

marks show which strands go with which plans. Under this process, the planning is done once, using the same RBA process for each strand. This makes the plans easier to produce and easier to understand and use.

This approach to unified planning is still only a theory. Someday a state department of education or some rebellious school district will adopt this approach and relieve some of the burden now imposed by duplicative education planning processes. The time freed up by simplified planning can go back into helping children succeed in school.

Results-based grantmaking¹¹⁶

It is hard to speak the truth about grantmaking. As one foundation executive put it: “Since I joined the foundation world, I haven’t had a bad idea or a bad lunch.”

Most funders¹¹⁷ preach accountability, but not many practice it well. Most funders fail to distinguish between Population and Performance Accountability, and create unrealistic expectations about what their grants and grantees can accomplish. Many funders impose complex reporting requirements on their grantees but often don’t use simple accountability practices in running their own organizations. RBA methods can make the work of grantmaking more clear, realistic and effective.

Organizations Still Waiting for their first foundation grant

1. Institute for the Study of Spontaneity (ISS)
2. Center for the Study of Study Centers (CSSC)
3. National Association of Foundation Grantees (NAFOG)
4. Center for Wishful Thinking (CWIT)
5. Technical Assistance Center for Congressional Amity (TACCY)
6. Federation of Organizations with Good Intentions (FOGI)
7. Overhead is Us (IOU) (Also known as Us is Over Our Head)
8. Center for Misleading Data (COMAND)
9. Ctr. for Sht. Trm. Thnkng (CISTT)
10. Hindsight Inc. (HINDINC)

FPSI

Figure 6.9

First, funders need to sort out what population results they are seeking to affect in the communities, cities, counties or states in which they make grants. Funders and their grantees can then have an honest conversation about what it means to produce population level change and avoid over-promising what can be accomplished.

¹¹⁶ For more on this subject, see “Results Based Grantmaking, An Approach to Decision Making for Foundations and Other Funders,” FPSI, October, 2000.

¹¹⁷ For purposes of this discussion, funders include charitable foundations, United Ways, and government agencies that award grants.

Performance Accountability methods can be used to track the performance of both the grantees and the funder's organization. How well are the grantee agencies performing? Are the grantees on time and on budget with their funded activities? Are the grantees making a difference in the lives of the people directly served with grant dollars? For the funder's organization: Are contracts and invoices processed on time? What percent of authorized grant funds are expended? Are grantees satisfied with the support they receive from the funder? And most importantly, what percent of grants have a turn the curve story to tell?

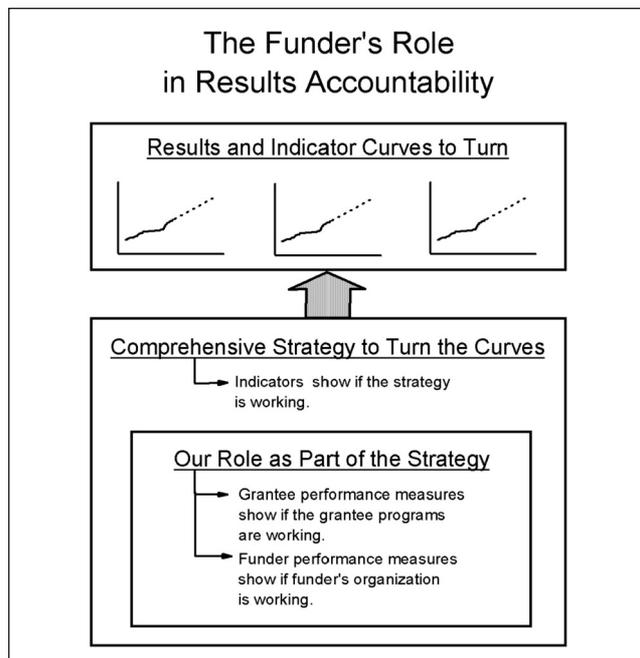


Figure 6.10

Figure 6.10 provides an overview of Results Based Grantmaking. Funders should decide on a set of results and indicators that they seek to affect such as *A Safe community*, or *A Clean Environment*. The funder should identify a complete strategy to turn the curves and then decide on their role inside this strategy.

Funders consistently skip the step of identifying a complete strategy and go directly from population results to their grantmaking agenda. They create the impression, and sometimes even believe that their grantmaking agenda by itself can change population results. It almost never can. Funders, like foundations and United Ways are uniquely situated to

Results-Based Grantmaking for Foundations and Other Funders

1. What quality of life conditions (results) do we seek to improve in the communities (cities, counties, states, nations) where we make grants?
2. What would these conditions look like if we could see them?
3. How can we measure these conditions?
4. How are the communities doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What would it take to do better? What strategy should the community as a whole pursue?
7. What is our role inside that strategy?

Figure 6.11

think about complete strategies. They are sometimes the only ones with the time or the neutral perspective to think about “what would it take?”

I first came to understand this problem when I was working with a foundation that was trying to reduce rates of violence in a large metropolitan county. They had a terrific grant-making agenda that included mentoring, mediation, alternative dispute resolution and much more. Yet they were puzzled as to why rates of violence were not going down. To an outsider it was obvious that their grantmaking agenda was just a small part of what was required to actually reduce rates of violence. A comprehensive strategy to reduce violence would include such things as community policing, gun control, supervised recreation for teens and broadly based efforts to address the causes of violence. The foundation had never actually taken the time to think about what such a comprehensive strategy would look like and how their grantmaking agenda fit within this strategy.

Figure 6.11 shows a special set of questions for Results Based Grantmaking. The questions are a variation on the questions presented in the Population and Performance Accountability chapters. Funders should start by deciding on the results they hope to affect in their grantee communities and what indicators would show whether those conditions are getting better or worse. How are the communities, cities or states now doing on the relevant population indicators? What is the story behind the baselines? Who are the partners who have a role to play in doing better? What would it take to do better? And what is our role in doing better?

A growing number of funders are now using RBA and Results Based Grantmaking methods. Many United Ways including the United Ways in Santa Cruz, California; Indianapolis, Indiana; Des Moines, Iowa; Louisville, Kentucky; Cincinnati, Ohio; Burlington, Vermont; Peel, Ontario and the Lehigh Valley in Pennsylvania have been using RBA for many years. The Foundation Consortium for California’s Children and Youth has used RBA to plan and manage community change efforts on behalf of its twenty member foundations. The Annie E. Casey Foundation and its grantees have made extensive use of RBA and results-based grantmaking in planning and managing their agenda, including civic and neighborhood initiatives in Atlanta, Des Moines, Indianapolis, Louisville, Hartford, Milwaukee, Oakland, San Antonio and Seattle. The Gates Foundation and the Higherlife Foundation have used RBA to plan some of their international charitable work. And a number of federal grantmaking agencies have used RBA methods for strategic planning and grants management including several institutes in the National Institutes of Health, the Department of Education Promise Neighborhoods Initiative and the Health Resources and Services Administration, Bureau of Primary Health Care.