



FUNDERS ROADMAP

CREATING ALIGNMENT, TRUST AND IMPACT IN COMMUNITIES

THE FUNDERS ROADMAP

Developed by The Harwood Institute in partnership with the ten20 Foundation and Opportunity Child.

ABOUT THE HARWOOD INSTITUTE FOR PUBLIC INNOVATION

The Harwood Institute for Public Innovation is a nonpartisan, nonprofit organisation that teaches, coaches and inspires individuals and organisations to solve pressing problems and change how communities work together. With a proven 25-year track record the Institute's approach to change – the Harwood practice – has spread to thousands of communities across the U.S. and to groups in more than 40 countries.

ABOUT THE TEN20 FOUNDATION

The ten20 Foundation is bringing inspiration and innovation to early childhood investment in Australia. We know the system needs to change in order to change the lives of vulnerable young children, and we are starting that work by supporting exciting, innovative, community-led initiatives.

We believe new forms of funding are the key to enabling real social change that will benefit all Australians. We are focused on children between the ages of 0-8, and our key investment is the Opportunity Child initiative.

ABOUT THE OPPORTUNITY CHILD

Opportunity Child is helping communities work better together, using a collective impact approach to change the lives of thousands of vulnerable young children. Through collaboration with six partner communities, eight leading partner organisations and a wider learning network, we aim to dramatically increase the number of Australian children living happy and productive lives.

Our collective impact approach builds positive, sustainable community environments with strong leaders, common agendas and shared measurement practices. We work with all of our communities and partners to lift up this work on the ground as evidence to support national policy reform and systems change for our nation's most precious resource – our children.

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A LETTER FROM THE TEN20 FOUNDATION VICTORIA, AUSTRALIA

Dear Friends:

At the ten20 Foundation, we advocate for new thinking, different answers and a more efficient use of resources to create opportunities for everyone in our community. We can see that community leaders and organisations around Australia are increasingly wrestling with questions about how to address the underlying conditions in our society to enable change to occur – and find the support they need to work together for progress. We believe new forms of funding are key to catalysing, convening and sustaining the knowledge creation, learning networks, and changes in practice and mindset required for real transformation to happen.

The ten20 Foundation recognises that people-centred approaches are critical to addressing complex problems and place-based disadvantage. National and state policies and philanthropic approaches must enable solutions that are relevant to people living in unique community contexts. The ten20 Foundation is developing an approach that moves beyond “giving away money” to actually aligning with communities to solve social problems. The really smart investors right now know that you have to do both – invest in the capacity for change, as well as in specific programs.

ten20's partnership with the Harwood Institute for Public Innovation in the U.S. has helped us to progress our understanding of how to assess the five stages of community life that all communities move through as they align efforts to effect systems change. Each stage has its own implications for the kinds of investments and support that will help a community move forward. For ten20 as a funder, this has been critical to shaping our relationship and support, both for communities seeking to undertake a collective impact approach and other funders looking to align, but needing a road map to “de-risk” the work.

We hope that you will use this tool with your colleagues to have a deep conversation about your investment strategies and how to more effectively align them to the context of the communities you serve.



Sincerely,

Seri Renkin
Managing Director



THE ROADMAP: BASED ON 30 YEARS OF WORK

The Funders Roadmap is for funders and their partners that seek to build stronger alignment, trust and impact in their work together in communities. It’s based on The Harwood Institute for Public Innovation’s framework, *Community Rhythms: The Five Stages of Community Life*, which comes from nearly 30 years of research and on-the-ground work in communities.

All communities are in one of the five stages. What’s critical to know is which stage the particular community you’re working with is in right now. Each stage has its own implications for the different types of investment and support that will help a community move forward.

QUESTIONS THE ROADMAP CAN HELP YOU ANSWER

All funders and their partners face challenges of alignment, trust and impact. Listed below are ways the Roadmap can help funders and their partners meet these challenges.

