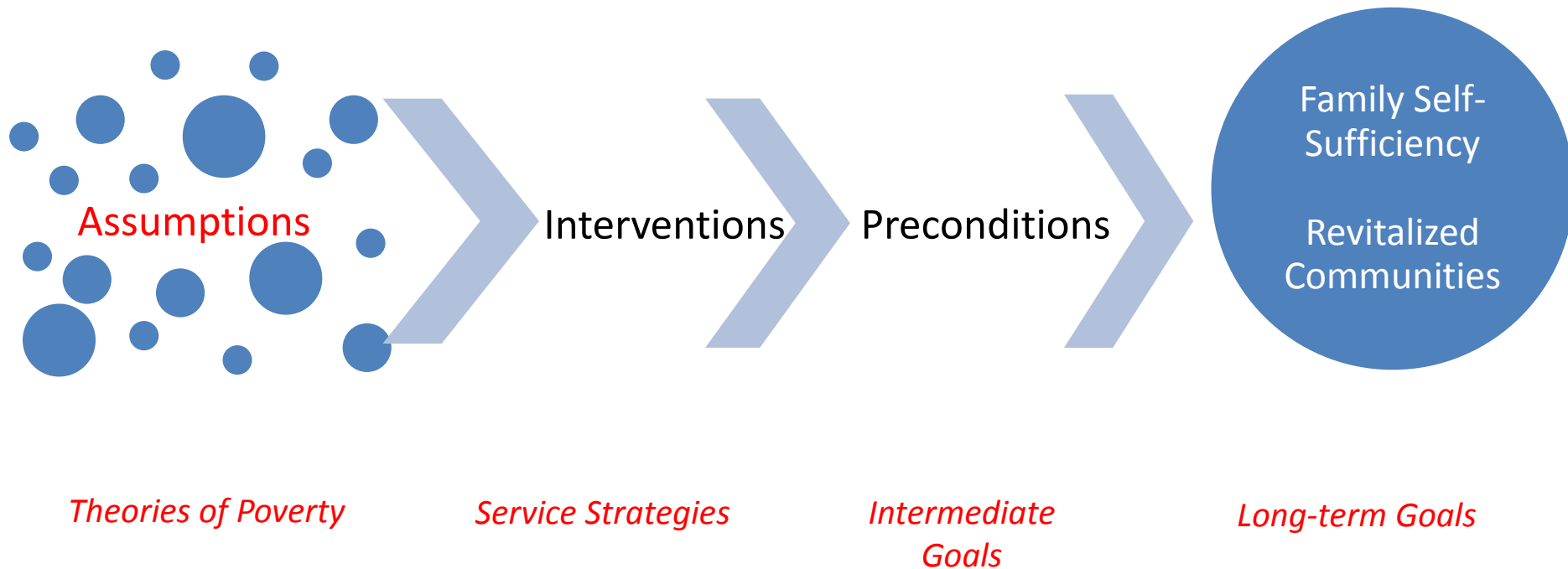
FAMILY SELF-SUFFICIENCY & REVITALIZED COMMUNITIES

National Long-Term Family Level Outcomes
National Long-Term Community Level Outcomes

NOTE: These outcomes occur along a continuum and vary based on a family or community's need.



Creating a Programmatic TOC



STEP ONE: Assumptions

Theories on the causes of poverty are the foundation upon which poverty reduction strategies are based.

- **Poverty Caused by Individual Deficiencies:** a large and multifaceted set of explanations that focus on the individual as responsible for their poverty situation; with harder work and better choices the poor could have avoided their problems; ascribing to a view of poverty as a lack of genetic qualities, such as intelligence, which are not easily reversed
- **Poverty Caused by Cultural Belief Systems that Support Sub-Cultures of Poverty:** suggests that poverty is created by the transmission over generations of a set of beliefs, values and skills that are socially generated but individually held; individuals are not necessarily to blame because they are victims of their dysfunctional subculture

STEP ONE: Assumptions, cont.

- **Poverty Caused by Economic, Political, and Social Distortions or Discrimination:** looking not to the individual but to the economic, political and social systems which cause people to have limited opportunities and resources with which to achieve income and well being
- **Poverty Caused by Geographical Disparities:** people, institutions and cultures in certain areas lack the objective resources needed to generate well being and income; what's more, they lack the power to claim redistribution

STEP ONE: Assumptions, cont.

