

Workshop
**Tools for building and sustaining
effective collaborations**
Clare Murphy PhD

FAMILY VIOLENCE SYMPOSIUM 2012
*Strengthening systems to eliminate family
violence*

The Families Commission and the New Zealand
Family Violence Clearinghouse

28 May 2012

Westpac Stadium
Level 3, West Lounge, Waterloo Quay, Wellington

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Aim of workshop

- Summarise what is required for the effective functioning of collaborative family violence initiatives.
- Some issues that get in the way
- Point you to helpful tools and checklists to resolve issues and make effective collaborations happen.

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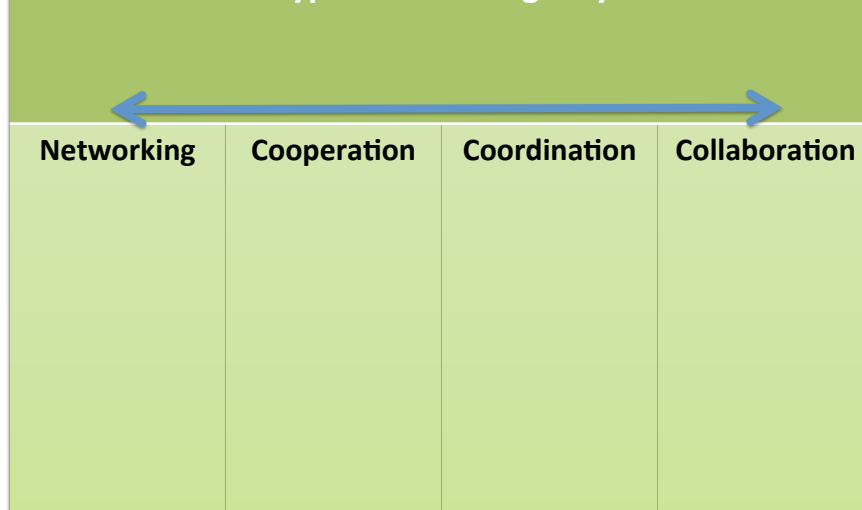
Building collaborations

- Internationally, multi-agency responses to family violence are commonly called “**Coordinated** Community Responses”
- In NZ many are referred to as “family violence **networks**”
- This workshop is aimed at pointing you to tools to build a **Collaboration**

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Continuum of types of multi-agency collaboration



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Networking

At the simple, low-intensity end of the continuum, networking is often understood in terms of:

- Having a cup of tea
- Developing first-name relationships
- Getting to know the functions and specific expertise of other agencies
- Informally exchange information and experiences
- Links between partners are loose and flexible
- Roles are loosely defined
- Leadership is low key
- Decision-making is minimal
- Requires little time and trust between partners

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Cooperation

- People come together to share information with a focus on a particular aim, e.g. limiting duplication of services or matching agencies to clients' needs
- This requires a central group as a communication hub and partners engaging in formal communication processes with that group
- Cooperative groups do not have other clearly defined missions, plans or structures
- Relationships are low intensity, semi-formal and tend to be short term
- Roles are defined to some degree, but partners retain their own authority
- Resources are not shared so there is minimal risk

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Coordination

- Entails more structured formal relationships
- Planning and understanding of missions is shared
- Focus on longer-term coordination of projects
- For projects – there's communication between a central group and subgroups
- Aim to improve every agency's response to clients
- Share resources, which increases the risks to all the partners
- Partners perform their assigned activities within their own agencies
- Power issues can arise e.g. the power given to statutory agencies can silence community groups

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Collaboration

- Operates at the highest level of intensity
- Multiple separate organisations join up
- Well-defined relationships
- Comprehensive planning and commitment to common philosophy, aims and objectives
- Whilst each partner continues to pursue their own agency aims
- Collaborations formalise processes using memoranda of understanding, policy and procedure statements e.g. information-sharing protocols
- Hold themselves accountable through regular monitoring and evaluation

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Benefits of Collaborative Partnerships

- Result in better outcomes for victims and perpetrators
- Enhanced processes in and between agencies
- Improved service delivery and provision
- Reduces violence
- Victims gain more support and information
- Less need for clients to repeat information
- Better targeting of services to individual need and circumstances
- Male perpetrators who attend stopping violence programmes that are linked to a wider system of services re-offend less frequently than men who attend stand-alone programmes.
- A louder voice in prevention projects

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Family violence collaborative networks have mostly developed from grassroots Where to from here?

