

建構社區基礎建設
解決繁雜社會問題



United Way
of Salt Lake

Changing the Odds

THE POWER OF COLLECTIVE IMPACT



我們該幫助哪些組織、
又該贊助他們多少錢？

The background features a complex network of thin grey lines connecting various sized nodes. The nodes are represented by semi-transparent circles in shades of teal, orange, red, and dark blue, scattered across the white background. The overall effect is a dense, interconnected web of points and lines.

成千上萬的非營利性組織 & 多如繁星的方案



1970

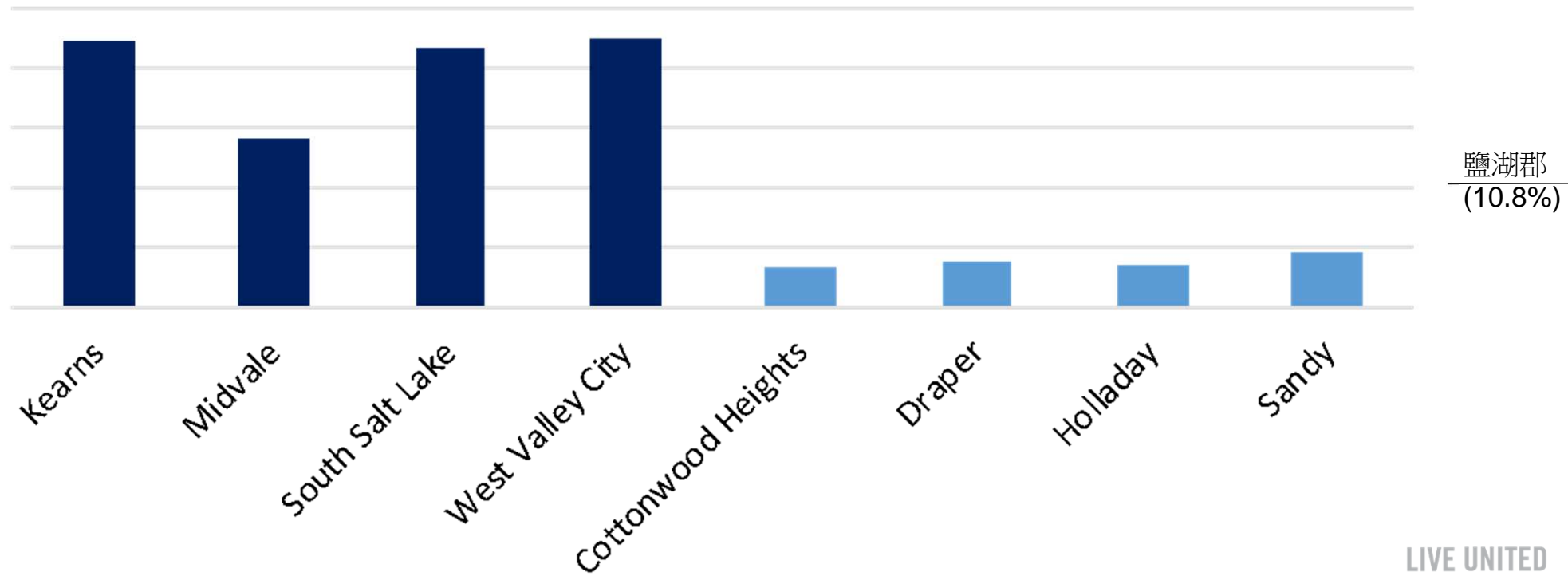
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2016

