A Partnership Approach to Program Sustainability

Jonathan I. Cloud

Planning and Management Consultant

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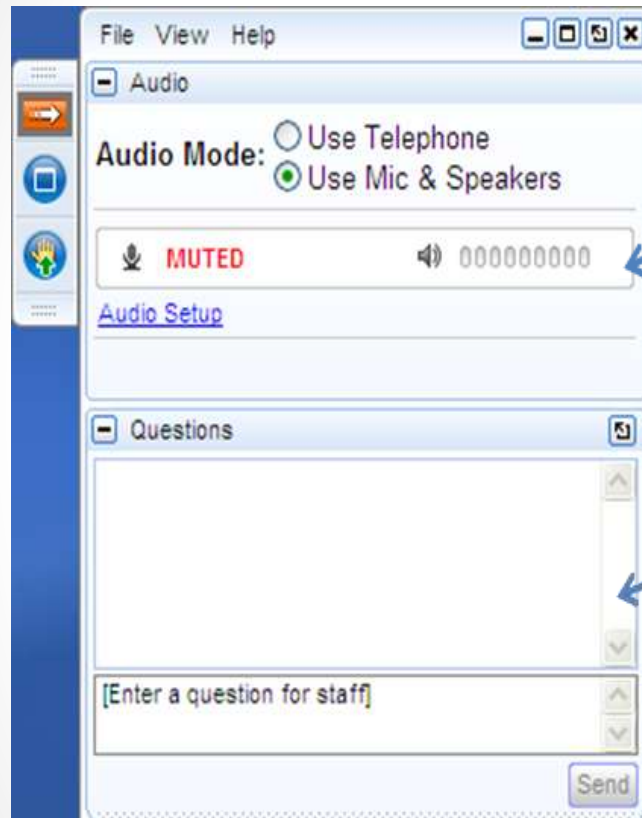
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What Will Be Covered

1. Context and Urgency for a Partnership Approach to Program Sustainability

2. Three Guiding Principles of a Partnership Approach to Program Sustainability

3. Five Phases of Building/Rebuilding Your Partnership for Program Sustainability

Approach

- Builds on partnership article in Faith and Communities in Action resource guide.

- Focuses on Collective Partnership because its long-term strategy is optimal for sustainability efforts.

- Will share examples from a collective partnership to address child sex trafficking that was designed by this presenter.

- Emphasis on sustaining a shared strategy as basis for sustaining individual organizations.

Context and Urgency for a Partnership Approach to Program Sustainability

Program Sustainability

- The continuation of a program's goals, principles, and efforts to achieve desired outcomes and impacts.

- Not finding the resources to continue it "as is" beyond the grant period, but making sure outcome and impact goals continue to be met.

- Not simply maintaining the status quo in terms of funding and staffing and program activities.

(Source: "A Sustainability Planning Guide," U.S. Department of Labor, Employment and Training Administration, modified)

Program:
A system of activities that meet the needs of individuals or communities.

Separate Approach	Partnership Approach
Carried out by a single, isolated organization that follows its own agenda. Activities result in isolated impact on crime and violence.	Carried out by multiple, integrated organizations that follow a shared agenda. Activities result in collective impact on crime and violence.

Separate Approach

- The nonprofit sector most frequently operates using an approach oriented toward finding and funding a solution embodied within a single organization (Kania and Kramer, Stanford Social Innovation Review, Winter, 2011).

- The majority think of growth in impact in terms of bigger organizations and programs replicated in more sites. The most important thing to growth in impact is not the size of an organization, but the results it achieves (Grantmakers for Effective Organizations, 2013).

Collective Partnership Approach

- The commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. (Kania & Kramer, Stanford Social Innovation Review, Winter, 2011).

- The social sector is shifting away from a business-derived growth model to scale impact in favor of a greater emphasis on furthering purpose and mission rather than an organization or its founder (*Innovations*, Waitzer & Paul, Spring 2011).

