

Mission Australia  
National Evaluation  
*Communities for Children*

**A practice model for the  
Communities for Children facilitating  
partner process**



**Starting Point: Our National Evaluation  
Questions**

*Are we making an impact as a Facilitating  
Partner?*

*Are the Activities delivered by Community  
Partners and by Mission Australia making an  
impact?*

In each case the key considerations are –

- *What outcomes are we achieving?*
- *What is working?*
- *What is not working?*



ECB Evaluation Methodology:  
But, what about Program Evaluation?



Complementary and different approaches of understanding and working in organizations and programs:

- **Program Evaluation** tends to apply a recognized model of evaluation to a specific situation
- **ECB** co-creates and co-sustains an evaluation system based on practice wisdom and the 'ways things are done around here'



**Meditation**

- This meditation is adapted from Joanna Macy and Molly Young Brown *Coming Back to Life: Practices to Reconnect Our Lives, Our World* (p 142 -143).  
<http://www.ianprattis.com/meditations/earthmed.htm>

**Our process:  
Storying change**



*Theories of change need stories  
of change*

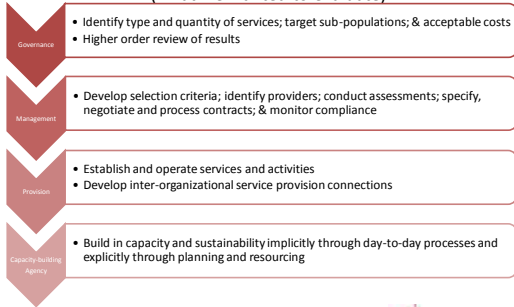
- We unraveled our practice, explored problem solving, and looked at making sense of multi-dimensional change as key processes;



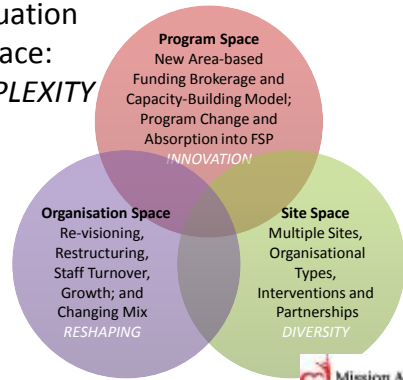
**Facilitating Partner Model: Four Roles**  
(what we wanted to evaluate)



### Facilitating Partner Model: Systems of Practice (what we wanted to evaluate)



### Evaluation Space: COMPLEXITY



### Detail: Other Providers as Pre-existing Players (within site)

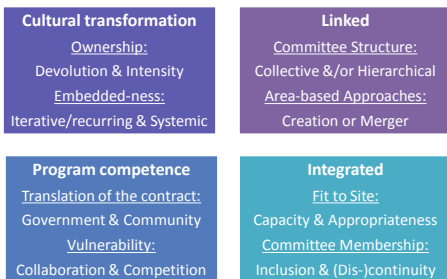
Other early years/ family providers	Greater Dandenong	Miller	Cairns South	Inala-Goodna	Mt Druitt	Taree
Large non-profit	Yes	Yes	No	Yes	Yes	No
Small community	Yes	Yes	Yes (1)	Yes	Yes	Yes
Local government	Yes	No	No	No	No	Yes
<b>Theme: 'Need'</b>	To integrate & value-add to existing services	To direct focus & services to local area	To attract providers & establish services	To direct focus to area & integrate	To build trust & sustainability	To address limited provision

### 'Success' is a Moving Target ... Generating Systemic Change



### Governance Themes

Key considerations, decisions and aims to fulfil the FP role



### Governance Experiences: Example

Greater Dandenong	Miller	Cairns South
Maturing a consortium partnership with local government	A cyclic process of formation and action linked to the funder role	Finding a best fit for the site's complexity and acknowledging the need for a high order funder role
Inala-Goodna	Mt Druitt	Taree
Juggling government 'lines' while remaining 'community'	Continuity in membership and changing style as trust built	From structural complexity through relational maintenance to a conjoint approach

### Management Experiences: Example

Greater Dandenong	Miller	Cairns South
Increasing and streamlining compliance within relational contracting	Learning by doing and building consensus	Cycles of organisational development and institutionalising a purchaser role
Inala-Goodna	Mt Druitt	Taree
Instituting 'natural competition' as collaborative practice	Retreat from relational contracting and long term contracts	Gaps, vacuums, restructures and recruitment dilemmas

### Co-provision Experiences: Example

Greater Dandenong	Miller	Cairns South
Unravelling co-funded service models – distinctiveness and value-adding	Ever-increasing integration and targeting through hubs	Moving beyond relationships to systems in the co-provider role
Inala-Goodna	Mt Druitt	Taree
Successive waves of practice integration as layered value-adding	Dramatic change as system of provision reviewed and remodelled	Stability of community partners while varying activities

### Capacity-building Agency Experiences: Example

Greater Dandenong	Miller	Cairns South
Engaging at multiple levels for integration	Shifting from talking about collaboration locally to doing it as everyday practice	A shift from intrinsic to extrinsic capacity-building as active agents of change
Inala-Goodna	Mt Druitt	Taree
A focus on collaborative capacity-building and sustainable relationships	From arms'-length to integrated – learning and sharing circles	From silos to embedded shared roles

### From Here?

- Capability statement for Facilitating Partners;
- Matrix for self-assessment of FP success;
- Consistent approach for staff inductions;
- Consistency amidst localised responses.

*“It has given us language to describe the facilitating partner model – this has shown that we are all the same, despite local differences when we do it.”*

CfC Site Manager.



### Questions

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