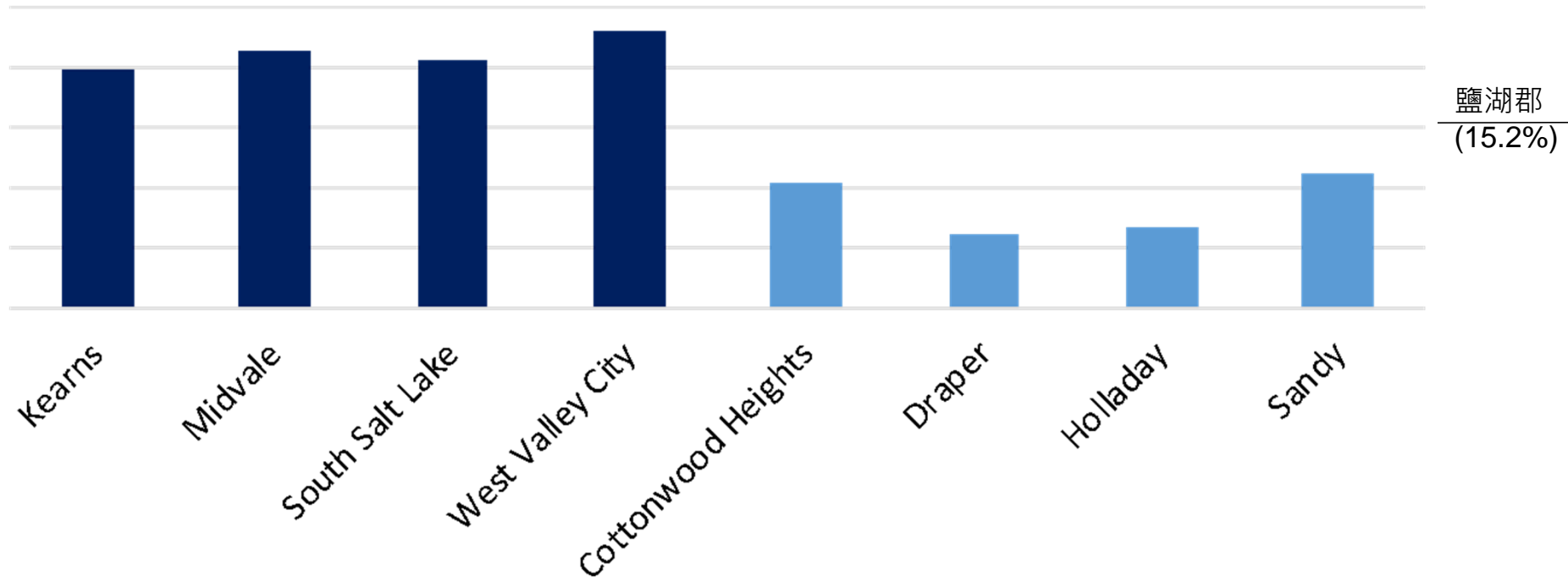
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資料來源：美國人口普查局，CPH-L-169。在1969，1979，1989，以及1999年之間依據貧窮程度的相關十八歲以下孩童。2012-2016 美國社區調查之

