Community Catalyst Initiative

### Test of Capacity-**Building Models within** Diverse Cohorts of

Museums, Libraries or other Institutional Partners

- Models with universal applicability and best potential for sustainability
- Grants to support local projects
- Third party capacity builder to provide training and technical assistance
- Additional information, resources, technical assistance, and support
- Convene and facilitate peer learning networks within grantee cohorts
- Support local project evaluation and data-based reflection/course correction

Support

### **Learning and Diffusion** of Best Practices

Among Museum and Library Sectors and Investors in Community Change

- Fund cohort-level and crossgrantee evaluation by independent evaluation partner
- Disseminate best practices, tools, and lessons learned throughout grantee networks, IMLS, and nationally







Lead to Which lead to broader

### **Capacity & Practice Changes**

among libraries and museums



### **Local Network & Community Changes**



Changes in awareness and orientation to shifting power  $\Delta$  IN AWARENESS dynamics in community change efforts

leads to **△ PRACTICE** 

Increased interactions with/ listening to community members and non-traditional partners

Increased engagement in discovery processes with community members (asset mapping, learning conversations)

Increased understanding of networks, actors, assets, and momentum in local community

Increased capacity to convene

diverse stakeholders and facilitate

co-creation/joint implementation

of a common agenda

Increased flexibility/

adaptability/agility to respond to

the changing nature/contexts of

grantee projects

which leads to a

**ACTION** 

**VIRTUOUS CYCLE** 

OF LEARNING AND

leads to more **△ CAPACITY** 

**△ IN PRACTICE** 

**△ IN PRACTICE** leads to

> **COMMUNITY** BENEFIT

Increased co-creation and joint implementation of a common agenda with community members and cross-sector partners

Increased support of community member-led, asset-focused action Increased number of/deepened connections, including with community members and nontraditional partners

Increased agency and empowerment among community members

Increased social well-being (aligned with codetermined project goals)

Increased perceptions that museums and libraries are trusted and important partners in strengthening communities

which leads to **SYSTEM CHANGES AND INCREASED** 

### Increased alignment of

organizational values/ expertise with co-designed, jointly implemented, asset-focused, community-driven collaboration

Increased structures and processes supporting authentic engagement of community residents

SUSTAINABILITY Increased engagement in efforts that include co-creation and joint implementation of a common agenda with community members and cross-sector partners

> Increased support of community member-led, asset-focused efforts

Increased local investment in community member-led community transformation

Museums and libraries are well-supported to innovate and continuously learn

Communities strive and thrive

### Theory of Change: Non-Profit Health Agency's Advocacy Function

Improved health of individuals and communities, especially those that are poor, marginalized, or vulnerable

# KEY

Orange border indicates outcome is influenced by both internal & external streams of work

### Improved Systems

- Enhanced quality of care
- Cost efficiencies/appropriate funding allocation
- Increased person-centered care

### Improved Policies

- Adoption of beneficial polices
- Protection and maintenance of policy wins
- Assurance of stable or increased funding for policies adopted

### Improved Organizational Capacity

- Improved ability for health agency's teams to effectively assess and respond to opportunities and threats
- Increased / improved advocacy skills and actions across health agency's functional areas— actions are more strategic, more informed, less siloed
- Actions and practice are more aligned with health agency's policy and mission-related goals

### Strengthened Base of Support

- Increased number /diversity of champions that support and "echo" the health agency's priorities and goals
- Greater political will regarding health agency's priorities and goals

### Strengthened Influence

- Health agency's perspective & partnerships are increasingly influential with regard to policy debate and decisions
- Health agency's actions in the policy arena are well-informed and strategic

### Increased Intra-Organizational Alignment

- Increased consistent cross-function communication
- Enhanced alignment across functions
- More / more effective cross-functional work

# Enhanced Deployment of Internal Expertise

- Increased leverage of expertise where it exists
- Increased use of Advocacy team as a resource

### Strengthened Alliances

- Increased aligned / shared priorities and goals between the health agency and external stakeholders
- Increased collaboration between the health agency and external stakeholders