Do you face these nagging questions?	The Roadmap will help you:
How can my work make a real difference?	Focus on actions that increase the likelihood for relevance and impact
How long will it take to produce change? And what kind of change can I expect?	Set the right expectations for what’s possible
How can I show impact?	Identify and measure the right milestones
How can I ensure results?	Get the most out of your investments and mitigate risk
How can this work be sustainable?	Build the right underlying conditions and capacities to support change

USING THE ROADMAP

Funders can use the Roadmap both internally and with external partners. See below for some of these different uses and the discussion guides that will help you use the Roadmap to get results.

	Getting Started: Use Guide #1	Getting Started Use Guide #2	Staying Aligned: Use Guide #3
Develop Strategy and Investments	✓		✓
Engage Your Staff	✓		✓
Work with Your Board	✓		✓
Build Alignment/Trust with External Partners		✓	✓

GUIDE #1: FOR YOU, YOUR STAFF AND BOARD

Getting Started

Answer the questions below to set the right foundation for using the Roadmap.

1. What are your aspirations for working with communities?
2. What's been your experience in working with communities?
3. Where are you making progress? What's been difficult?
4. What pressures do you feel? From who? Why?

Applying the Roadmap

Answer the questions below using the Roadmap.

Note: To use this guide, make sure you have a particular "community" in mind—which can be a geographic community, a state, a neighbourhood or part of town, a network that exists across communities or a community of interest. It doesn't matter which community you pick, only that you are using the same community as your reference point as you answer the questions below.

1. What stage of community life is the community you're working with? Read through "The Stages of Community Life," and select the stage that you think best fits. If you are working in more than one community, do this for each community.
2. Once you've selected the stage, find that stage on the Roadmap and read across the different columns. Then, ask the following questions:
 - a. What do you make of the stage you've selected and the nature of work that needs to be done in it?
 - b. Looking at the column "Actions Often Taken" where have you seen actions like these taken in this stage and what have been the results?
 - c. Which actions in the column "What Funders Can Do" would you feel comfortable undertaking or supporting in this stage? Why?
 - d. To what extent are you willing to fund and/or support programmatic efforts as well as efforts to listen to the community, convene groups and build the capacity of leaders and organisations, among other factors? Why?
 - e. What does this stage make you think about in terms of setting realistic expectations for change? How fast or slow can things move forward?
 - f. Given the "milestones" for this stage, what kind of progress or impact would you want to see?
 - g. How do you think about "risk" in this stage in terms of the obstacles that may be encountered? How can that risk be minimized? How comfortable are you with this risk?
3. What do you think might be good for potential roles for you to play in this stage moving forward?

GUIDE #2: FOR GRANTEES AND EXTERNAL PARTNERS

Getting Started

Answer the questions below to set the right foundation for using the Roadmap.

1. What are our aspirations for working with this community?
2. Where are we making progress? What's been difficult?
3. What pressures do we feel? From who? Why?

Applying the Roadmap

Answer the questions below using the Roadmap.

Note: To use this guide, make sure you have a particular "community" in mind—which can be a geographic community, a state, a neighbourhood or part of town, a network that exists across communities or a community of interest. It doesn't matter which community you pick, only that you are using the same community as your reference point as you answer the questions below.

1. What stage of community life is this community? Read through "The Stages of Community Life," and select the stage that you think best fits. If you are working in more than one community, do this for each community.
2. Once you've selected the stage, find that stage on the Roadmap and read across the different columns. Then, ask the following questions:
 - a. What do you make of the stage you've selected and the nature of work that needs to be done in it?
 - b. Looking at the column "Actions Often Taken" where have you seen actions like these taken and what have been the results?
 - c. Which actions in the column "What Funders Can Do" might fit for this community?
3. What does this stage make you think about in terms of setting realistic expectations for change? How fast or slow can we expect things to move forward?
4. Given the "milestones" for this stage, what kind of progress or impact should we expect to see?
 - a. What's doable and realistic?
 - b. On what basis will we gauge this progress?
5. What do we think the "risk" is in this stage in terms of the obstacles we may encounter?
 - a. How can we minimize that risk?
 - b. How comfortable are we with this risk?
6. As a funder, how can we be supportive of what you/we are trying to achieve?
 - a. What's doable and realistic?
 - b. What can we agree on?
7. How often and when should we check-in with each other to gauge progress and talk about how things are going?
8. What's important for us to do moving forward to keep open communications build trust and maintain alignment?