Some networks have been functioning now for three decades, so:

- Many lessons have been learned
- And issues that need addressing have become apparent

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Some issues we are facing The System Matters

- Family violence death reviews identify “shortcomings in policy, practice, knowledge, training, collaboration, resources, communication and referral”
- Inconsistent approaches e.g. statutory agencies & NGOs use different risk assessment tools
- Coordinated family violence collaboratives cannot sit still, but need to be constantly reflecting, changing and experimenting

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Family violence collaborative networks have mostly developed from grassroots Where to from here?

There's no central guidance on:

- deciding who the members should be
- writing information sharing protocols
- monitoring and evaluation
- Etc.

Leads to:

- wasting time, energy and funding reinventing the wheel

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Partnership Processes

Buy-in and commitment

- have strong commitment to, ownership of, and belief in working collaboratively

Demarcation of roles and responsibilities

- Roles are also carried out more efficiently if templates are provided for any reports required for specific purposes

SEE TOOLS

2. General information about multi-agency collaboration

Partnership Processes

Open communication and information sharing

- Best practice calls for carefully considered, formal, written information-sharing protocols with due consideration of privacy and confidentiality

SEE TOOLS

2. General info about multi-agency collaboration

3.1 Confidentiality & Information Sharing

5. Communication skills for successful collaboration

Partnership Processes

Clear & shared philosophy and aims and objectives

Aims and objectives of working together need to be . . .

- clear and explicit
- endorsed by all the parties

Commonly agreed values-based philosophical framework . . .

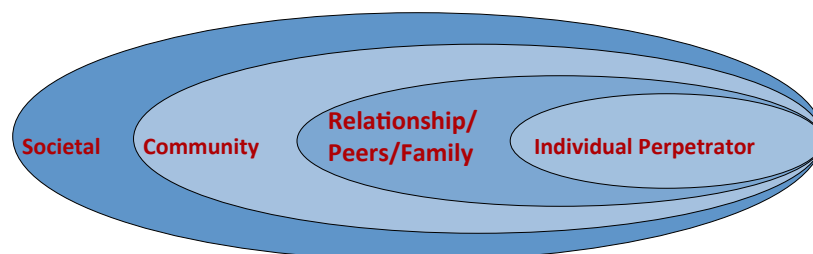
- Use gendered analysis combined with intersectional approach
- Use the social ecological model
- The system matters when it comes to eliminating and preventing family violence because . . .
 - The causes of family violence and the solutions exist at every level of the social ecological system

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Problems with a Lack of Clear Shared Philosophy

- Gender-neutral and equalities discourses mask asymmetrical power relations
- Not all NZ networks familiar with the social ecological model



Ecological model for understanding domestic violence (Heise 1998; Krug 2002; Fanslow 2005)

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Exploring Gender-based Analysis (Sinclair 2003)

Sinclair's paper will help you to

- Identify the dangers inherent in using a gender-neutral analysis of woman abuse
- Realise that gender neutral approach hides oppression, just as not naming race, class, sexual orientation and ability hides oppression
- Understand that the same issues of power and control, lack of safety, and fear exist in lesbian and bisexual abusive relationships. However, the impact of these issues is compounded both by a lack of services for the victims and by homophobia (Sinclair 2003).

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Exploring Gender-based Analysis (Sinclair 2003)

Sinclair's paper will help you to

- Why the meaning and consequences of the violence in the lives of those involved must be considered.
- "...the question is not whether women have the potential to be abusive, but whether their violence towards heterosexual partners is comparable to men's in terms of context, motivation, results, and consequences." (Das Dasgupta 2001:3)
- Factors to consider in determining the identity of the batterer and the victim

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A gendered-analysis combined with intersectional analysis should underpin Provision of Services

- Services for men who use violence
- Services for men who experience violence
- Services for women who use violence

SEE TOOLS:

8. Gendered analysis

4. Diversity resources

**Lack of shared direction
e.g. between those representing women victims and those representing children**

- Uncompromising ideological positions of women victims' advocates and children's advocates as to who is the primary victim.