Kania and Kramer's Phases of Achieving Collective Impact

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators and measurement)	Collect, track, and report progress (learn and improve)

Sample Logic Model for a Violence Prevention Partnership
(Sustainability is About Continuation of Outcomes and Impacts)

Inputs *what goes in*	Activities *what happens*	Outputs *immediate results*	Outcomes *medium, long-term results*	Impacts *sustained significant change*
Funding Staffing Knowledge Equipment Supplies	Services such as food delivery, housing assistance, academic tutoring.	People fed. Families housed. Youth tutored.	Decreased hunger. Improved living/housing conditions. Improved school performance.	Decrease in community's hunger and substandard housing. Increase in community's graduation rate.

(Source: "The Limits of Nonprofit Impact," Harvard Business School, Alnoor Ebrahim & V. Kasturi Rangan, 2010, adapted and modified)

Resources are Becoming Aligned with These Kinds of Collective Partnership Approaches

Traditional Evaluation	Next Generation Evaluation
Focus on individual programs and projects.	Focus on whole systems.
Traditional data collection methods.	Newer, innovative, often digital, data collection.
One foundation, one grantee, one evaluation.	Shared responsibility for data collection and learning across multiple organizations.
Evaluator collecting data.	Everyone collecting and using data as part of ongoing practice.

(Source: "Evaluation's Next Generation," Stanford Social Innovation Review, Srik Gopalakrishnan, 2013)

Three Guiding Principles of a Partnership Approach to Program Sustainability

Guiding Principles of a Partnership Approach to Program Sustainability

1. Make partnering for impact the basis of your organization's design.

2. Don't become focused on quick, short-term fixes, but pursue them smartly when you must.

3. Form a captivating vision for which powerful stakeholders deem it worthwhile to keep intact the organizations that partner on its behalf.

Elements of Organizational Design
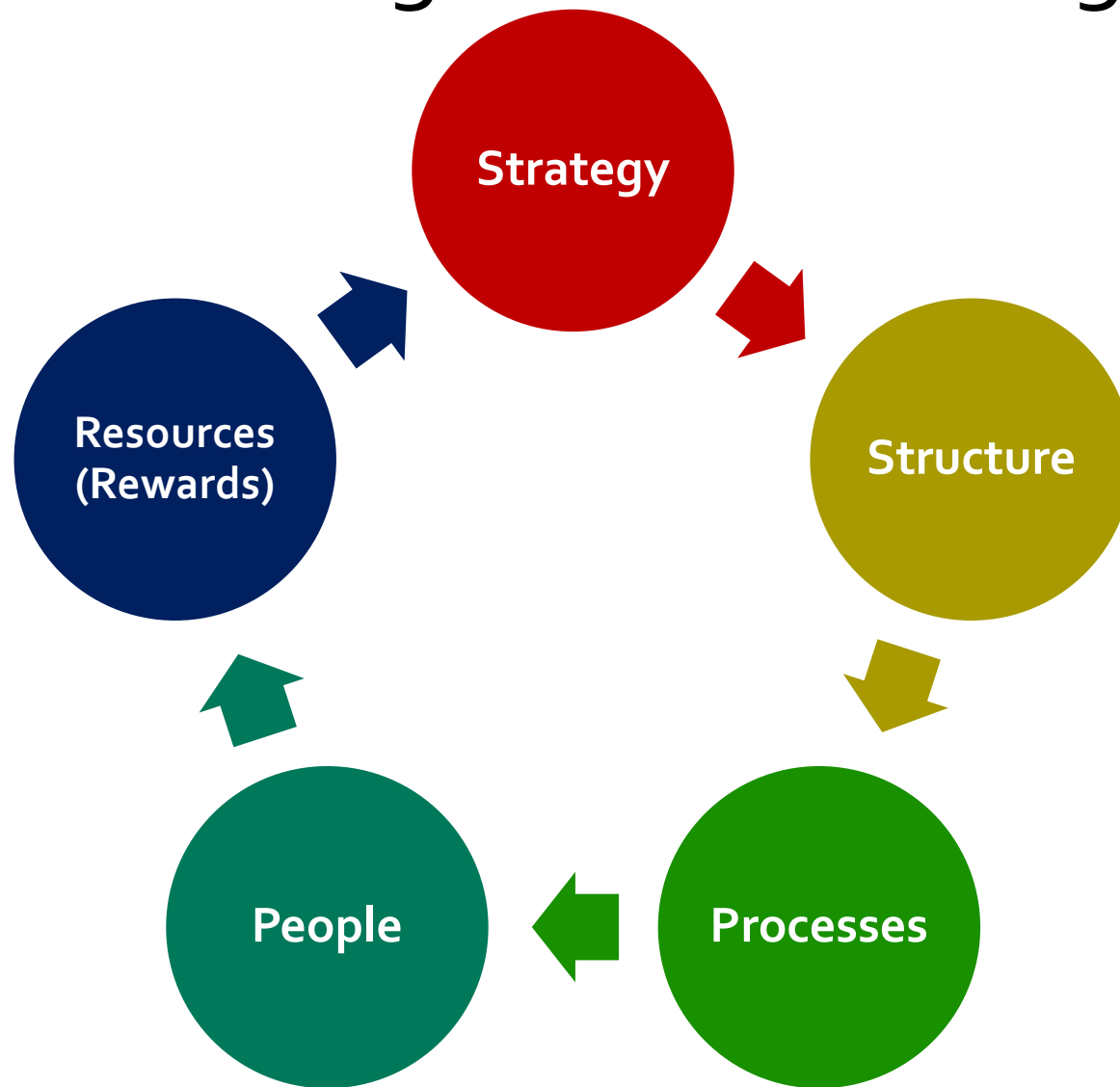
Organizational Design for Partnering