### Enhanced Awareness and Agreement re: Role & Value of Advocacy Function

Greater recognition and understanding across the health agency of the Advocacy Function's role and value, priorities, and positions on key issues

### Enhanced Visibility & Awareness Re: Health Agency and its Functions

- Greater recognition and understanding among external stakeholders of the range & contributions of the health agency's functional areas and expertise
- Greater awareness among external stakeholders of the health agency's priorities and goals

### **Internal Engagement**

- Convene, educate and collaborate within Advocacy Function
- Identify and disseminate best practices related to Advocacy activities
- Convene, educate and collaborate cross-functionally
- Engage and empower agency staff
   & board to act as advocates

### Build Strategic Business Partnerships

- Identify opportunities for beneficial internal partnerships
- Support and complement other functions to advance organization's goals

# Provide Subject Matter Expertise re: Policy Areas

- Identify and cultivate staff expertise
- Build and implement processes to access staff expertise
- Deploy expertise strategically

### Policy & Regulatory Work

- Agenda setting
- Policy development
- Review and comment on policy opportunities or decisions

### **Government Relations**

- Educate and engage with policy makers
- Calls to action
- Liaison to key stakeholders or decision-makers
- Identify and build strategic relationships

### **External Engagement**

- Identify relationship opportunities
- Relationship management
- Engage with media / conduct media advocacy
- Provide thought leadership on key issues
- Build alliances in support of key issues



### Advocacy – Theory of Change

# Working Assumptions

- The Advocacy organization-wide function aligns with mission.
- By clarifying Advocacy's work and expected outcomes, the Advocacy ToC articulates a vision of how Advocacy across the organization contributes to desired impact (changes for people/populations).
- The Advocacy ToC provides a foundation for meaningful measurement, evaluation, and learning (MLE).
- The Advocacy function implements both internally-focused and externally-focused activities. Outcomes related to both areas of focus reflect important early steps that will help establish the conditions for longer-term policy change and impact.
  - Internally-focused efforts are aimed at establishing greater clarity and a greater shared understanding within the organization about Advocacy's role and value, better coordination of internal efforts and enhanced identification of opportunities, and timely/effective deployment of internal expertise.
  - Externally-focused efforts are aimed at enhancing visibility of and support for our expertise, priorities and goals.
- Advocacy's internally- and externally-focused efforts are complementary; the range of both internal and external efforts is expected to lead to strengthened advocacy, a strengthened base of support for our priorities and improved policies all of which can advance the organization's goals and contribute to mission. There are opportunities to learn how internal and external streams of Advocacy work are mutually reinforcing, and how best to balance resources across the two streams.
- There are opportunities to more clearly identify appropriate and meaningful measures that describe Advocacy's implementation and the effectiveness of Advocacy's work.
- The ToC articulates how Advocacy's work connects to the quadruple aim i.e., cost, quality, patient experience and health outcomes. There are opportunities to learn more about how Advocacy's work specifically contributes to each "bottom line" outcome area.

# We envision: aina momona.

Abundant and healthy ecological systems in Hawai'i that contribute to community well-being.

This will take: Powerful and connected communities stewarding Hawaiian lands, waters and culture (community-based natural resource management).