International best practice =

- Empower mothers who are abused by the children's father
- This is considered most likely to serve best interests of the children

see TOOLS 3.2 Building bridges between child protection & domestic violence services

**Lack of shared direction
e.g. between those representing women victims and
those representing children**

“Failure to protect” allegations . . .

- Focus on the victim and not on the actual perpetrator who is jeopardizing the children’s safety
- Discount the victim’s protective strategies and efforts to secure protection for their children.

**Lack of shared direction
e.g. between those representing women victims and
those representing children**

“Failure to protect” allegations . . .

- prevent many victims of DV from seeking help because they’re terrified of losing their children and being labelled a “neglectful” parent (Bragg 2003:48)

Bragg (2003) provides . . .

Guidelines to substantiate “failure to protect”

Tools for developing an MOU between adult victims and child welfare professionals

Guide to finding common ground

Tools for Shared Direction

Lowry & Trujillo (2008) Provide Guide to Three steps to a cross-system dialogue between DV Community, Child Welfare System, and the Courts

- Effective tool to address controversial issues
- Enables system representatives to uncover practice and policy issues that may impede a partner's ability to work effectively within and across systems.
- Helps increase trust among system partners
- Appendices provides sample questions to assist the dialogue

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Prevention initiatives

International best practice recommends:

- Multi-agency family violence work combine collaborative responses with the social ecological model
- Primary prevention initiatives should address audiences at different levels of the social ecological model.

TOOLS see

6. Prevention Resources

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Linkages with diverse multi-sector partnerships

- The evidence is clear and mounting that focusing on changing individual male perpetrators, without changing society at all levels, will not accomplish the elimination of family violence

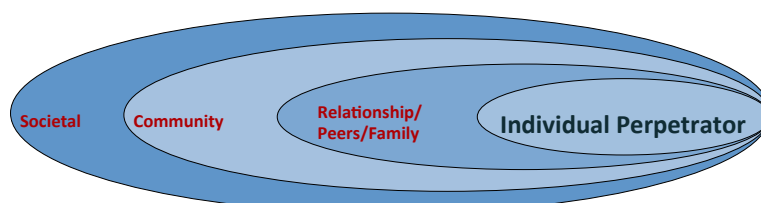
TOOLS see

4. Diversity resources

6. Prevention Resources

Prevention - VicHealth 2007:11-13 Framework to guide primary prevention VAW Comprises 6 layers

- LAYERS 1-3: factors understood to be associated with an increased risk of perpetrating or being subjected to this violence at the various levels identified in the ecological approach
- These indicate themes to consider when developing prevention strategies - **See VicHealth 2007 handout**



Prevention - VicHealth 2007:11-13 Framework to guide primary prevention VAW Comprises 6 layers

Layers 1-3: Suggest that action to prevent VAW should be guided by three interrelated themes:

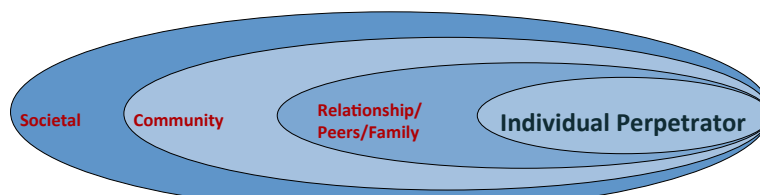
- promoting equal and respectful relationships between men and women
- promoting non-violent social norms and reducing the effects of prior exposure to violence (especially on children)
- improving access to resources and systems of support.
- **See VicHealth 2007 handout**

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Prevention - VicHealth 2007:11-13 Framework to guide primary prevention VAW Comprises 6 layers

- LAYER 4: Population groups to target prevention initiatives -
See VicHealth 2007 handout
- Settings and sectors to target with initiatives across the social ecology
- LAYERS 5-6: Specific Examples of short and long-term outcomes to aim for



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Extending family violence responses into diverse sectors

- International research strongly endorses government provide the mandate and policy framework for collaboration.
- Without this support, critically important agencies and sectors will continue to 'opt out' of responding to the problem

Developing linkages with diverse partners is vital, because . . .

