



NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Performance Management Framework Focused Monitoring

March 27, 2017

STATE'S ROLE: AN OVERVIEW

The Big Questions

1. How can we be sure Community Action is doing what works?
2. What makes Community Action unique from other social service networks?
3. How does the flexibility to address locally identified community needs inform the selection of Community Action services and strategies?
4. What's the impact of the selected services and strategies on the lives of individuals and families? On communities?
 - a) What has changed? Are people better off as a result of Community Action intervention?

TOOLS FOR MONITORING

- Community Needs Assessment (CNA) Checklist
- Community Action Plan (Workplan, Contract & Budget)
- CSBG Annual Report
- ROMA Next Generation
- NASCSP Monitoring Guide
- State Self-Assessment Tool
- Organizational Standards
- ACSI

New CSBG Annual Report

- Provides a tool for monitoring the entire performance management framework.
- Collects information on actual performance that compares with planned performance.
- Initiates questions to guide data analysis practices and discussions about strategies for improving performance.
- Acknowledges problems related to collecting unduplicated numbers for individuals and families by asking for those not included.

Results Oriented Management and Accountability System (ROMA) Next Generation

- Supports a National Theory of Change for Community Action.
- Recognizes the need for agency capacity development and maintenance.
- Reinforces the interrelationship between family/individual work and community work.
- Is based on data collection, storage and analysis practices that demonstrate the network's "results orientation."
- Separates reporting on outputs and outcomes while encouraging the comparison of these two data sets for analysis.
- Stresses the importance of the integration of all of the phases of the ROMA cycle