# We'll know this has happened when the following conditions are a broad-based reality in Hawaii:

Communities are decision-makers

# of communities participating in decisionmaking processes

% decisions that go the way communities want them to go

Community practitioners are resource managers

area under active community management

#educated by communities

% decrease in threats to resources

#new management approaches

%increase in biomass

Sustainable community-based organizations

# nonprofit BMPs utilized

mix of fundraising strategies utilized

Communities adapt to changing conditions

# communities doing monitoring & evaluation

## We will achieve these conditions through these activities:

gatherings
# communities at gathering

# people at gatherings

% attending who apply learning at home

# new biocultural management tools used in communities training and tools # people attending

trainings
# of people using/

requesting tools

%increase in knowledge

%satisfied that training increased their level of knowlege

% communities trained who are implementing training within one year

facilitation, consultation and technical assistance

# communities who perceive that they are reaching goals, making progress

\$ brought to communities

# new biocultural management tools used in communities

network building # incidences of skill exchanges

# links made between communities and resource agencies/ partners

# new biocultural management tools used in communities

#/\$ resources received and utilized through networking

advocacy # positive mentions

# new regulations that contribute to improved biocultural management

# agencies seeking input from KUA

backbone support

%increase in non-profit health scorecard score

organization

mix of fundraising strategies utilized

ratio funding from grants vs individuals

\$ of operating reserves

%perceive values alignment

### We work on these activities with and for:

Communities who invite our support, and who have an active commitment to restoring and protecting the natural and cultural resources of their place

### Because we believe:

Communities have a traditional and sacred role and responsibility for the lands and waters their places.

Communities rely on ecological health for physical, cultural, and spiritual sustenance.

Communities have knowledge, practice and relationships critical for successful resource management.

learn more at **Exuci**hawaii.ong



Network for the Development of Children and Families of African Descent

# THINK DIFFERENT, DO DIFFFRI

THEORY of **CHANGE** and **TRANSFORMATION** 

# Our Approach

- · Culture-centered
- Principle-driven
- Improvement-focused

## Our Strategies

- Training and Professional Development
- Networking
- Peer Learning
- Site-Based Consulting and Coaching
- Curriculum and Resources

## Our Stance

We stand for:

- Collective Learning
- Collective Ownership
- Collective Work and Responsibility

- FAMILIES
- COMMUNITY **POLICIES** SYSTEMS

# The Evidence

- Improved Life Outcome
- Greater Stability
- Self-determination and Self-efficacy

## Affiliate Outcomes

- Increase Capacities to Serve Communities
- Learn From Children and Families
- Improve Cultural Responsiveness

for Children

Strengthen and Stabilize Families

**Build Cultural** Competencies

## Our Affiliates

- Schools and Educators
- Decision and Change-makers
- Human Service Providers
- Community and Faith-based Organizations

We plant seeds to shift perspectives of...

- Educators
- Community organizations
- Change-makers

...to Think Different and Do Different

Children, families and communities and those serving them become self-determini through culturally responsive education and support services.

value families and communit<mark>ies.</mark>

- Creating power
- Practicing interconnectedness and interdependence
- Centering their experience
  - and expertise

to Drive Solutions for Systems Change

REACT & IDENTITY CONNECTIONS JA DRIVEN APPROACH

Use literacy as the means to develop and form strong cultural identity, which translates to learning, achievement and engagement

Adopt a value-driven stance to take an aspirational view and understanding of children/families helping them build self-efficacy and self-agency

Use participatory action research methods to build and support critical inquiry and self-study for children and

adults alike

Diagnose root issues/causes that inhibit learning and engagement; and adopt strategies that address and correct core issues

PARENT & COMMUNITY ENGAGENEES CULTURAL LEARNING SPACE

> Support children and families to become own culture and history, while

Integrate learning content, learning structures, mood and setting in the learning space- and people in the space- to impact and deepen learning

Differentiate involvement from engagement and adopt strategies that engage parents in providing cultural education and community building,

# competent in their building conscious-ness in/of heritage

# for themselves and their children

## OF CHILDREN & FAMIL OF AFRICAN DESCENT DREN & FAMILIES

www.thinkdifferentdodifferent.net

CESR tackles the unjust distribution of resources and power, within and between countries, that fuels inequality and deprives people of their rights. We do so by building collective counter-power to advance rights-centered economies serving people and planet.

trategies

Short-term outcomes

# mnart

### CUTTING-EDGE STRATEGIC RESEARCH ADVOCACY

We collaborate across disciplines We focus attention on inequality as to expose how unjust systems a human rights concern and make the case for reform

### COLLECTIVE SKILL-BUILDING

We model and share innovative tools for tackling systemic drivers of rights deprivations

