

RESULTS FOR CHILDREN INITIATIVE (RCI) – OVERVIEW

A Partnership Between the Foundation Consortium and the County Children and Families Commissions of Kern, Orange, San Diego and Santa Barbara

Purpose

The Results for Children Initiative is a two-year project funded by The California Endowment. The purpose of the initiative is to support the four county Children and Families Commissions (CFC) with the integration of results-based accountability (RBA) and inclusive governances (IG) principles and practices in all their Prop. 10 work, including the building of relationships between underrepresented communities and the county commission.

The Foundation Consortium provides intensive, structured, and tailored technical assistance to the counties through in-county consultation sessions, in-county trainings, cross-county (dyad) meetings, and through academies. The Consortium's approach is to do "whatever it takes" within the parameters of the grant to support counties to achieve their goals around RBA and IG. This is not a traditional foundation technical assistance project in which the Consortium holds the purse strings – instead this is a partnership. The Consortium offers technical assistance, but no cash assistance to the four counties participating in the RCI.

Selection of Counties

A Request for Applications (RFA) was sent to all 58 county commissions inviting them to submit an application. Special consideration was given to Central Valley counties due to the region's need and its lowest ranking on most indicators of children's well being, its high incidence of poverty, and the lack of access to foundation and other resources.

Counties selected to participate in this project had to demonstrate a strong level of readiness and motivation to work in the areas of IG and RBA, but needed help to proceed. Other criteria included:

- ✓ Presence of high level, local champion of RBA and IG (e.g., county supervisor, CAO, CFC chairperson)
- ✓ Demonstrated commitment from county commission to RBA and IG
- ✓ Presence of diverse neighborhoods in the county with experience participating in governmental processes (i.e., strong CBO, FBO, neighborhood/family associations, school/parent associations, etc.)

Leadership Team

Each county commission has appointed an RCI Leadership Team consisting of 10-12 members. Half of the teams include county or government representatives (i.e., commissioners, executive director, staff, etc.) and the other half include community members. The Leadership Teams work in concert with the county commissions to carryout the RCI work.

Objectives

Since the inception of this initiative, the Consortium contends that results-based accountability (RBA) and inclusive governance (IG) are interlinked: How do you know you have selected the right results unless you include those most affected by the outcome in decision-making? Thus, RBA and IG are the basis of the RCI work, and the overall objectives of RCI are:

1. Over a two-year period, each of the four Prop. 10 County Commissions will develop and implement an action plan for a results-based accountability framework using an inclusive process that reaches out to and involves members of the county's diverse ethnic and linguistic communities. The framework will include:
 - A list of results and indicators for children prenatal to five in the county disaggregated to the most detailed level possible by race and ethnicity;
 - A data set of baselines (including projections) for key indicators;
 - An action plan to implement what works to turn the curve for key indicators that is built on the involvement of all necessary partners, including culturally diverse communities and neighborhoods in the county;
 - A set of performance measures for each program or a strategy selected to improve a result;
 - A system for tracking county progress (disaggregated to the most detailed level possible by race and ethnicity) on results, key indicators and performance measures.
2. Each Proposition 10 Commission will adopt a policy document that outlines the relationships between the Commission and the communities of children that it serves and their roles and responsibilities to each other.
3. Mechanisms will be designed and implemented in each county that will ensure on-going involvement of diverse ethnic and linguistic communities in key decision making in Proposition 10 planning and implementation
4. Two products/tools that will be useful to other Proposition 10 Commissions and county governments implementing an inclusive results-based accountability framework include:
 - Publish "Lessons Learned" on implementing a results-based accountability framework using an inclusive process, including tools developed and refined for the project.
 - A set of case studies describing approaches to building trust and long-term relationships between policymakers and diverse communities.

Accomplishing the above objectives would be evidenced by:

1. A clear logical relationship in strategic plan between results, indicators, strategies funded and performance measures and indicators:
 - ✓ List of results and indicators
 - ✓ Priority baselines/forecasts
 - ✓ Performance measure data collection and analysis
 - ✓ Inclusion of community, provider, and professional/technical constituencies in developing the above.
2. Deeper, sustained relationships between Prop. 10 decision-makers/leadership and underrepresented communities as evidenced by:
 - ✓ Policy Statements
 - ✓ Inclusion practices:
 - Development of results and indicators
 - Development of performance measures
 - Development of strategies
 - Community building
 - CBO infrastructure
 - Building partnerships with county government, county collaboratives, other organizations, neighborhoods and communities.
 - ✓ Structures