- Organisations that serve these sectors are often not specifically trained in the dynamics of family violence, and may struggle to respond adequately when they encounter it

Some members in other sectors have better expertise at prevention initiatives. **see TOOLS 4. Diversity resources**

Diversity resources

- Collaborations still need to be built –
- **see TOOLS 4. Diversity Resources – these will provide:**
 - Aids to working with different population groups
 - Tips to consider appropriate approaches and particular needs
 - Ways to develop strong, effective and active partnerships
 - Inclusionary policies
 - Aid to effective communication
 - Incorporation of issues facing marginalised populations

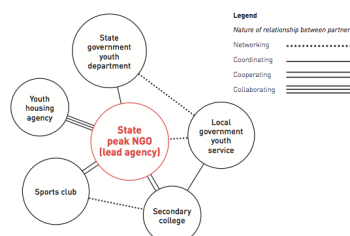
Attracting diverse partners

It is necessary to strike a balance between:

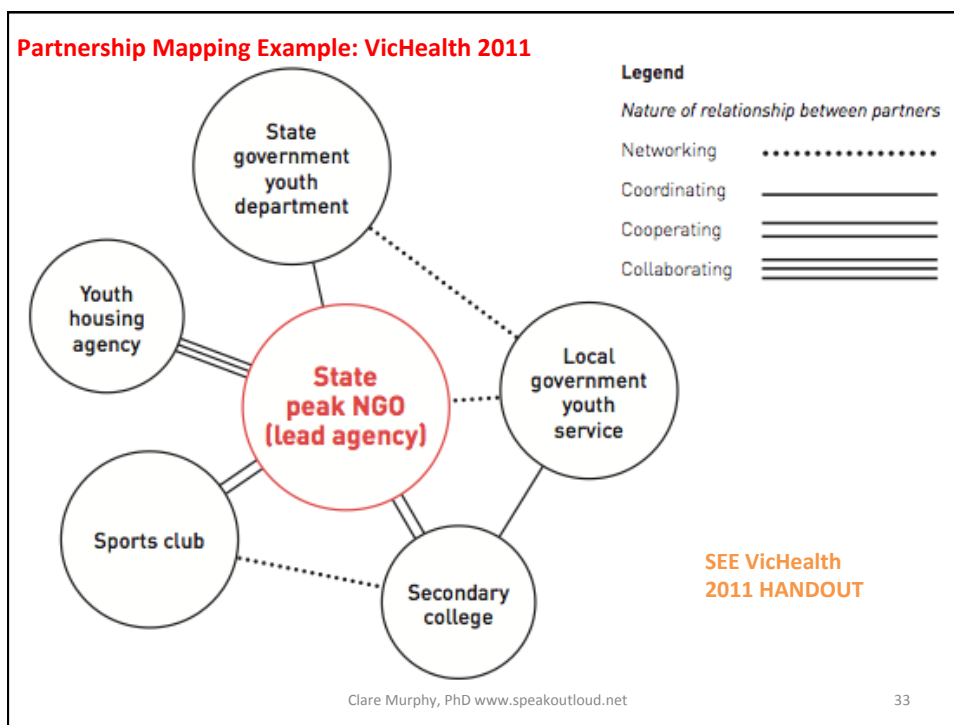
- engaging a broad range of agencies and sectors, and
- using tighter, smaller groups to ensure particular projects get done

Partnership Mapping Example VicHealth 2011

- An NGO for children and young people is leading a project to increase social connection and participation in physical activity for young people at risk. The project involves linking secondary school students to an after-school program run by a local sports club.