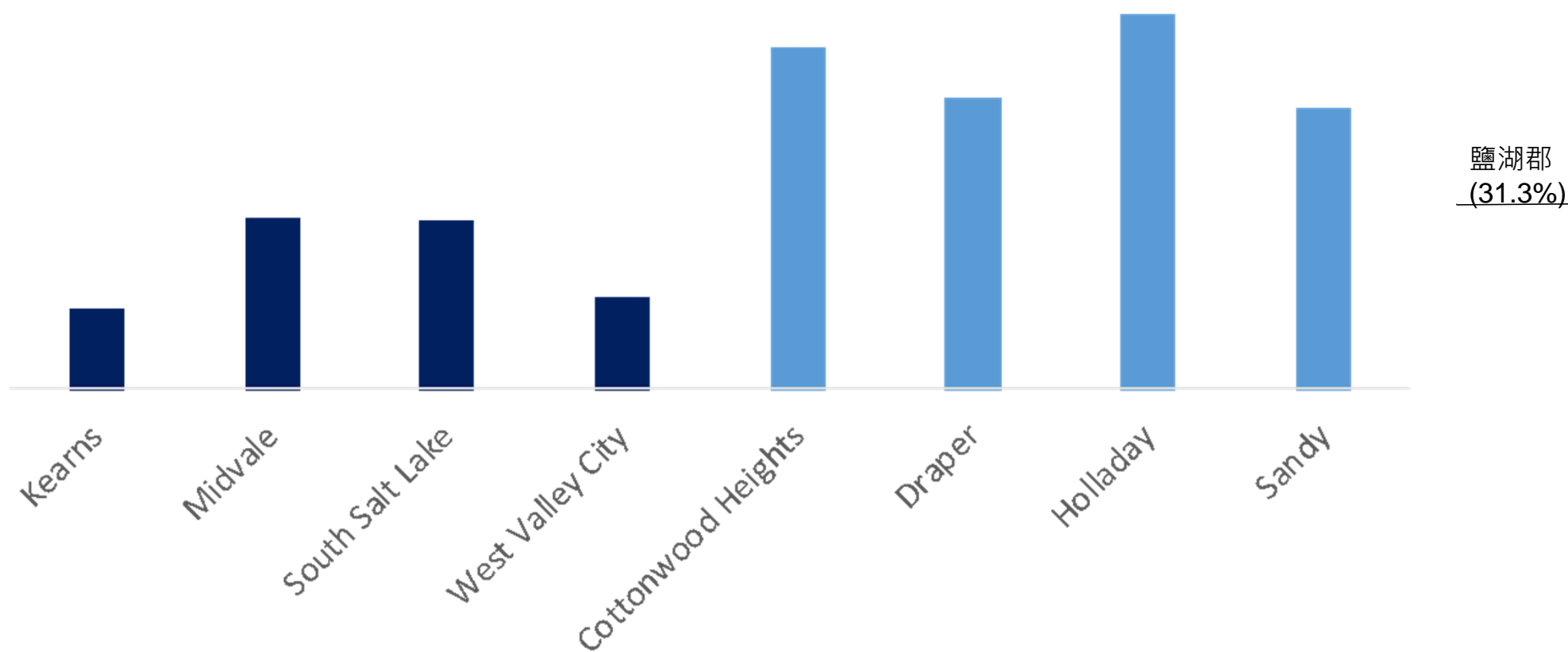
25歲以上無高中文憑者



25 歲以下無健保

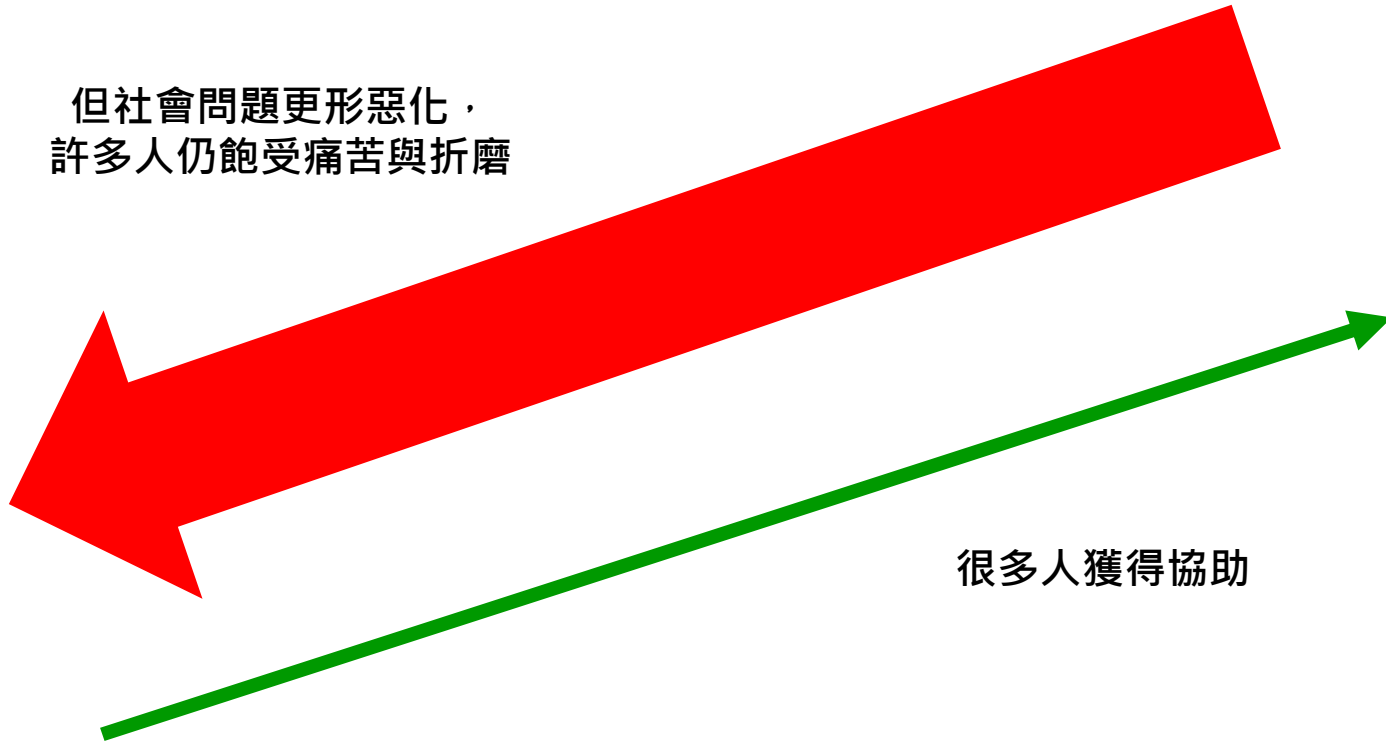


持有學士學位或更高學歷者



自相矛盾的結果

但社會問題更形惡化，
許多人仍飽受痛苦與折磨



很多人獲得協助



「服務輸送的混亂」

傳統的慈善事業是不夠的



「雖然投入了大量的資金和幫助建立了世界上最大的非營利部門，我們卻遲遲無法解決美國最迫切的社會問題...」

--- Mark Kramer (史丹佛社會創新評論，2009)

三種問題...

烤一個蛋糕



送火箭上月球



終結兒童貧窮



Adapted from "Getting to Maybe"

傳統的協作模式是不夠的



「大規模的社會改變需要廣泛的跨部門協調，但社會部門依舊專注於以單一組織提供的單一的處遇策略來制定對策。」

—— *John Kania and Mark Kramer* (史丹佛社會創新評論, 2001)

集合影響力

「骨幹」

1. 企業 + 政府 + 非營利組織
2. 共同議程
3. 資訊共享
4. 彼此補強的活動
5. 持續的溝通

LIVE UNITED



United Way of San Jose

協作(Collaboration) vs 集合影響力(Collective Impact)

傳統的協作模式

召集眾人和執行方案

在你現在做的事情上再添磚加瓦

資料是用來製作報告和證明

影響來自於擴充後的服務

成果是從個人和方案的層面來衡量

集合影響力

召集眾人並創造足以影響一整個人口群的成效

就是你正在做的事

資料是用來設立目標和改進

影響來自改變後的行為、實踐、一致性和策略。

成果是以社區和整個人口群的層面來衡量



美國聯勸鹽湖城區
「從搖籃到職涯(Cradle to Career)」計畫
集合影響力的基礎架構



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我們得先改變...