### MOVEMENT BRIDGING

We build connections that support the exchange of knowledge, skills and learning

#### AMONG OUR PARTNERS AND ALLIES

### New knowledge and perspective

- Deeper understanding of the economic dimensions of human rights
- Greater commitment to strengthening relevant human rights obligations
- Stronger evidence base illustrating the need for systemic change
- Clearer vision and articulation of rightsbased economic alternatives

### Strengthened skills and capacities

- More rigorous shared methods for conducting rights-based analysis
- Increased ability to connect lived experiences of rights deprivations with their national and global drivers
- Broader toolkit for conducting rightsbased advocacy that is agile and responsive to shifts in context

### Increased collaboration

- Increased diversity of actors organizing for rights-based redistributive justice nationally, regionally and internationally
- Stronger trust, solidarity and collaboration between actors
- Greater alignment around unified messages and common agendas

### So that

### Amplified collective power

Among civil society and social movements:

- Increased mobilization to demand rights-based redistributive justice nationally, regionally and internationally
- Strengthened, broad-based campaigns for distributive justice using human rights
- Increased voice and influence of communities in policy decisions affecting their rights

Among influencers and policy-makers:

• Greater responsiveness to and capacity to act on redistributive demands

Improved policy environment

- Increased political will and capacity to advance redistributive justice using human rights tools
- International policy environment more conducive to fostering national-level capacity, commitment and policy space

### STRENGTHENED More responsive institutions ACCOUNTABILITY

Among oversight and accountability bodies:

- Clearer normative standards related to the economic dimensions of human rights
- More effective monitoring and enforcement of these standards by human rights bodies
- Greater compliance with these standards by economic governance bodies and corporate accountability mechanisms

### So that

Redistributive socioeconomic policies are enacted

Resources are mobilized and invested in the implementation of these policies

Human rights are upheld as values underpinning socioeconomic and development policies

Democratic processes are inclusive and enable meaningful participation

#### So that

### GUIDE TO THE OUTCOME MAP

#### Our approach:

- We're a small organization with a broad vision, niche expertise and collaborative ethos. This makes us uniquely placed to marshal context-specific evidence that illustrates how broad regional and global socioeconomic trends impact people's rights in particular countries, as well as to foster synergies between collective efforts for change at the national, regional, and global levels.
- We believe the intersecting challenges of poverty, inequality and climate crisis are the most pressing challenges of our time. All are caused by and in turn reproduce widespread denials of economic and social rights and have their roots in the unjust distribution of resources and power that characterize our economic and political systems.
- We seek systemic change, which includes steady progress on the policy reform necessary to shift socioeconomic and political systems affecting distributions of resources and power.
- We recognize that this type of change cannot be realized without a critical mass of organizations working for redistributive justice across economic, social and environmental spheres joining forces. For this reason, our work happens through partnerships and alliances, particularly across fields. Our aim is to break down silos by increasing fluency in economic and social justice issues among human rights actors, while increasing human rights fluency among actors in related economic and social justice fields.
- We advance a progressive, holistic and transformative vision of human rights that illustrates the indivisibility and interdependence of all human rights. We focus specifically on economic and social rights as a powerful, but underutilized, tool for redressing skewed distributions of resources and power.
- We seek out a wide range of partners and allies that includes: civil society organizations, particularly those in the human rights, development, tax justice, economic justice and environmental fields; social movements such as the feminist, indigenous and labor movements; grassroots and community groups in specific countries; human rights and development oversight bodies at the national, regional and global level; and those who make or influence socioeconomic policy, domestically, regionally and internationally.

#### How change happens:

- The long-term outcomes we seek reflect key components of an effective state, capable of delivering on human rights in the public interest. We recognize that in a globalized economy, a state's effectiveness, including its policy space, is heavily influenced by asymmetries in who wields power in global governance spaces.
- The intermediate outcomes we seek are in principle mutually reinforcing; a change in one affects the others, in a virtuous cycle strengthening accountability. Increased mobilization by civil society, social movements and community groups influences the responsiveness of key institutions, which can in turn lead to an improved policy environment in which change can occur.
- At the same time, we recognize that this virtuous cycle is not always in evidence: in many cases, institutions are not responsive or have limited impact on the policy environment. The interplay between pressure from below, pressure from above, and pressure from within is dynamic and constantly shifting. For this reason, our strategies for change must be context-specific, using approaches and channels most effective in each setting.