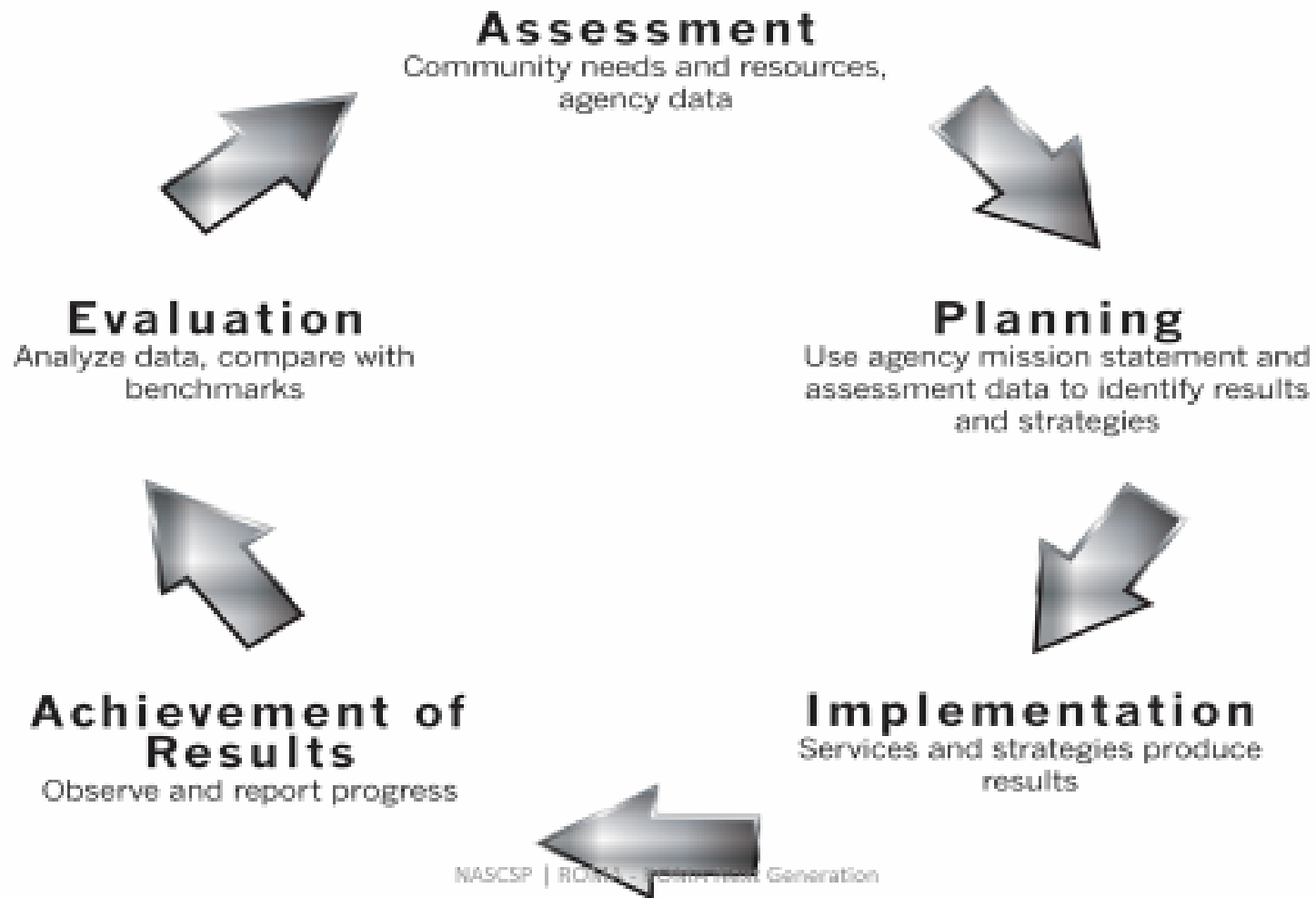
Organizational Standards

- ROMA principles and practices are embedded in the Organizational Standards.
- Identifies both Board and staff responsibilities for well run agencies.
- Sets out a time table for on-going attention to the elements that support achievement of results to support the National Goals.

ACSI

- Use feedback to improve communication.
- Knowing areas that the network thinks the state excels or need improvement can help set the tone and focus of a monitoring visit.

The Results Oriented Management and Accountability Cycle



Monitoring and the ROMA CYCLE

Assessment

Assess
community needs
and resources,
ensure the list of
Organizational
Standards are
considered

Organizational Standards:

Has a community needs assessment been completed within **the past three years**? Was a **report** issued? Were the results communicated to the community? Was the **board involved** in the assessment process? Does the assessment contain an **analysis** of the data?

What does data tell us about the **needs** in our **specified community**? What identified needs can we **reasonably address** either **independently** or **in partnership** with other organizations?

Assessment of Environment

- The Community Assessment should make meaning for the local CAA
- The State monitors should be able to identify:
 - Qualitative and Quantitative data the CAA used in decision making.
 - *Key findings* from the CNA.
 - Clear identification of top needs or gaps in services.
 - Understanding of “whose need is it?”

Monitoring based on the Comprehensive CNA

- States can use the CNA to:
 - Compare the identified needs with the CAA's current programs, plans and documented outcome
 - Are the plans addressing the major needs?
 - Do the outcomes match the needs?
 - Increase understanding of the scope of emerging and ongoing needs and resources
 - Compare needs across the state: Are there trends? Recurring needs?

CNA Checklist



**STATE CSBG LEAD
AGENCY**

**CHECKLIST FOR MONITORING A
COMMUNITY NEEDS ASSESSMENT
RELATED TO THE ORGANIZATIONAL
STANDARDS**

Monitoring and the ROMA CYCLE

Organizational Standards:

Does the agency have a **strategic plan**? Has it been put **in place within the past five years**? Was the **board involved** in all phases of planning? Does the plan address **all agency programs** and not just CSBG? Does it contain **Family, Agency, and Community** goals?

Planning

Use agency mission, TOC, and assessment to support services/initiatives, use the organizational standards as a guide

How do the **Core Principles** in the **Theory of Change** help guide our agency strategic plan and community action plan?

How will we strategically respond as an agency to individual, family, and community needs? What **impact** do we want to have? What are our **performance targets**? What **services and initiatives** do we select?

Agency Mission

- Can the agency articulate the assumptions and values that are expressed in mission statements?
 - Local Theory of Change, in relation to the National Theory of Change
- If environment has changed (based on CNA) but the mission hasn't changed, how is agency adjusting to achieve mission, vision, and goals?

Community Action Theory of Change

- Does the agency use the National Community Action TOC in the planning process?
- Can the agency relate its plan to the National Goals and the underlying beliefs and assumptions that guide a service delivery strategy?

Local Theory of Change

- Do the CAAs have its own TOC that expresses:
 - What the agency believes about its role as anti-poverty agent?
 - How the agency is supposed to work?
 - What is supposed to change because of their work?
- Does the CAA's plan include basic answers to the questions “How will this agency affect the movement of people with low-incomes to stability and economic security?” and also, “How will it affect the well-being of the community?”.

Considering the Plan

- Assess the Board's active participation in setting the direction for the CAA.
- Assess agency's awareness of and access to opportunities, resources & potential new partners.
- Is the Strategic Plan reflective of the entire agency
 - Does it refer to Community Action Plan and other funding plans in a way the unifies them?
 - Does it address individual, family and community goals as well as goals related to agency capacity?

Strategic Goals and Priorities

Does the Strategic Plan answer the questions:

Why did the agency choose to address certain goals/needs over others?

- Why did they choose the strategies or services?
 - Is the evidence in CNA clear and appropriate?
- Do the services and strategies correlate to the community and family needs and goals?
- What will be changed in the lives of families and individuals, and in the community as a result of chosen priorities and programs?