	2004年以前	2001年以後
我們是為了什麼存在?	改善生活	改變系統以及讓所有兒童得到公平的對待
我們在做什麼?	募集並分配資金	建立夥伴關係
我們最主要的挑戰?	誰應該被補助、又應該助多少	該跟誰合作和怎麼改善合作關係
我們跟誰共事?	受贊助的非營利機構	所有人、所有部門
什麼東西被贊助?	直接服務	骨幹組織和數據基礎建設
我們如何使用資料?	讓方案合乎規範和評估	持續的改善
創新該長什麼樣子?	開始新的事物	以新穎和更好的方式運作
我們該怎麼衡量成功?	服務個人，成就個人	促成一個人口群的改變

我們的目標和邁向成功的路徑圖



孩童和家人都健康
能夠獲取負擔得起的健保和規律的健康照護，包括牙齒保健和心理衛生服務，使得學生更能夠規律的上學



孩童和家人都經濟穩定
穩定的住所、安全且富有參與感的社區環境，以及可靠的工作皆是維持正向的社會關係和學業成功的關鍵

以早期介入為目標和以結果為基礎的資金募集方式

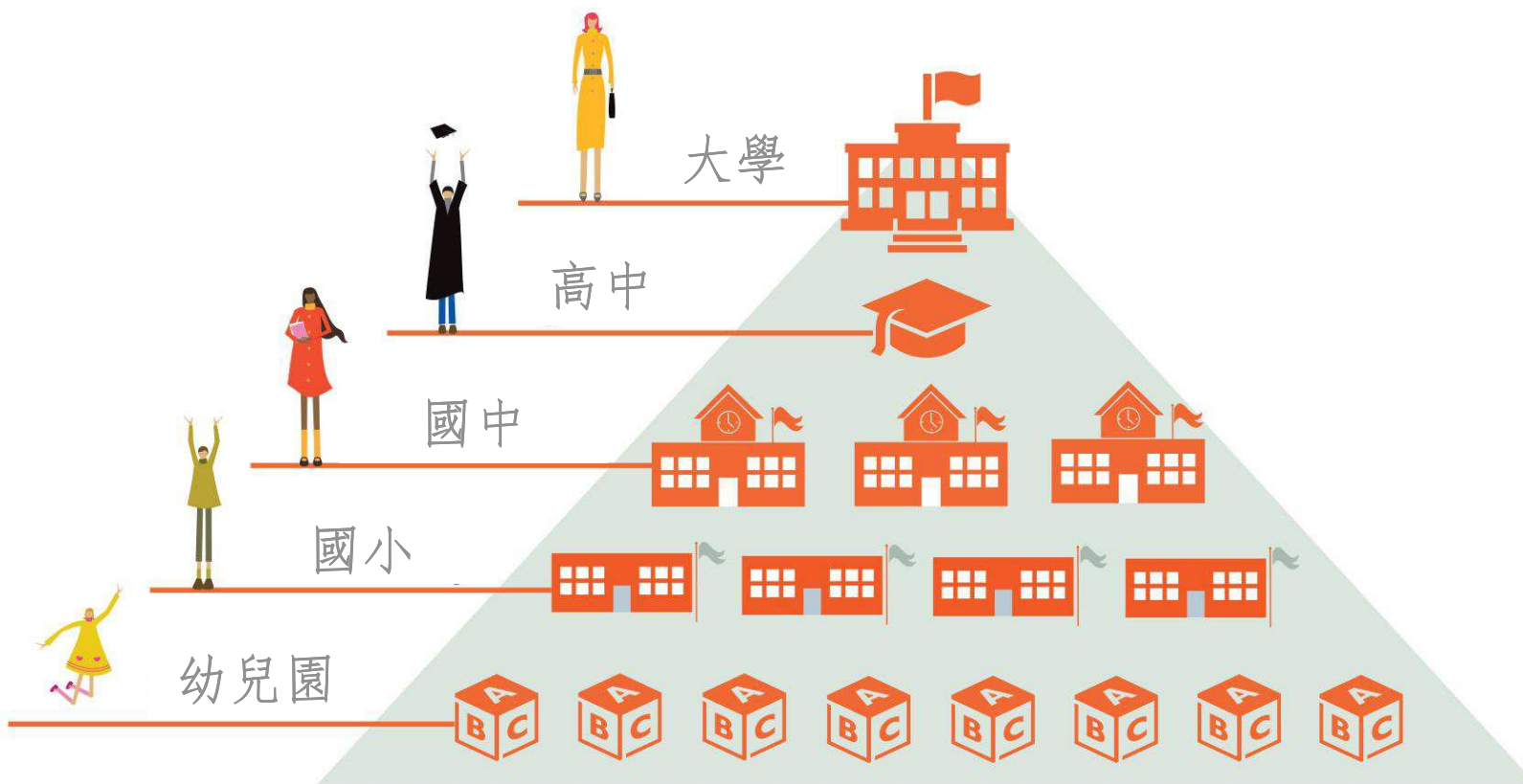
它是如何運作的呢？



社區學校



社區



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區域性的系統性領導





PROMISE
PARTNERSHIP
REGIONAL
COUNCIL

致力於轉變猶他州孩童的學習環境。找出系統性的挑戰、讓可行的實踐規模化，並加強其影響力來創造合作機會和政治議識。

COMMUNICATION



學校

社區學校利用以學生為中心的夥伴關係，整合了重疊性服務(wrap-around service)、延伸性學習，以及強而有力的學術實踐，系統性地回應學生的需求。