All children are safe & healthy, ready for school, and live in families that can provide for their needs and make investments in their future



### Radically Engaging Residents of Affordable Housing in All Aspects of Our Work

### Springboard to Learning

Springboard To Learning is all about ensuring children and their families can achieve their educational goals. Springboard does this by providing programs in safe, nurturing places in the summer, after school, and during the week. When kids don't have a safe place to go after school, we make one. When youth are struggling through insecurities, we help them find community and confidence. When parents don't know how to help their children succeed in school, we give them the resources to do it. Our programs are all focused on one ultimate goal: children and their families working together to develop big, bold visions for their future.

### Springboard to Success

Springboard To Success supports residents as they take steps to achieve their short and long term goals. For some residents, this means saving for a home or obtaining a GED. For others, it means finding a better-paying job. Regardless of the goal, we help residents plan for the future by providing programs and one-on-one support that is focused on the specific needs of residents.

### Springboard to Community

Springboard To Community supports residents in meeting their immediate needs, while also providing community building events to strengthen social connections and support families as they reach their goals in school, work, and life. The options for building community and supporting residents vary across our communities but always address what residents tells us they need and want.

### Theory of Change | Outcomes We Expect to See



### Radically Engaging Residents of Affordable Housing in All Aspects of Our Work

Strategies

### Springboard to Learning

- Ensures children and their families can achieve their educational goals and develop big, bold visions for their future

### Springboard to Success

- Supports adult residents in reaching their goals in school, work, and life

### Springboard to Community

Provides immediate stability and promotes social connections among resident families

#### Short-Term Outcomes

### Children & Families

- Increased engagement of parents/families in their children's learning
- Improved future outlook for children and families

#### Intermediate Outcomes

### Children & Families

- Improved academic self-efficacy among children Improved school performance among children

Long-Term Outcomes

Children & Families

- Improved ability of children to achieve academic goals
- Improved ability of children to achieve life goals

- Adult residents gain knowledge and skills related to education, financial security, and career readiness
- Improved future outlook among adult residents

Families

Residents feel like there are

Improved ability of adult residents to achieve self-defined goals (e.g., academic, financial, career)

Affordable housing coupled with supportive services is a **springboard** that disrupts the intergenerational cycle of poverty

Vision

Affordable Housing Residents

systems and services in place to meet their needs - Reduced sense of fear/worry about life situations

- Increased sense of community and social connection among resident families
- Increased confidence of residents to use their voice to communicate community needs
  - Increased engagement of residents in shaping and advocating for administrative and federal policies that benefit their community

Families

## Sound Discipline Theory of Change



## Strategies



Empower professionals and parents to effectively connect with youth, using brain science and traumainformed practices.



Train and coach school discipline data teams to create and build sustainable systems for solution-focused practices.



Facilitate community-wide learning and action to promote solutionfocused discipline practices in families, schools and organizations

# Among Teachers, Parents, and Other Professionals

- Shift in understanding of youth misbehavior
- More effective disciplinary practices
- Increased skills for responding effectively to youth misbehavior



### **Among Students and Youth**

- Greater empathy, agency, and self-regulation
- · Greater resilience
- K-12 academic success
- High school graduation and post-secondary success

### **Outcomes**



Among Families, Schools, and Community-Based Organizations

- Positive changes in school climate
- Fewer disciplinary incidents
- Increased attendance and decreased truancy
- More time for instructional leadership
- Increased parent engagement in school
- Increased use of approaches that identify behavior patterns and prevent behavior problems
- Well-supported data teams in schools

ACADEMIC SUCCESS
THIS WAY

