



Healthy Communities and Collaborative Governance

Liz Weaver

Tamarack- An Institute for Community
Engagement

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Why Collaborate?

- Shared Concern
- Pool Power
- Add Diversity
- Overcome Gridlock (“get unstuck”)
- Increase Ability to Handle Complex Issues



Complex Problems

- Complex problems are not just more complicated than other problems; they are different in kind.
- It isn't the *number* of elements they involve but the *dynamic relationship* among those elements.
- As a result, they can't be tackled effectively with the same techniques as other problems.
- **New attitudes and practices are needed that enable a wide range of participants, each involved with different parts of the problem, to continuously adjust and re-adjust how they affect one another through the decisions and actions they take.**

Many players

- Government, nonprofit organizations, business, low-income residents, schools, health agencies, labour, faith groups

Different roles

- Research, public education, community capacity building, action, policy change

Wide range of issues

- Food security, homelessness, housing, education, employment, health
- Aboriginal community, immigrants, children and youth, women, persons with disabilities

Multiple levels of action

- Individual, family, neighbourhood, city, wider policies and systems

Managing Complex Problems

TRADITIONAL RESPONSE	CHARACTERISTICS OF COMPLEX ISSUES	ADAPTIVE RESPONSE
Specialization	<i>Multiple Root Causes</i>	Orchestration
Silos	<i>Multiple Stakeholders</i>	Cross Boundary
Crisp Problem Definition	<i>Difficult to Frame</i>	Working Framework
Plan the Work, Work the Plan	<i>Emergent</i>	Act, React and Adapt
Resolve	<i>Paradoxes & Dilemmas</i>	Cope
Standardized and Detailed Blueprint	<i>Unique</i>	Minimum Specs, Variation & Customization
Short Term	<i>Intractable</i>	Long Term

The Collaborative Premise

If you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organizations and community.

- Chrislip and Larson

Collaborative Governance



Things to Think About

Collaborative Governance:

- Working through a host/convenor organization
- Managing overlapping roles within the governance structure
 - Board of convening organization and multi-sector leadership body.