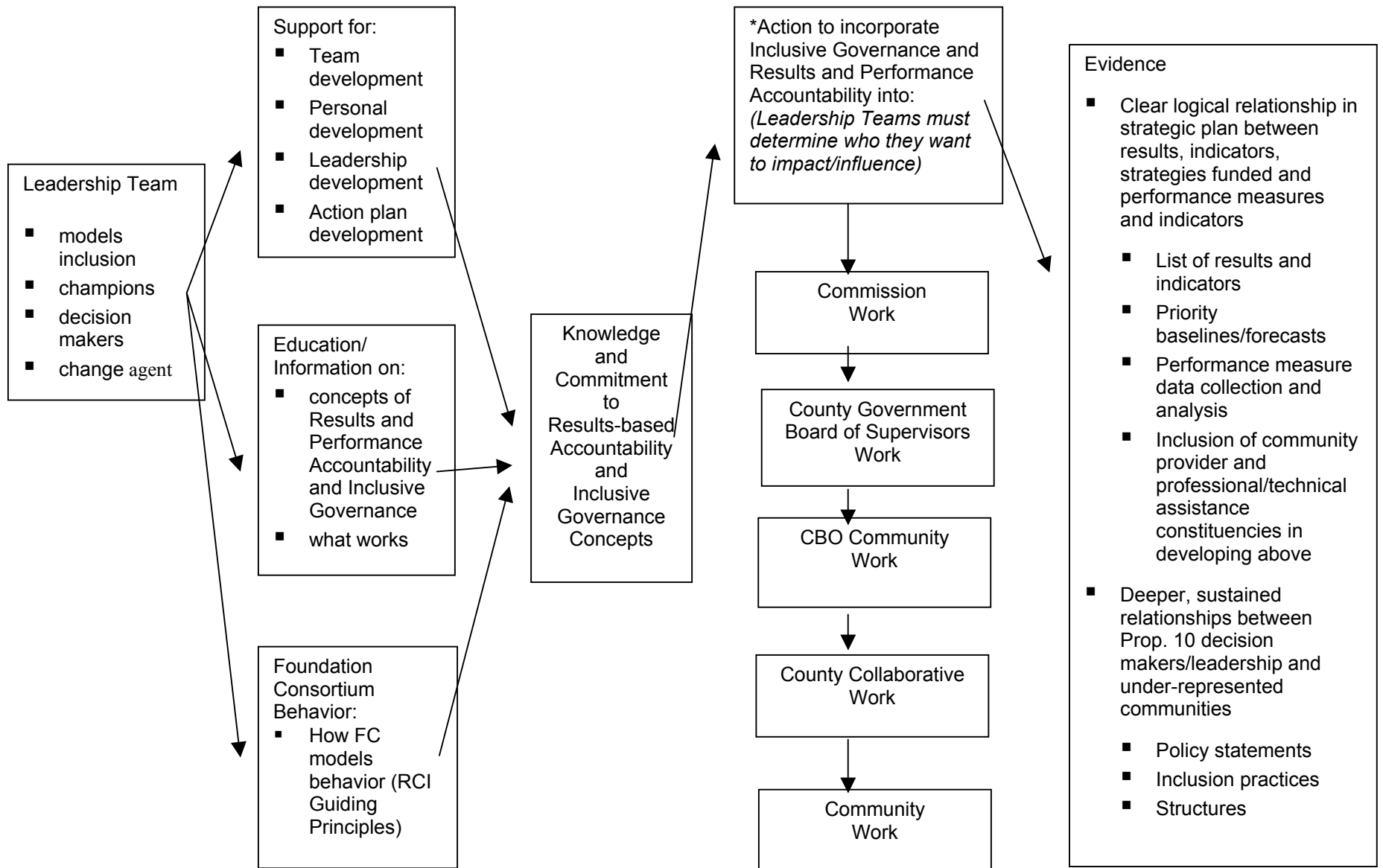
Principles

The work of the RCI is guided by 13 operating principles for working together and with others. The principles are:

1. We seek to demonstrate how incorporating diverse perspectives leads to more effective strategies, and better, more equitable results for children zero to five and their families.
2. We recognize and value the importance of children zero to five and their families and are willing to invest resources to ensure that children are ready to learn when they enter school.
3. We work collectively maximizing our public dollars and advocating a proactive common agenda to improve the lives of young children.
4. We value building personal connections, recognize each other's humanity and learn from each other across racial, cultural, and class lines.
5. We take time and invest resources to develop and sustain deep connections with and in our communities
6. We actively solicit and incorporate the opinions of the diverse communities with whom we work into our decision-making.

7. We commit ourselves to engaging in open dialogue despite institutional and personal constraints and agendas.
8. We seek common ground while respecting that each one of us may experience and understand an event or issue differently, especially when we come from different racial, cultural, linguistic and class backgrounds.
9. We pay attention to local realities while identifying how we can work statewide to improve conditions for children and families.
10. We work together to agree upon outcomes in our work and hold ourselves accountable to achieving them.
11. We collect and use data to improve what we do.
12. We take time to reflect, identify and address our individual or institutional biases, which may get in the way of our work.
13. We are flexible about changing our process in order to achieve our goals.

Results for Children Initiative (RCI) Theory of Change



* This Theory of Change is a work-in-progress. We are revising this section into concentric circles with Leadership Teams at the center. This is different than the current illustration, which appears more "top down", which is not our approach.

RESULTS FOR CHILDREN INITIATIVE (PROP. 10)
**A Partnership Between the Foundation Consortium and Four
County Children and Families (Prop. 10) Commissions**

Project Operating Principles
For Working Together and With Others
(Revised - October 13, 2000)

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RESULTS FOR CHILDREN INITIATIVE (PROP. 10)

Definition of Inclusive Governance (Revised October 2, 2000)

Inclusive governance ensures that the diverse perspectives of the people affected by a decision, especially groups currently and historically under-represented, are taken into account in making and shaping decisions. People who are recipients of services, community residents are represented and heard. The views and experiences of the different kinds of people who make up our communities –people of different ethnic groups, class backgrounds, sexual orientations and genders are taken into account.

Inclusion of these diverse perspectives is seen as essential to generating broad-based support and to understanding how an effort can most effectively build upon the particular needs and strengths of the different groups who make up any community. An underlying goal of inclusive initiatives is achieving more equitable results across ethnic, cultural, linguistic and economic groups.

Our hypothesis is that if commissions adopted inclusive governance, they would be more likely to achieve equitable results for young children and families across ethnic, cultural, linguistic and economic groups because they would be more likely:

- to identify equity as a desired result;
- aware and knowledgeable about strategies that work for different populations;
- able to use and interpret disaggregated data to hold themselves accountable; and,
- aware if programs funded aren't reaching certain populations.