Elements of Design	Partnering Features
Strategy	Linked with partnership's shared, long-term strategy for change.
Structure	Staff consistently involved in interagency work groups or teams of the partnership.
Processes	Joint, mutually reinforcing action planning, case planning, and service delivery.
People	Staff duties include tasks undertaken with others outside organization's boundaries.
Resources	Jointly assessed or mapped; jointly secured and allocated; shared.

Linking Your Program's Strategy to the Partnership

Vision	Target(s)	Success	Capabilities
• Problem(s) addressed by partnership that we address • How we believe we can/do make a difference	• Part of the problem(s) we work on • Focus of our efforts in larger initiative of partnership	• How we share the partner-ship's measures of success • The actions required to succeed that we do	• Necessary skills and abilities needed to produce the desired impact that we provide.

Strategic Approach of an Actual Collective Partnership: Allows Programs to Link With It

How Linkage Was Allowed

1. Multiple target populations are served that no one organization could do alone.

2. Discrete projects focused on each population calls on the capabilities of numerous organizations.

3. Sustaining the projects in order to achieve impact requires sustaining the organizations that implement the projects.

Partnership Structure of an Actual Collective Partnership: Allows Staff to Join Interagency Work Groups

Backbone Support Organization: A Key to the Partnership Approach to Sustainability

1. Separate organization and staff with set of skills to serve as backbone for the entire partnership.

2. Sustaining activities include facilitation, communications support, data collection and reporting, logistical and administrative details.