GUIDE #3: STAYING ALIGNED

Use these questions to work together and stay aligned over time.

Note: To use this guide, make sure you have a particular “community” in mind—which can be a geographic community, a state, a neighbourhood or part of town, a network that exists across communities or a community of interest. It doesn’t matter which community you pick, only that you are using the same community as your reference point as you answer the questions below.

1. What stage of community life did you select for the community?
2. What actions did you commit to?
3. What kind of progress is being made? What are the difficulties?
4. What kind of calibration might be necessary?
5. What other kind of support is needed to be impactful?
6. How often and when should we check-in with each other to gauge progress and talk about how things are going?
7. What’s important for us to do moving forward to keep open communications build trust and maintain alignment?

THE STAGES OF COMMUNITY LIFE

THE WAITING PLACE

- In the Waiting Place, people sense that things are not working right in their community, but they are unable to clearly define the problem; the feeling could be described as a "felt unknown."
- People feel disconnected from leaders and from different processes within the community for making decisions; the community itself is fragmented; discussion about common challenges is infrequent and/or highly divisive.
- Community discussion about challenges is infrequent and/or highly divisive. People want to create change, but negative norms for public life keep them locked into old patterns.
- People often are waiting - for issues to become clearer, for someone else to "solve" their problems. People in this stage often say, "Everything will be better when we get the right mayor to save the community!" So, people just wait.

IMPASSE

- At Impasse, the community has hit rock bottom, and people can be heard saying, "Enough is enough! It can't go on like this any longer!"
- In this stage, unlike in the Waiting Place, there is a sense of urgency in people's voices; people are tired of "waiting." But while people want change, they lack clarity about what to do.
- The community's norms and ways of working together keep the community stuck in an undesirable status quo. The community is mired in turf wars; it lacks leadership at different levels and people seem fixated on their own individual interests.
- People's frustrations have hit the boiling point, but the community lacks the capacity to act.

CATALYTIC

- The Catalytic stage starts with small steps that are often imperceptible to the vast majority of people in the community.
- Small numbers of people and organisations begin to emerge, taking risks and experimenting in ways that challenge existing norms in how the community works.
- The size of their actions is not the vital gauge. Their actions produce some semblance of results that gives people a sense of hope.
- As this stage unfolds, the number of people and organisations stepping forward increases, and links and networks are built between and among them.
- A key challenge in this stage is the emerging conflict between a nascent story of hope and the ingrained narrative that "nothing can change." Even as change appears, the old narrative will still dominate people's communication and outlook until more progress is made and trust builds.

GROWTH

- During the Growth stage, people begin to see clearer and more pervasive signs of how the community is moving forward.
- People in the community are able to name leadership at all levels and where such leadership is expanding and deepening - from the official level to neighbourhoods, within civic organisations and nonprofits. Networks are growing, and a sense of common purpose and direction are taking deep root.
- People feel a renewed spirit of community. More people are working together. Efforts are taking place across the community and are targeted to more concerns.
- A feature of this stage is that you can randomly ask people on the street what kind of community they live in, and they provide similar answers. A common story has emerged about the community.

SUSTAIN AND RENEW

- In Sustain and Renew, the community is ready to take on, in a deeper and more sustained way, the tough, nagging issues that may have been tackled before but were not adequately addressed.
- Such issues might include the public schools, racism and race relations and economic growth in all neighbourhoods; change on these concerns typically requires sustained, long-term effort.
- Lessons and insights and new norms that have emerged over time now pervade the community.
- But, the community may be struggling to maintain its momentum. It must find new ways to bring along a new cadre of leaders, civic groups and active citizens, as others tire or move on.
- There is a danger that the community will fall into a new Waiting Place as it comes to rest on its laurels.

