RAISING THE VILLAGE:
STRENGTHENING THE DEVELOPMENT SYSTEM TO FOSTER PATHWAYS TO WELLBEING FOR SOCIALLY DISADVANTAGED COMMUNITIES

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We are caught in an inescapable network of mutuality, tied in a single garment of destiny.

Whatever affects one directly, affects all indirectly.

Martin Luther King, Jr. 1929–1968

COLLECTIVE IMPACT

- Wicked problems resist solutions offered by a single agency

- Large-scale social change requires broad cross-sector coordination that purposefully brings together a range of stakeholders

  … long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem (Kania & Kramer, 2011)

COLLECTIVE IMPACT

- Yet the social sector and schools remain focused on isolated interventions

Just because you tell people to collaborate does not mean they have the capacity to collaborate!

- If only it was that easy (Wolff, 2001; Butterfoss and Kegler, 2009)
- Community coalitions need resources & training to build capacity to achieve collective impact

THE CREATE MODEL OF COLLECTIVE IMPACT

Better lives for children in disadvantaged communities

Collaborative:
development is multifaceted, demanding that system silos be transcended through a comprehensive and integrated approach based on good governance

Relationships-driven:
program delivery requires community engagement and trust built on connections between organisations and relationships between people

Early in the pathway:
primary prevention by getting in early before problems emerge or become entrenched, with targeted programs embedded in a universal framework

Accountable:
a clear focus on measurable outcomes and shared responsibility for clearly articulated goals

Training focused:
empowerment of the workforce through continuous skills development and building the efficacy of parents to achieve their own goals for their children

Evidence-based:
programs and services have clear evidence for their effectiveness and are able to be implemented with integrity

GOOD GOVERNANCE   EMPOWERMENT

Stronger Developmental System

CREATE consists of key principles and infrastructure that build capacity and support coalitions to be accountable, well trained and informed

BACKBONE SUPPORT SYSTEM

Training, resources and support mechanisms that build capacity for collective impact

[Coalition] actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communications, and are staffed by an independent **backbone organization**
(Kania & Kramer, 2011)

COLLABORATION AND RELATIONSHIPS

- Developmental System Framework (Ford and Lerner, 1992; Lerner, 2002; Lerner and Castellino, 2002)

- Just as social factors that contribute to poor outcomes are intertwined, so too are effective solutions (Schorr, 1998)

- Collaboration efforts are not new - *shared responsibility* is relatively new (Samson & Stephenson, 2004)

- Collaboration – NOT just cooperation (Keast et al. 2007)

COLLABORATION AND **R**ELATIONSHIPS

- Support is needed to enable relationships between people AND relations between organisations to develop

- Change needs to be both Top-down and Bottom-up:

  - Resources, incentives and infrastructure from the CEO level are required AS WELL AS

  - Relationships, roles and procedures built by community coalition members

EARLY IN THE PATHWAY

- Key Principle

- *assumption that mobilising social and economic resources to support children, families and their communities before problems emerge is more effective and economically efficient than intervening when problems have become entrenched* (Branch et al., in press: 1-2)

- *the more longstanding the neglect, deprivation or failure, the more difficult and costly the remedies* (Schorr and Schorr, 1988)

ACCOUNTABLE

- The use of any outcome measurement tool needs to be linked to *clearly articulated goals*
- Lack of data results in worthwhile initiatives and programs not being recognised
- Support infrastructure that provides access to measurement tools for needs analysis, progress analysis, and *outcome measurement*
- Could be delivered via a central web-site for Coalitions and their members to use

TRAINING FOCUSED

- Support and training for three aspects:

  - How to work collaboratively

  - How to deliver evidence-based programs

  - How to measure, use measurements, and evaluate

- Enable on-going capacity within the community

- Web-site forum for ongoing coaching and discussion about what works and doesn't work among service providers and geographically distant coalitions

EVIDENCE-BASED

- Evidence-based programs and programs based on 'practice informed research'

- Ensure work done within the community is addressing a need, is cost effective and not doing harm

- Support infrastructure provides access to a range of evidence-based programs for use in the community (as decided by the Coalition)