SEE VicHealth
2011 HANDOUT



Example of Choosing Partners in Prevention initiatives

e.g NIRR. (2012). Promoting equal and respectful relationships manual and tool kit. City of Darebin, Vic., Australia: Northern Interfaith Respectful Relationships **10 step programme**

See TOOLS

4. Diversity Resources

Using a partnership checklist – VicHealth 2011

The VicHealth 2011 checklist is organised into seven areas:

- Determining the need for the partnership.
- Choosing partners.
- Making sure partnerships work.
- Planning collaborative action.
- Implementing collaborative action.
- Minimising the barriers to partnerships.
- Reflecting on and continuing the partnership.

SEE VicHealth
2011 HANDOUT

PREVENTION . . .

UNESCAP. (2004). Elimination of violence against women in partnership with men.

- In the last decade, the role of men in ending gender-based violence, and working in partnership with men has become an important aspect in the movement to end VAW.
- This United Nations document provides some examples of good practices that engage men in ending gender-based violence

PREVENTION . . .

UNESCAP. (2004). Elimination of violence against women in partnership with men.

It's in men's interest to eliminate VAW, because violence directly affects them as

- witnesses, relatives, victims, and perpetrators
- Cooperation, partnership and dialogue between women and men must be fostered in order to create alternatives to violence and foster environments that nurture peace
- Working with men to end violence should be viewed as part of an overall goal of achieving gender equality

SEE TOOLS

6.1 Good practice initiatives by men engaged in eliminated VAW

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Leadership

Leadership is critical at the . . .

- National level
- Local governance level
- Locally positioned paid coordinator level

SEE TOOLS

9. National accountability framework

10. Governance

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Governance and accountability

- “Best practice” is still developing
- family violence collaboratives must undergo constant change and improvement
- Continuous monitoring, measuring and learning
- Women’s and victims’ voices must be heard for accountability processes to have credibility

TOOLS:

10.2 Safety and accountability audit processes

10.3 Evaluating your coordinated community response

Governance and accountability

Accountability structures are needed between . . .

- partnering agencies
- central government
- local government, and
- extending downwards to victims, and
- upwards to governance bodies

see TOOLS 10.2 Safety and accountability audit processes

10.3 Evaluating your coordinated community response

Conflict resolution (see TOOL 5.2)

- The greater the diversity of partners the greater the likelihood of disputes – clear formal processes are required

Child Helpline International 2008

(this document has easy to understand info on the basics and principles of Governance and Accountability)

- Principles and practices required to realise accountability
- How to develop a mission statement
- Key steps to developing a strategic plan
- Easy steps to risk management processes
- Keys to engaging stakeholders in evaluations
- A lot of tips on roles and responsibilities of Boards and how to recruit members
- Assessment tool to check for good governance and another tool for evaluating the Executive Director
- Checklist for developing a statement of values and codes of conduct (SEE TOOLS 10.1 Governance Models)

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Governance

A culture of violence thrives in the “absence of democracy, respect for human rights and good governance”

Nelson Mandela (WHO 2002:v)

Bradshaw, Hayday and Armstrong (2007) describe four governance models:

- Their positive and negative characteristics
- Their values, needs and approaches

See the following table.

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The most critical needs highlighted within four Governance Models

(Bradshaw et al., 2007, p. 14)

Values and needs within the Policy Governance Model	Values and needs within the Constituency/ Representative Model	Values and needs within the Entrepreneurial Board Model	Values and needs within the Emergent Cellular Model
<ul style="list-style-type: none"> • Clear roles, responsibilities, and vision • Focus on ends 	<ul style="list-style-type: none"> • Representatives from a range of stakeholder groups • Broad power base • Emphasis on communication, expanded accountability and diversity • Priority given to conflict resolution processes 	<ul style="list-style-type: none"> • Focus on efficiency • The drive to get things done in a "business-like" way • Emphasis on innovation 	<ul style="list-style-type: none"> • Pluralistic visions • Adaptability • A minimal starting structure • Emphasis on knowledge and relationships

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Governance

Bradshaw and colleagues (2007)