STAGE OF COMMUNITY LIFE: WAITING PLACE

Essence of Strategy	Actions Often Taken	What Funders Can Do	Important Milestones
<ul style="list-style-type: none"> • The Waiting Place stage requires helping people crystallize what’s frustrating them; people cannot take action on something they cannot name. • Change is gradual. Demonstrate small signs of progress that connect with people’s daily lives. • Leaders and groups that step forward may receive initial commitments of support only to result in lukewarm support when it’s time for action. • Keep working, despite feelings of limited progress. This stage provides the seedbed for larger, future progress. 	<ul style="list-style-type: none"> ❑ Convene complex community engagement or visioning processes that produce long lists of wishful recommendations ❑ Launch grand plans (or “silver bullet”) despite inadequate commitment, trust and capacity in the community to make it work ❑ Invest in getting as many leaders and groups around the table as possible—even if there is little energy, desire or experience to work together ❑ Advocate for specific efforts despite leaders and groups resistance to change, which in turn causes them to dig in, protect turf or opt out ❑ Pursue significant changes to how residents do things, which can cause them to resist or retreat out of fear of losing what they have ❑ Support communications campaigns to convince the community that change is needed 	<ul style="list-style-type: none"> ❑ Convene people to help them crystallize their concerns and identify doable actions they will support ❑ Launch small, easy wins to demonstrate progress is possible ❑ Invest in leaders and organizations ready to work together—even if they’re not the biggest, most powerful or best known ❑ Advocate for those efforts where leaders and groups are open and are ready to move ahead—focus there ❑ Identify and support places where residents can easily engage, make progress and produce tangible wins ❑ Support people who tell stories of progress that are believable—make sure not to hype or overblow results 	<ul style="list-style-type: none"> ✓ Growing awareness and desire of the need for change among <i>engaged</i> leaders, groups and residents, which will represent a segment of the community ✓ Positive signs of progress in isolated areas where change is possible. These may not be in the most strategic areas requiring action but positive signs represent the ability to make progress ✓ Leaders and organizations emerge that want to move the community forward; only a relatively small number will end up working together to create significant efforts

STAGE OF COMMUNITY LIFE: IMPASSE

Essence of Strategy	Actions Often Taken	What Funders Can Do	Important Milestones
<ul style="list-style-type: none"> • The Impasse stage is about harnessing people’s negative energy to set a more hopeful direction. • It is key is to enable people to openly express their frustrations and anger and then pivot to discovering their shared aspirations for progress. This can be highly emotional and difficult to do. • Identify taboo issues that contribute to the community’s impasse and find authentic language that helps people imagine an alternative future. • Make sure not to confuse the desire of leaders and residents to break the impasse with the community having an abundance of strong, trusted leaders and organizations as well as positive norms to support new efforts. The latter usually don’t exist. • Consensus is not the name of the game here. Instead, look for windows to enlist those ready to work together on small, achievable efforts. Be ready for leaders and organizations that step out front to be knocked down by others. 	<ul style="list-style-type: none"> <input type="checkbox"/> Convene residents in wishful discussions about the future while avoiding residents who are frustrated and angry, which only deepens anger and causes them to block efforts <input type="checkbox"/> Launch grand plans that raise expectations for change believing it will break the impasse—even though people are at odds with one another about <i>how</i> to move forward <input type="checkbox"/> Replicate and/or scale efforts even though there is inadequate readiness, support and capacities <input type="checkbox"/> Rely on leaders and organizations that say they want to change the community but are unwilling to change how they work with others <input type="checkbox"/> Support new communications campaigns that suggest everyone agrees on what to do because they agree on what’s wrong—when seldom such widespread agreement for moving forward exists 	<ul style="list-style-type: none"> <input type="checkbox"/> Convene safe spaces where residents can come together to express their anger and frustrations <i>and</i> then pivot to articulate their shared aspirations for moving forward <input type="checkbox"/> Launch achievable efforts to demonstrate wins that serve as down payments on a new way to do business. Avoid the most intractable problems where progress is hard to produce <input type="checkbox"/> Expand existing efforts where adequate readiness, support and capacities exist. Deliberately build on what works <input type="checkbox"/> Identify <i>and</i> develop leaders and organizations with credibility and trust to lead engagement and action—ongoing support of the promising ones is essential <input type="checkbox"/> Support the publicizing of community wins without hyping success—authenticity is essential 	<ul style="list-style-type: none"> ✓ Strong agreement in the larger community on what’s wrong and on shared aspirations and concerns for moving forward ✓ Agreement on agenda for where achievable efforts can start and/or existing ones can be strengthened ✓ Signs of progress emerge—but may be slow to launch and get traction. Expect some false starts and others to stall out ✓ Identifiable cadre of leaders and organizations stepping forward to lead change. Some will not succeed in this new tough environment while others will gain confidence and momentum