- Training of the workforce will assist with implementation of the programs

BUILDING CAPACITY:
DEVELOPING ELECTRONIC RESOURCES

- Web-based resources and training materials facilitate implementation of CREATE in many communities

BASED ON:

Empowerment

- Building capacity of:

  - Individuals and different member organisations (e.g., schools, child-care centres, community groups) to participate in and maintain a Coalition into the future to address other issues (Butterfoss and Kegler, 2009)

  - Enhancing the efficacy and well-being of parents and community members

BASED ON:

Good Governance

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GOOD GOVERNANCE   EMPOWERMENT

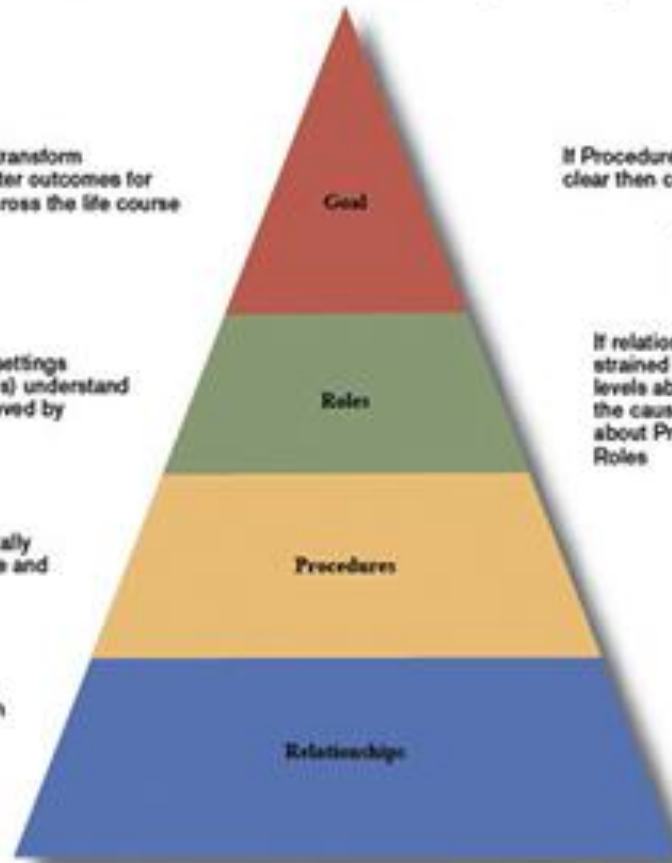Stronger Developmental System

Collaboration Pyramid

A clear Goal leads to better understanding of Roles and Procedures and enables better working Relationships

The central goal of interventions is to transform developmental systems to achieve better outcomes for children and their families, now and across the life course

Goal

If Procedures and Roles are clear then clarify the Goal

All actors in developmentally relevant settings (eg parents, teachers, service providers) understand that optimum child outcomes are achieved by working as a system, not as 'silos'

Roles

If relationships are strained look to the levels above to see if the cause is confusion about Procedures and Roles

Policies and resources in developmentally relevant organisations enable, reinforce and normalise holistic system practices

Procedures

Integrated practice is achieved through collaborative and respectful working partnerships between organisations, institutions and networks relevant to child and family wellbeing

Relationships

DIVIDE BETWEEN PEOPLE AND STRUCTURE

- The backbone support system can perform a number of the structural roles, with authority and responsibility based within the coalition

  - *research suggests that coalitions with staff who play a supportive role...rather than a visible leadership role, have higher levels of implementation* (Kegler et al., 1998)

- Organisations, not individuals, will be members of a coalition with explicit and continued buy-in from each Coalition member

DIVIDE BETWEEN PEOPLE AND STRUCTURE

A Coalition will only be successful if members, at all levels from top to bottom, are willing to embrace and support the principles of the CREATE Model and adjust where needed some of their own organisational structures and practices

CONCLUSIONS

Coalitions...are not a panacea...they still may experience difficulties that are common to many types of organizations, as well as some that are unique to collaborative efforts (Butterfoss & Kegler, 2009)

- Next steps:

  - Develop the Backbone Support System

  - Pilot the implementation of CREATE in three disadvantaged communities with three comparison 'business as usual' sites