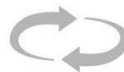
社區

以場域為基礎，連結該社區認同及有影響力的跨部門人員，建立夥伴關係，藉此改善整個社區的居民健康、居住和經濟穩定性。



網絡

以成效為焦點的網絡，利用跨部門的合作，在一個大範圍的地理規模去追求一個明確且可測量的成效。



辨視亮點和可行的規模



由系統領導排除系統性的障礙



將改變的想法引入社區和學校

集合影響力能夠產出有規模的成果嗎？

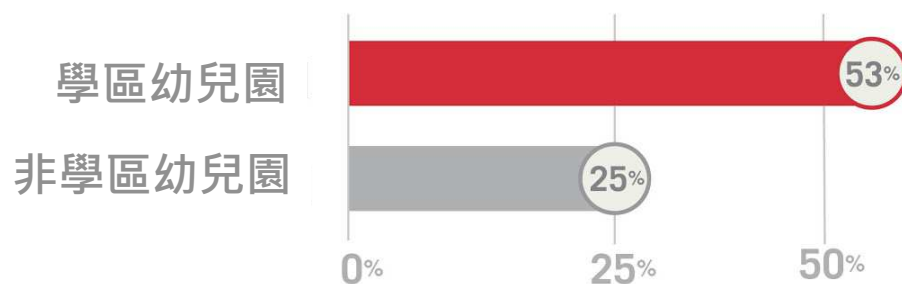


自2014年，3,100名三至四歲的低收入戶兒童參與了高品質的提早學習計畫。今年秋天還會有1,000名孩童可以取得此機會。

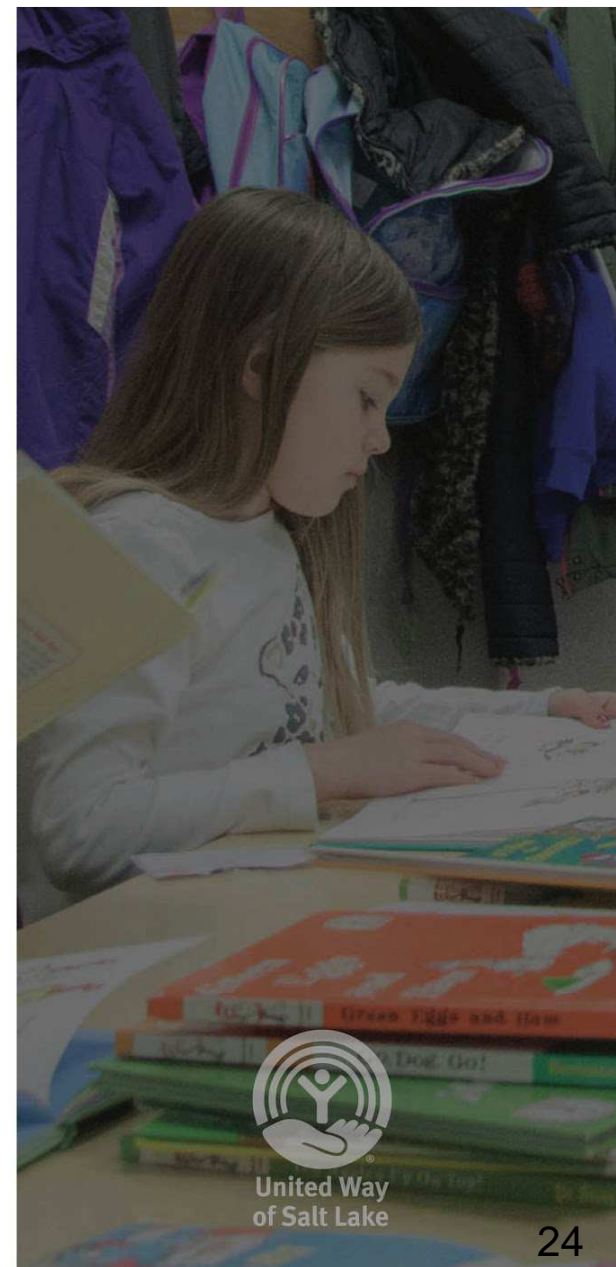