3. Apply pressure to partners without overwhelming them, mediate conflicts, coordinate resource development.

"A backbone organization with a modest annual budget can support a collective impact initiative of [numerous] organizations, magnifying the impact of . . . existing funding."
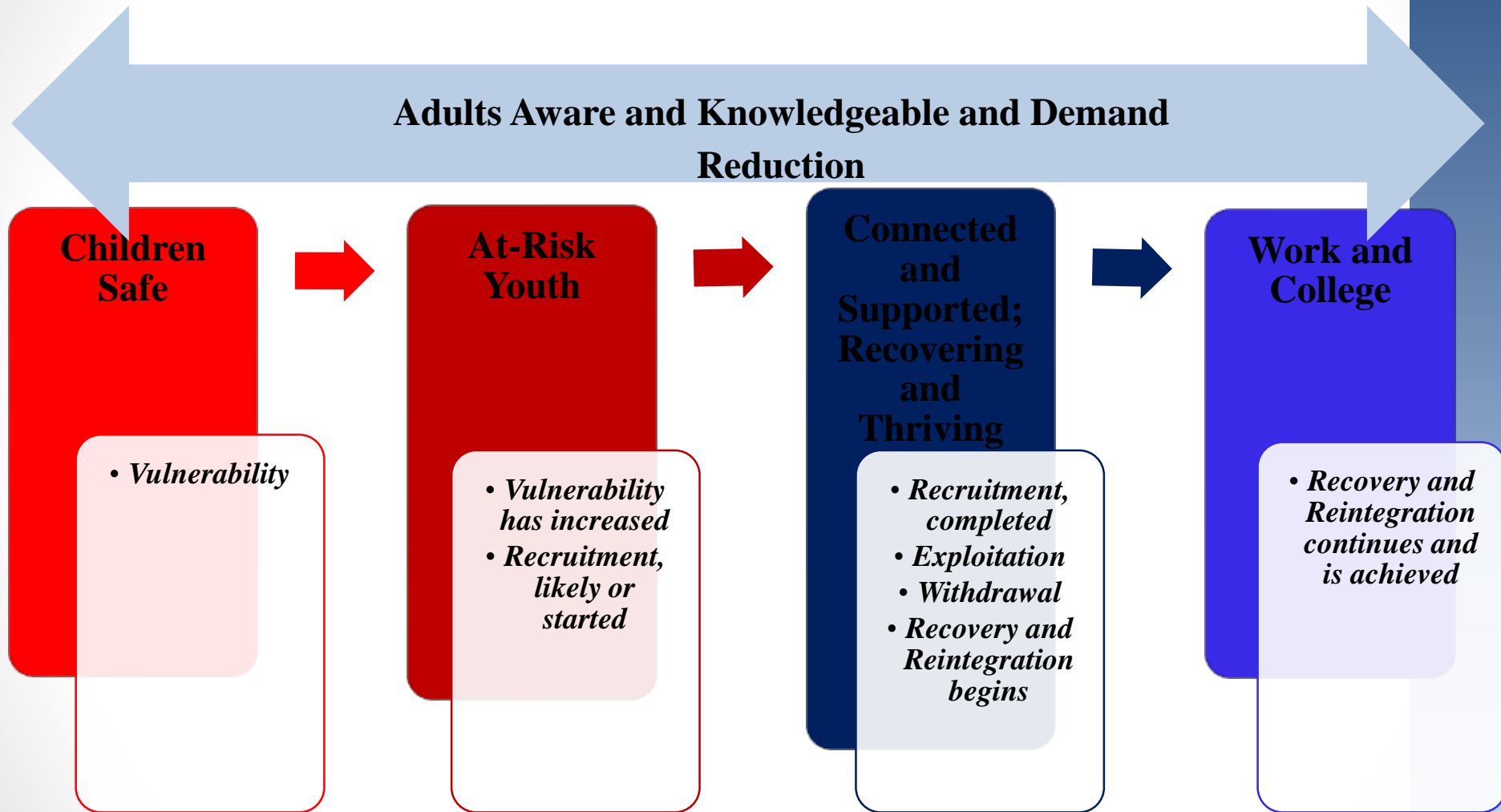
"Collective Impact"
John Kania and Mark Kramer
Stanford Social Innovation Review
Winter 2011

Research-Based Framework of an Actual Collective Partnership: Allows Targets for Each Work Group

Adults Aware and Knowledgeable and Demand Reduction

Children Safe

- *Vulnerability*

At-Risk Youth

- *Vulnerability has increased*
- *Recruitment, likely or started*

Connected and Supported; Recovering and Thriving

- *Recruitment, completed*
- *Exploitation*
- *Withdrawal*
- *Recovery and Reintegration begins*