STAGE OF COMMUNITY LIFE: CATALYTIC

Essence of Strategy	Actions Often Taken	What Funders Can Do	Important Milestones
<ul style="list-style-type: none"> • The Catalytic stage is about innovating to create a new trajectory of change in the community. This happens by developing pockets of change that over time take root, grow and spread. • It's essential to make room for trial and error, and to learn from what sticks and what doesn't. Various actions will be going in different directions simultaneously; that's part of the innovative process. • Focus on those leaders and groups ready to make progress rather than trying to get everyone on board. Place a premium on getting things moving with growing momentum. • Pay special attention to the emerging conflict between the nascent story that change is possible and the ingrained narrative that "nothing can change." 	<ul style="list-style-type: none"> ❑ Implement plans for comprehensive change all at once—misreading how much community support exists ❑ Scale emerging change too fast, biting off more than can be done—misreading the readiness and capacities for change ❑ Spend time and resources getting everyone on board and around the table, and often miss potential allies not at the table ❑ Coordinate all the activities and players in the community to get everyone moving in unison, which can stifle innovation and creativity ❑ Invest in organizations that only produce measureable outcomes ❑ Support communications plans that claim change is happening throughout the community—even though most residents and areas have not yet been touched by the positive changes 	<ul style="list-style-type: none"> ❑ Implement plans that identify and grow pockets of change and that demonstrate progress tied to key strategic concerns expressed by the community ❑ Grow over time the strength, number and scope of pockets of change—leave room for innovation and trial and error ❑ Spend time and resources developing a cadre of trusted, credible leaders and organizations at all levels of the community that can lead change. Run with those who are ready to go ❑ Forge informal networks where leaders and others ready to lead community engagement and action can innovate, learn and collaborate together ❑ Invest in organizations that bring people and groups together across dividing lines to reduce fragmentation and work in siloes ❑ Support communications efforts that tell genuine stories of change and support an emerging, can-do narrative and its possibilities for the whole community—avoid over-selling success stories 	<ul style="list-style-type: none"> ✓ Small number of initial pockets of change are taking root. These grow in strength, number and scope over time ✓ Small cadre of trusted leaders and groups moving with a growing sense of common purpose. The number and visibility grow over time ✓ New networks of leaders and groups sharing insights, collaborating and supporting one another ✓ Over time some pockets of change connect and work in greater alignment and/or join together ✓ Individual stories of success grow into emergent can-do narrative which competes with the old ingrained narrative ✓ Leaders and groups spearheading change attract more funding and partners as their visibility, reputation and track record grow ✓ Community actions are aligned with community aspirations/concerns ✓ More relevant outcome measurements emerge