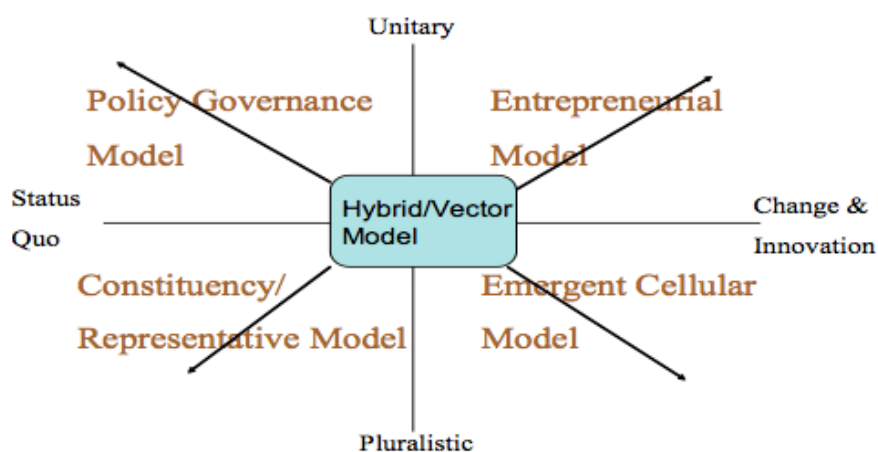
- These models function well in stable environments
- Some models better suited to maintaining the status quo
- Other models better suited to change and innovation
- To address these different needs, Bradshaw & colleagues created a new Hybrid/Vector model

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Figure 1 - Four Models of Nonprofit Governance

(Bradshaw et al., 2007, pp. 18-19)



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The Hybrid/Vector Governance Model

(Bradshaw et al., 2007, pp. 18-19)

- The hybrid/vector model sits balanced at the intersection of the four existing models in Figure 1.
- The aim of this model is:
 - to foster shared power, innovation, and creativity.
- This model is organic, flexible and resilient . . . so . . .
- If some stakeholders focus on values and approaches predominantly from one corner of the quadrant, the balance can be reset by ensuring the needs and values from the model in the opposite quadrant are equally adhered to.

SEE TOOLS 10.1 Governance Models

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The Praxis Safety and Accountability Audit

http://files.praxisinternational.org/General_Audit_Overview_Methodology.pdf

- Safety Audits = constant focus on **gap** between what clients and professionals experience and need
cf
- what collaboratives and their partners provide.
- **Locating problems leads to solutions and for revising practices**, e.g. new rules, policies, procedures, forms, and training.

see **TOOLS 10.2 Safety and accountability audit processes**

Extra references

- Lowry & Trujillo (2008) Cross-System Dialogue: An Effective Strategy to Promote Communication between the Domestic Violence Community, Child Welfare System, and the Courts. Available in the Green Book Initiative Website <http://www.thegreenbook.info/read.htm>
- Dasgupta, S. D. (2001). Towards an understanding of women's use of non-lethal violence in intimate heterosexual relationships. Retrieved from http://www.vawnet.org/Assoc_Files_VAWnet/AR_womviol.pdf
- Victorian Council of Social Service. Partnership Practice Guide. Guide 1: Preparing to Partner http://www.vcross.org.au/documents/VCOSS%20docs/HSPIC/00911_vcross_partner_guide_1_WEB.pdf
- Victorian Council of Social Service. Partnership Practice Guide. Guide 2: Commencing the Partnership http://www.vcross.org.au/documents/VCOSS%20docs/HSPIC/00911_vcross_partner_guide_2_WEB.pdf
- Victorian Council of Social Service. Partnership Practice Guide. Guide 3: Sustaining the Partnership http://www.vcross.org.au/documents/VCOSS%20docs/HSPIC/00911_vcross_partner_guide_3_WEB.pdf
- Victorian Council of Social Service. Partnership Practice Guide. Guide 4: Partnership Models, Governance and Leadership http://www.vcross.org.au/documents/VCOSS%20docs/HSPIC/00911_vcross_partner_guide_4_WEB.pdf