Strategic Goals and Priorities

- Monitors review the Strategic Plan to see if these questions were asked and answered by the Eligible Entity:
 - Where can we have the greatest impact?
 - Where does our mission and analysis of the environment overlap most strongly?

Monitoring and the ROMA CYCLE

How will we implement our unique combination of **Services and Initiatives**? And for what Outcomes (**NPIs**)?

Do we have a process for **observing progress** and **using data** to make changes as needed? Do we **need to make changes** to our services and initiatives?

Implementation

Implement services and initiatives (strategies) to produce results

Organizational Standards:

Are programs and services communicated to the public? Do **financial reports** showing program progress? Are they **clear and easy** for the board to review?

Implementation Plans

- Details, Details, Details
- Does Community Action Plan provide specific information about each action step? It should address:
 - **What** actions or changes will occur
 - **Who** will carry out these changes
 - **By when** they will take place, and for how long
 - **What resources** (i.e. money, staff) are needed to carry out these changes
 - **Communication** (who should know what)
- State Monitors should be able to see how CAP Plan and CNA findings fit together

Implementation is Strategic

- Can the agency demonstrate:
 - Deliberate preparation to achieve a specific goal?
 - Tangible process with products and activities clearly identified?
- Does the agency include the measurement tools that will be used to identify and document the changes that were observed?
- Does the agency have processes in place to regularly assess program data and movement towards success?

Monitoring and the ROMA CYCLE

Organizational Standards:

Are systems in place to **track demographics and services**?
What about **community level outcomes**?

Achievement of Results

Observe and report outcomes and progress

What Outcomes are observed and measured as **Community and Family level NPIs**? How do the Outcomes we are tracking **move us towards our agency goals** in our local TOC?

How do specific Services and Initiatives (Strategies) help support and produce Outcomes to respond to the needs of our community?

What is Success?

- The goals identified in agencies' Community Action Plans will have measurable indicators to clearly identify what the agency will count as success.
 - These should align with the National Performance Indicators
- Understanding what will be measured leads the way to high quality service delivery and the ability to gather information to verify success.

NPIs -> Management and Accountability

Performance Indicators will allow both the local Eligible Entity and the state monitor to find out if the strategies and services they are using are working.

- Indicators will help to frame program management as well as accountability.
 - Results Oriented Management
 - Approach to running an organization
 - Continuous, ongoing activities (more akin to an attitude, than a single action)
 - Results Oriented Accountability
 - Reporting to funding sources
 - Communicating with the local community

Monitoring and the ROMA CYCLE

Did the **Outcomes** achieved address the needs identified in the assessment phase? How well did we track our success? Did we meet our **targets**?

Evaluation

Analyze data, compare with benchmarks

Organizational Standards:

Did the agency present to the board, at least within the past 12 months, an **analysis of the agency's outcomes**?

What **has changed** for the people we served? What has changed for our community? What **Outcomes were achieved** and for whom? What **Services and Initiatives contributed** to achieving the **Outcomes**? What can **we improve** to better respond to local needs?

Not Just Clockwise Movement

The phases of the ROMA cycle must be considered together, with the understanding that the agency might move from Implementation back to Assessment, or from Reporting back to Planning.

Questions at the State Level

ROMA Next Generation recognizes the importance of state and federal analysis to identify:

- **Trends** that are happening across a state or region which may impact services or strategies.
- Efforts that are making a **positive change** in the lives of individuals and families with low income; and the conditions in communities where they live.
- **Resources** that can be combined to produce greater and more comprehensive change.
- **Common barriers** that go beyond the influence of a single local agency, which should be addressed at state, regional or federal level.

SYSTEMS MONITORING

Assessing Your State's Systems

- How does the CSBG office keep up with the changing CAA environment (OCS IM releases, Head Start Standards, ROMA Next Generation, other?)
- What are your systems for ensuring adequate and timely follow-up to the results of monitoring?
- How do you use monitoring results to identify and provide system-wide training and technical support to CAAs?

Turning the CSBG Performance Management Vision into Monitoring Expectations

- Awareness of and attention to accountability measures for states as well as for local agencies
- Consideration of processes that will analyze efficiency and effectiveness in state level work:
 - plan development, distribution and use of funds, grantee monitoring and corrective action, data collection/ analysis/ reporting, linkages, communication and customer satisfaction
- Understanding the importance of local agencies meeting and exceeding organizational standards;
- Assurance that the network is demonstrating strong results for low-income families and communities nationwide (not just provision of services)
 - Efficient and effective data collection, analysis, and reporting

Questions?

**Visit www.nascsp.org for
more resources and information.**