幼稚園入學準備 ↑

在南鹽湖城，更多參與Granite學區學前教育計畫的低收入兒童已為進入幼兒園做好準備。 end

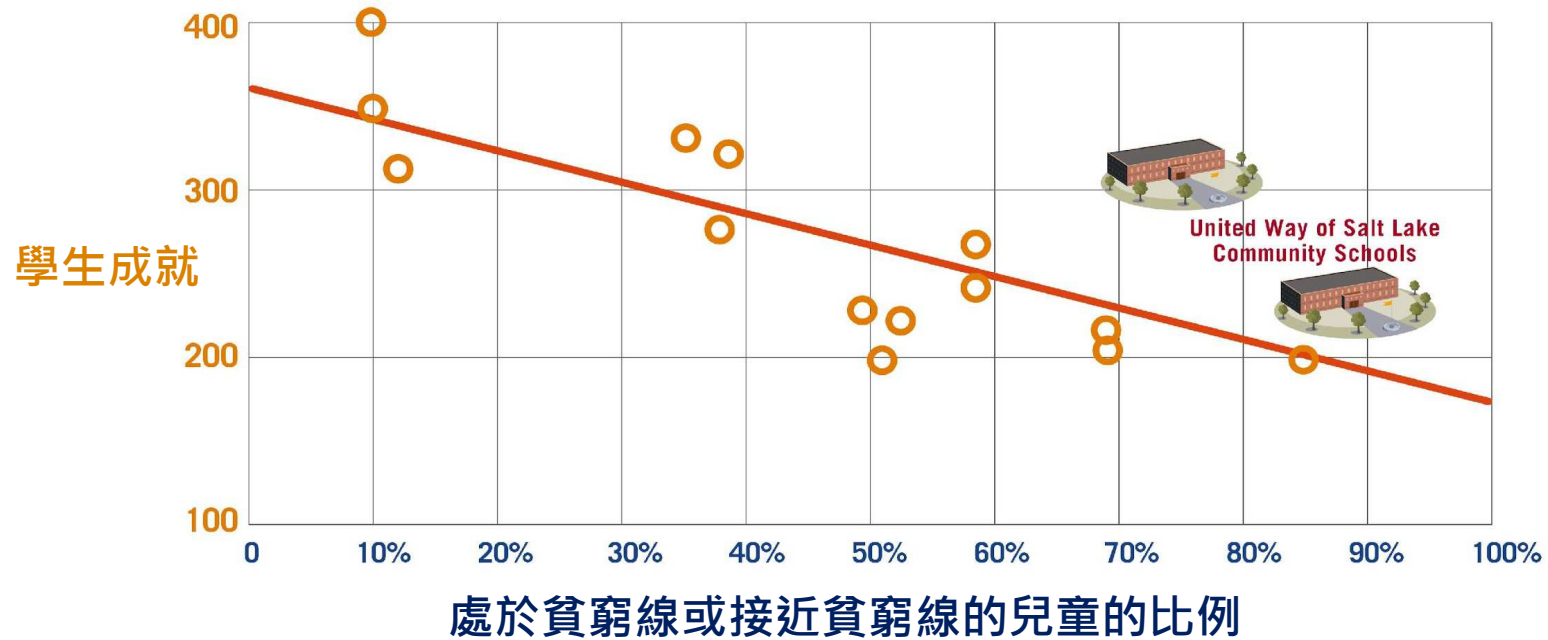


資料來源：Granite學區幼兒園準備度檢視，2016秋天。



全校整體成效- UCAS

PROMISE PARTNERSHIP全校的整體成果

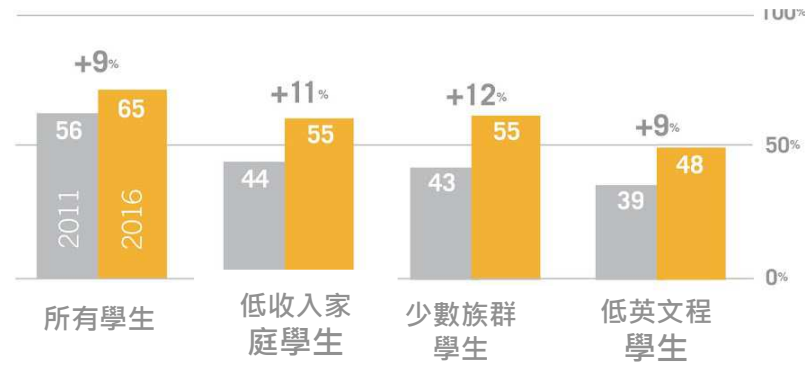


資料來源:USOE PSD Gateway, 猶他州學校報告, 2015 Granite校區, 數據取於12月2015年



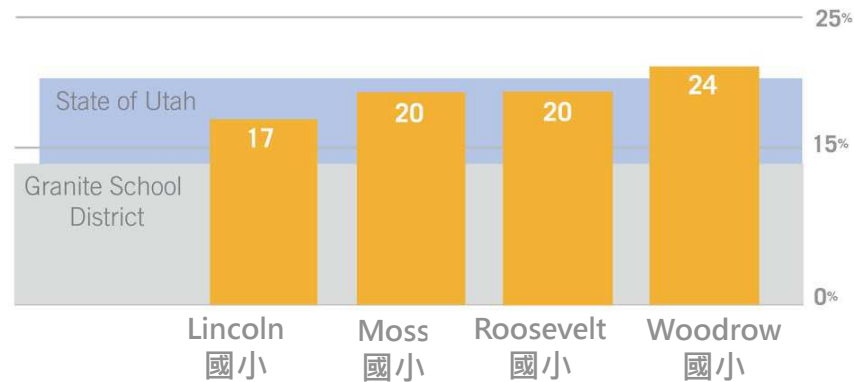
小學三年級的閱讀程度 ↑

自2011年起，Granite學區三年級生的閱讀能力呈穩定成長