- **Poverty Caused by Cumulative and Cyclical Interdependencies:** looking at individual situations and community resources as mutually dependent; with a faltering economy, for example, creating individuals who lack resources to participate in the economy, which makes economic survival even harder for the community since people pay fewer taxes

Source: Theories of Poverty and Anti-Poverty Programs in Community Development, Ted K. Bradshaw, RPRC Working Paper No. 06-05, 2006 (<http://www.rupri.org/Forms/WP06-05.pdf>)

STEP ONE: Assumptions, cont.

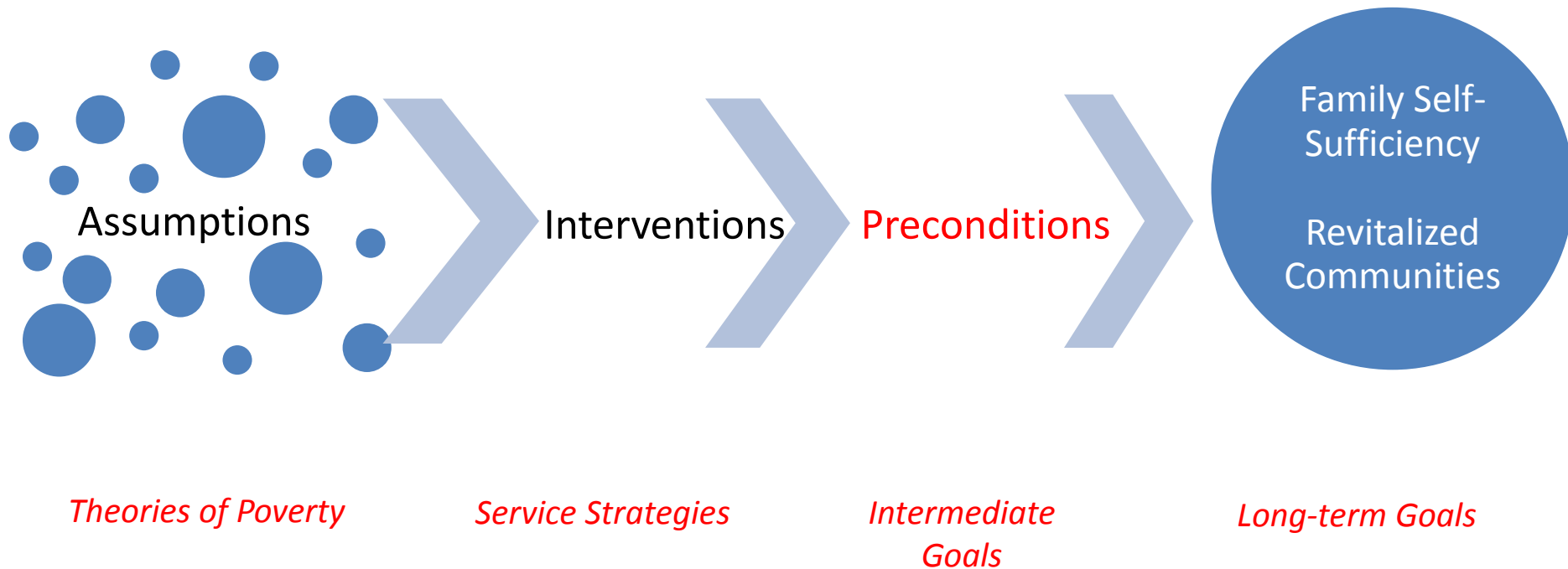
- Recent Washington Post Article, Social Immobility Erodes the American Dream:
 - Lack of social capital
 - Lack of education and healthcare
 - The design of cities/public disinvestment in poor cities and neighborhoods

DRAFT Programmatic TOC Assumptions

The theories of poverty and beliefs Community Action bases is work on...

- Poverty Caused by Individual Deficiencies
- Poverty Caused by Cultural Belief System Supportive of Subcultures of Poverty
- Poverty Caused by Economic, Political and Social Distortions
- Poverty Caused by Geographical Disparities
- Poverty Caused by Cumulative Cyclical Interdependencies
- Poverty Caused by a Lack of Social Capital
- Poverty Caused by a Lack of Public Investment in key areas such as education and healthcare
- Movement out of poverty is impeded by crisis and a lack of stability
- Anti-poverty interventions are most successful when the target audience is included in shaping the intervention
- Anti-poverty interventions are most successful when grounded in a local community needs assessment

Creating a Programmatic TOC



STEP TWO: Preconditions



The intermediate goals or **MAJOR MILESTONES** Community Action believes come before achievement of its long-term goals...