Work and College

- *Recovery and Reintegration continues and is achieved*

Work Group Target Populations and Impact Measures

Target Populations	Work Groups	Impact Measures
Vulnerable to Abuse	Children Safe	Reduced child abuse
Vulnerable to Recruitment	At-Risk Youth	Reduced domestic violence Reduced school suspensions
Disconnected and CSEC Survivors	Connected and Supported	Fewer repeat detention placements
Survivors of Violence and CSEC Survivors	Recovering the Thriving	Reduced youth-on-youth assaults
Youth Vulnerable to Recruitment & CSEC survey	Work and College	Increased youth employment
Public and Key Institutions	Awareness and Education	CSEC efforts self-initiated by key institutions
Sellers and Buyers	Demand Reduction	Increased apprehension of sellers and buyers

Processes: Work Group Project Planning

(An Actual Awareness Project Summary of a Collective Partnership Work Group)

1. Increase awareness and knowledge of business organizations regarding domestic minor sex trafficking.

2. Selected and "tweaked" training curriculum.

3. Selected and prepared trainers

4. Developed "Champions for Children" certificates for businesses.

5. Provided training to 3 businesses, including a total of 75 Individuals.

Work Groups Allow Partners to Share Outcomes

(An Actual Awareness Project Outcome Measures of a Collective Partnership Work Group)

1. Statistically significant increase in Domestic Minor Sex Trafficking knowledge from pre-test (M=14.23, SD=2.53) to post-test (M=17.37, SD=1.75).

2. In all three trainings conducted, each group showed a significant increase in knowledge and understanding of DMST.

Work Group Structure and Planning Processes Allow Joint Acquisition of Resources
(Called a "Constellation Model" by Canadian Partnership for Children)

"If appropriate, constellations seek funding or other resources to support their work. With the Canadian Partnership, many constellations have been involved in joint fundraising . . . with funds flowing through at least half-a-dozen different partners."

Work Group Structure and Planning Processes Allow Joint Acquisition of Resources
(Called a "Constellation Model" by Canadian Partnership for Children)

"In the past, many of the partners approached the same funders with similar projects. Within the partnership, they were able to go to the funders together. The coordinated funding pitches allowed for bigger tasks and a higher success rate than individual proposals."

Building the Case for Sustainability

(Six Months of an Actual Collective Partnership's Work)

1. Total Work Group Member Hours: 1,084
2. Value of Hours @ $24.03/Hour: $26,048.52
3. Total Project Tasks Planned: 151
4. Total Project Tasks Completed: 133
5. Project Task Completion Percentage: 88%
6. Total Project Outputs: 24
7. Total "Units" of Donations: 32
8. Estimated Value of Donations: $10,278.50
9. Total Children Directly Served: 12
10. Total Community Adults Served: 129
11. Total Agency Professionals Served: 574

Five Phases of Building or Rebuilding Your Partnership for Sustainability

Five Phases and Related Sustainability Tasks

Phases	Related Sustainability Tasks
1. Establish or Reenergize Guiding Group	1. Develop logic model or common agenda for target problem to be addressed. 2. Identify organizations already focused and willing to focus on target problem.
2. Develop or Review Vision of Change	3. Clarify vision to specify the change or impact the partnership seeks to produce.
3. Enlist and Empower Partners to Act on the Vision	4. Determine outputs and outcomes most critical to sustain and partners to do so. 5. Choose some sustainability methods.
4. Examine Problem and Jointly Develop Strategy	6. Develop written plan for sustaining the strategy (i.e., sustainability plan).
5. Measure Results, Evaluate, Improve	7. Document and communicate sustainability successes.

MECP
Missing and Exploited Children's Program

Center for
FAITH BASED and
NEIGHBORHOOD PARTNERSHIPS

OJJDP

Guiding Group
(Also Called a Stewardship Group)

- Sets overall vision and strategic direction; logic model or common agenda.

- Monitors partnership agreements and health.