STAGE OF COMMUNITY LIFE: GROWTH

Essence of Strategy	Actions Often Taken	What Funders Can Do	Important Milestones
<ul style="list-style-type: none"> • The Growth stage is largely about larger-scale and systemic changes that build on earlier successes. • It's critical to coalesce the community across dividing lines. • New, more diverse groups of people are coming into the community and the community must be inclusive. • Focus on issues and concerns that have gone either unaddressed or have been only partially acted on, which often include education, transportation and race, equity and inclusion, among others. 	<ul style="list-style-type: none"> <input type="checkbox"/> Convene the same residents on familiar issues, in familiar parts of the community—where conversations are largely safe and predictable <input type="checkbox"/> Invest in successful, isolated pockets of change <input type="checkbox"/> Focus resources and efforts primarily on those issues and parts of the community where change is already happening <input type="checkbox"/> Support the same leaders, organizations and networks—failing to ensure they aren't protecting turf and resources <input type="checkbox"/> Launch feel-good communications that rest on the community's laurels and/or tell overblown stories of community success 	<ul style="list-style-type: none"> <input type="checkbox"/> Convene community-wide engagement efforts that develop shared aspirations for taking action on challenging systemic issues <input type="checkbox"/> Invest in bringing pockets together to coordinate strategy and marshal community's collective resources <input type="checkbox"/> Focus resources and efforts on those populations, issues and geographic areas that have been left out of progress <input type="checkbox"/> Support both existing <i>and</i> new, often more diverse leaders and organizations that are deeply rooted in the community and can bring people together across dividing lines to learn, innovate and coordinate efforts <input type="checkbox"/> Launch communications that continue to tell the community's new can-do narrative in authentic, believable way 	<ul style="list-style-type: none"> ✓ Underlying, systemic issues placed on the public agenda for common action ✓ Collective efforts marshal community resources and in coordinated way ✓ Strong organizations exist to bring various leaders, groups and residents together across dividing lines and siloes ✓ New cadre of leaders emerges that adds new insights and energy to efforts ✓ Clear outcome measurements exist and drive efforts ✓ Positive can-do community narrative grows stronger as underlying issues get addressed

STAGE OF COMMUNITY LIFE: SUSTAIN AND RENEW

Essence of Strategy	Actions Often Taken	What Funders Can Do	Important Milestones
<ul style="list-style-type: none"> • The Sustain and Renew stage is about figuring out how to maintain momentum <i>and</i> renew the community as it faces new challenges. • It's essential to be proactive, or else the community will slide back into a new Waiting Place. • Continue to focus on underlying issues that have not been fully addressed and tackle new, emerging issues as the community evolves. • Bring new residents, leaders and groups into decision-making. The community will need new energy and forward-looking approach. 	<ul style="list-style-type: none"> <input type="checkbox"/> Convene the same residents on familiar issues, in familiar parts of the community—where conversations are largely safe and predictable <input type="checkbox"/> Focus on issues that keep the community stuck in the past <input type="checkbox"/> Invest in the same leaders who fail to reflect the community and who seek to protect turf and resist new ways to address challenges <input type="checkbox"/> Support organizations that have become calcified and disconnected <input type="checkbox"/> Launch communications efforts that simply tout the community's success and that suggest everything is great 	<ul style="list-style-type: none"> <input type="checkbox"/> Convene community-wide engagement efforts that focus on the future and pay special attention to engaging new residents <input type="checkbox"/> Focus on emerging issues and new challenges that can propel the community forward <input type="checkbox"/> Invest in new, often more diverse, younger leaders and newcomers to the community <input type="checkbox"/> Support existing and new groups and organizations that tear down siloes, work across dividing lines and bring people together <input type="checkbox"/> Launch communications efforts that both celebrate the community's success and confidently identify new, emerging challenges to tackle 	<ul style="list-style-type: none"> ✓ Agreement on agenda for emerging issues and challenges that need to be addressed ✓ Collective efforts that are focused on emerging issues that will define the community's future ✓ Inclusion of new leaders who reflect changing nature of the community and who operate alongside established leaders ✓ Strong organizations that are forward-looking, deeply rooted in the community and bring people together across dividing lines ✓ Clear outcome measurements exits and drive efforts ✓ Positive can-do narrative now includes new emerging challenges that need to be tackled moving forward



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