Building Blocks

Convenor
Organization

Multisectoral
Leadership
Body

Network of
Community
Partners

Fiscal Sponsor

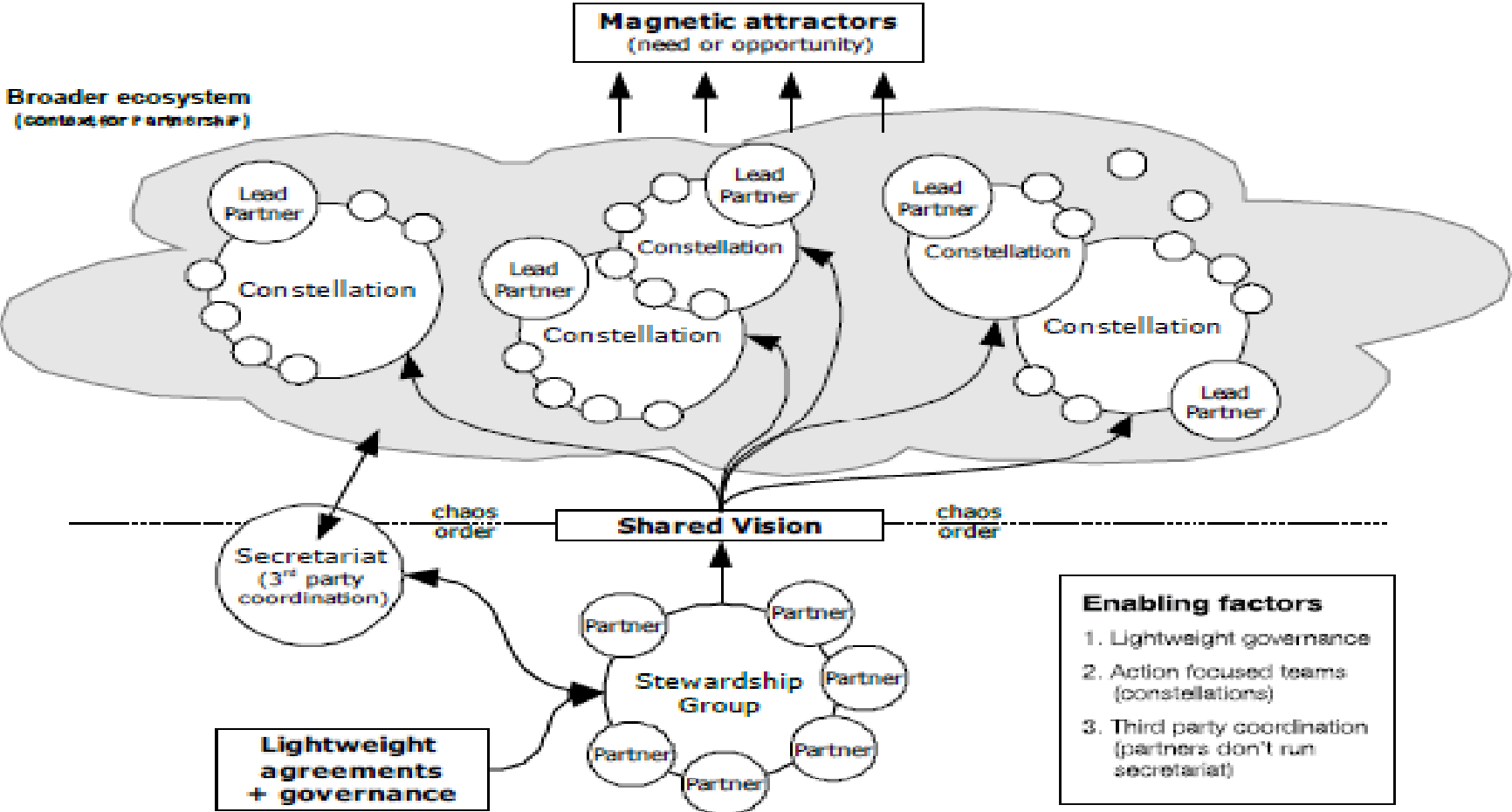
Coordinating
Committee

Working
Groups

Collaborative Governance Elements

- A convener of the members of the change effort.
- A leadership group –that gives direction, makes decisions, and – usually - 'does' the work.
- Staff to support the members in the strategic and operational work.
- A fiscal/legal agent(s) to support the change effort.
- An executive or coordinating committee dealing with specific issues related to strategy or operations.
- The broader community to provides input, support and feedback.

Example: Constellation Governance

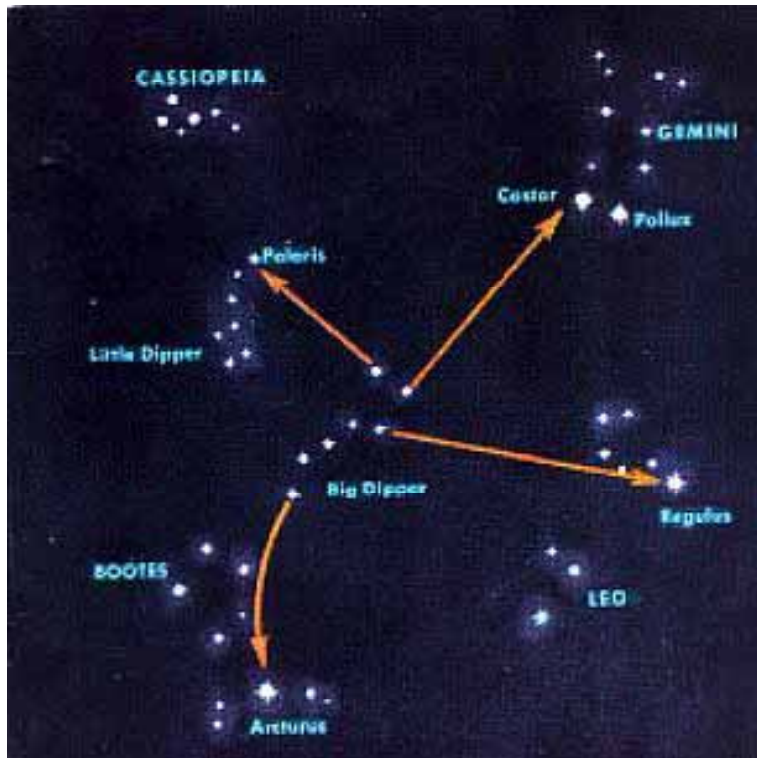


Constellation Model

- Stewardship Group
 - Sets overall vision and strategic directions
 - Monitors overall partnership health
 - Aligns constellations with partnership purpose
 - Determines and provides support to constellations
- Three Core Governance Documents
 - Guiding Principles
 - Governance terms of reference
 - Strategic plan



Constellations



- Clusters of activities with a subset of partners
- Formal projects, opportunistic initiatives, or working groups
- Must be consistent with partnerships vision
- Conditions for a constellation
 - Overall need or opportunity
 - Energetic leadership by one or more partner
 - Can phase out when energy no longer exists or issue is addressed

Third Party Coordination



- Guides the process, manages overall progress and troubleshoots problems
- Provides logistical supports, communications links
- Usually housed in an intermediary organization

Accountability

- The responsibility of one 'body' to another 'body' for fulfilling functions, completing pieces of work, and/or achieving certain outcomes and the manner in which this is carried out.



Complexity of Accountability

Type	Accountability
Advisory Group	Primary accountability to the host organization's board of directors.
Inter-organizational	Dual accountability to member's home organizations and between collaboration members: increases with the intensity of collaboration arrangement.
Convener Organization	Triple accountability to home organizations, collaboration members, collaboration hosts.
Broader Community	Quadruple accountability to home organizations, collaboration members, collaboration hosts, and broader community.

Final Thoughts about Governance

- The working relationship amongst partners is vital
- Understanding and working within the limits of accountability and structures
- There is a need to focus both on the process and the product of governance in collaboratives
- Use this opportunity to learn and have fun