- Aligns "clusters of activity" (i.e., work groups or teams) with the partnership's purpose.

Vision: Keep It Clear and Simple

1. Include a measure of the need that has a simple metric that describes the challenge. For example: *Children will go to and from school without witnessing acts of crime or violence*.

2. The simple metric: Children feeling safe as indicated by not witnessing crime or violence.

3. "By creating a simple metric that described the challenge, we were able to communicate the need to donors and set an aspiration for local communities." (Larry Probus, *Stanford Social Innovation Review,* March 15, 2013)

Empowering Partners to Act

1. With the vision based on a metric, needed outputs and outcomes can be connected to partner organizations, based on their capacities.

2. Example Outputs: School-Community Teams, community events to reinforce anti-violence norms, violence prevention civic projects for youth, newsletter, counseling sessions.

3. Example Outcomes: Decreased incidents of fights, decreased school suspensions for interpersonal violence, increased number of youth civic projects.

Some Sustainability Methods

1. Sustain ideas (i.e., add output to existing effort).
2. Sustain innovations (i.e., get corporation to make a community event one of its public services) .
3. Sustain practices (i.e., train others to utilize an effective way of doing something).
4. Sustain policies (e.g.,., get a governing entity or executives to adopt civic engagement policy).
5. Sustain a specific service (e.g., get an agency to add the counseling sessions to its services).
6. Sustain a program (i.e., it addresses vital needs that existing programs don't).

Elements of a Partnership Sustainability Plan

- Vision and Mission
- Problem Assessment or Needs Statement
- Desired Impact and Performance Measures
- Partnership's Structure, Processes, and Membership
- Partnership's Strategy
- Outputs and Outcomes to Sustain
- Sustainability Methods
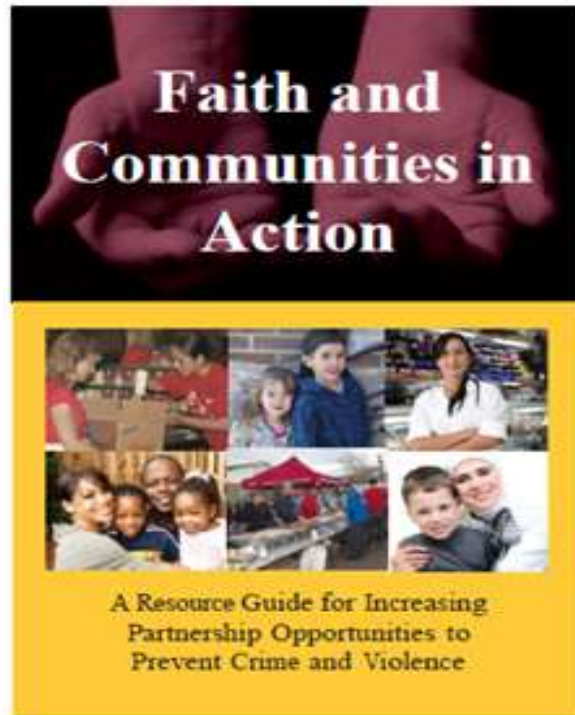- Action Steps
- Documentation of Successes

Moving Forward: Keep Partnering to Achieve Impact

"In the midst of a prolonged economic downturn and a mounting imperative to achieve better and more results, grantmakers of all kinds are seeking to better understand what works, why and how – and are shifting the way they think about scale, emphasizing not size but impact."

Grantmakers for Effective Organizations
"How Does Financial Sustainability Relate to Growth – and What Can Grantmakers Do to Support It?"
Briefing Paper, Topic 4, 2011

Faith and Communities in Action

A Resource Guide for Increasing Partnership Opportunities to Prevent Crime and Violence

- Available for download at: http://www.ojp.usdoj.gov/fbnp/pdfs/communityaction.pdf

- Or, in print at: www.ncjrs.gov

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  February 19, 2014
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- *Making Dollars and Sense*
  March 19, 2014
  2:00-3:00 pm EST

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