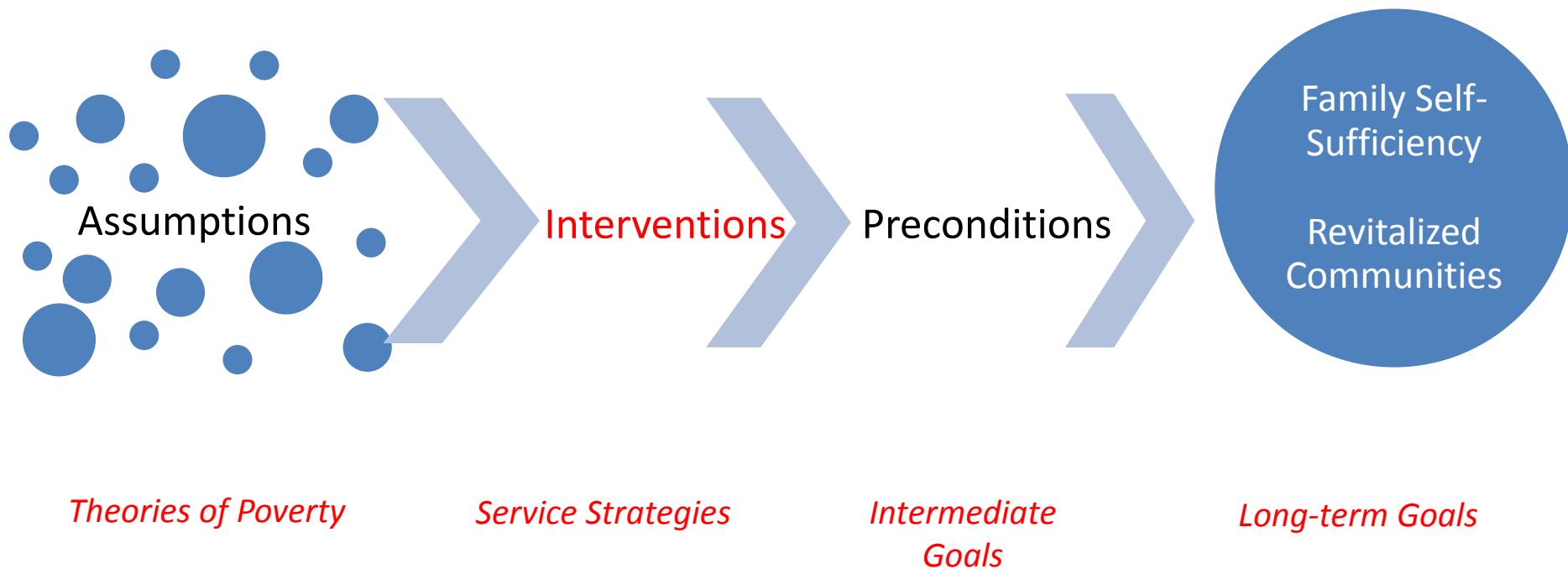
Family

- The ability to meet family basic needs
- The ability to meet family basic needs without public or private assistance
- The ability to meet family basic needs without public or private assistance, and to have sufficient discretionary income for savings and emergency expenses

Community

- Community services and resources are accessible and affordable for populations with low incomes or other barriers
- The communities in which people live are improved
- Communities are supportive of family self-sufficiency for people with low incomes

Creating a Programmatic TOC



STEP THREE: Interventions

The approach Community Action uses to reach its long-term goals...

Community Action designs a range of “light touch” single service interventions and “deep touch” intensive, comprehensive and bundled service interventions to move families toward self-sufficiency and communities toward revitalization.

Community Actions “light touch” and “deep touch” service interventions cover the nine CSBG Service Categories included in the CSBG Statute (employment, education, income management, housing, emergency service, nutrition, linkages, self-sufficiency and health).

Next Steps

- ROMA COE Timeline
- In-person listening sessions @ Partnership Annual Convention and NASCS Annual Conference
- Updated White Paper
- Pilots of Reporting Changes
- Case Studies of bundled services

For additional information, visit
www.nascsp.org - CSBG - ROMA

Tabitha Beck, Project Lead, tbeck@nascsp.org

Barbara Mooney, bmooney@nascsp.org

Jovita Tolbert, jtolbert@nasc4us.org

Mary Virtue, mvirtue@nasc4us.org



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