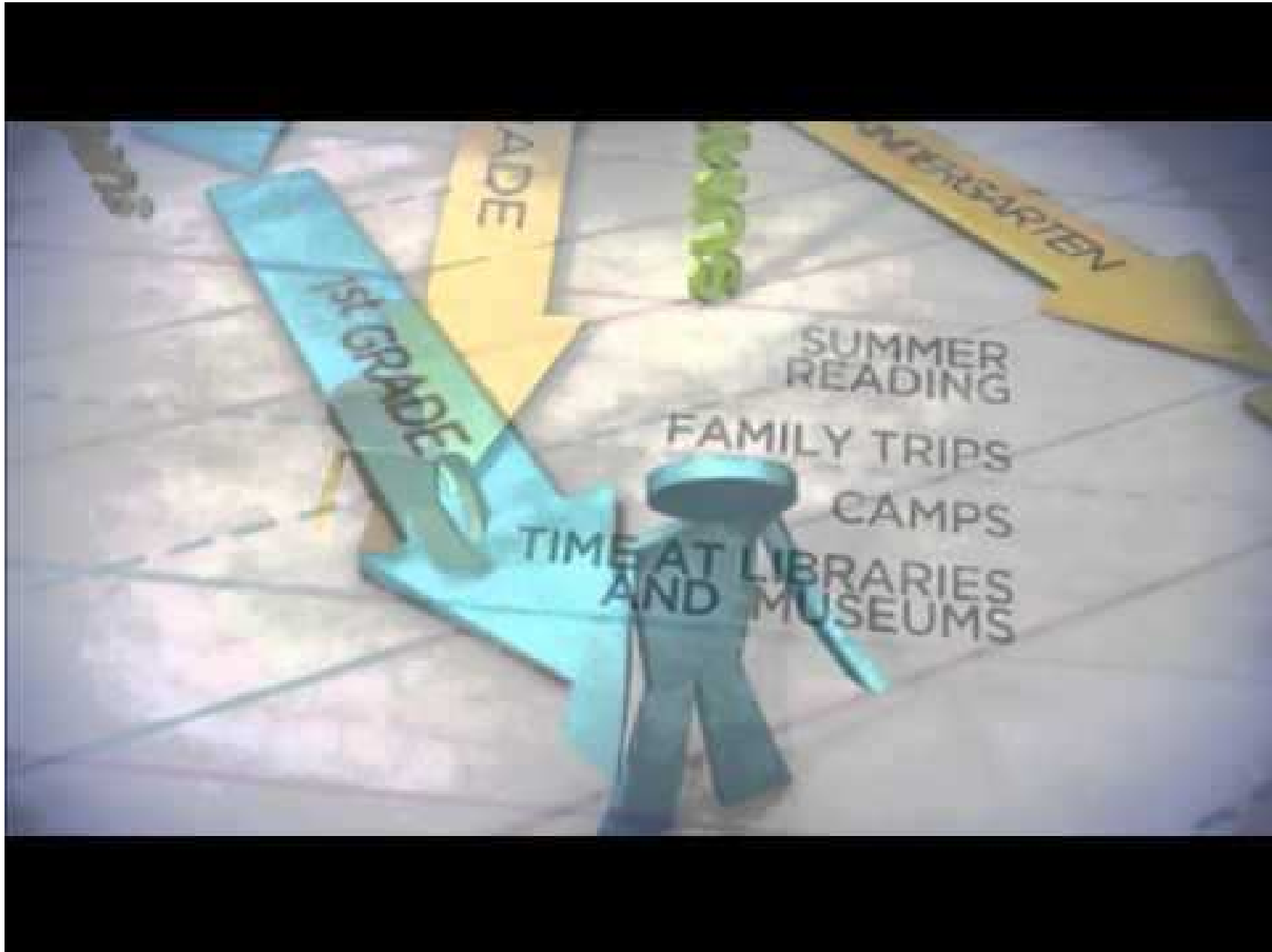
資料來源:SY 2011年和 2016年底DIBELS，三年級，GSD數據庫

在所有南鹽湖城的社區學校中，所有ELL(English Language Learner, 在母語之外又另外學習英語者)學生的閱讀能力都超越學區的基準，其中一間甚至超越了整個州的基準

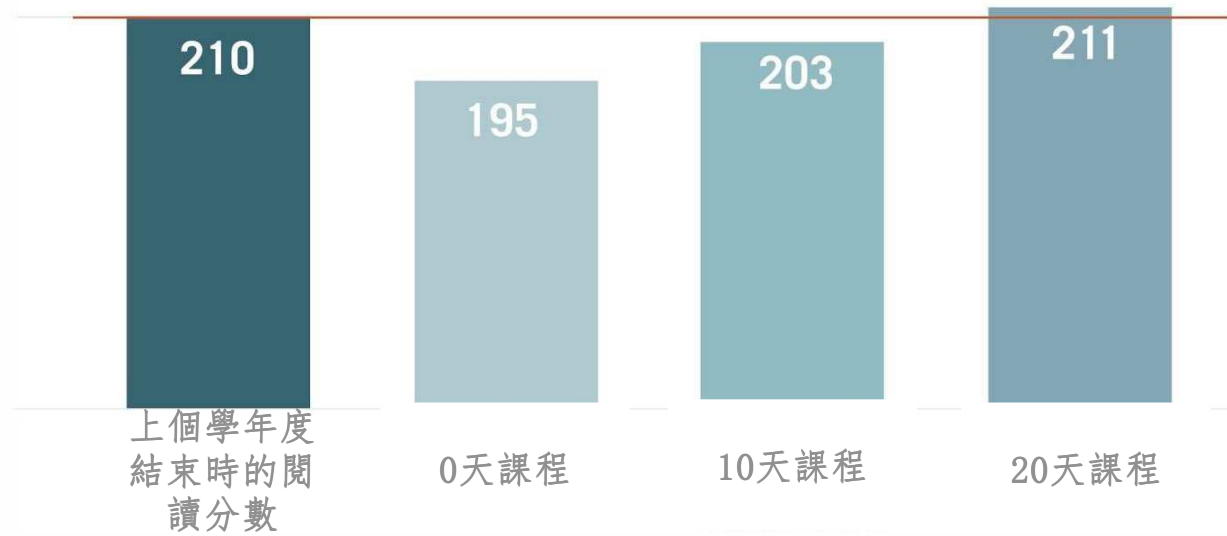


資料來源:SY 2016 SAGE，三年級文法，USBE





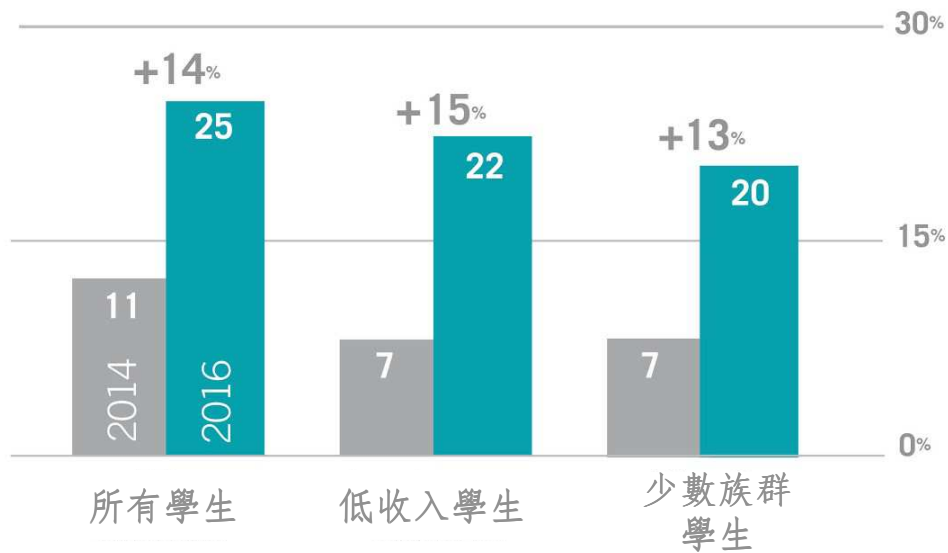
升上三年級的低收入學生在參加二十天的課程之後，閱讀程度並未下降。





國中二年級數學程度 ↑

社區學校學生超越其他同儕



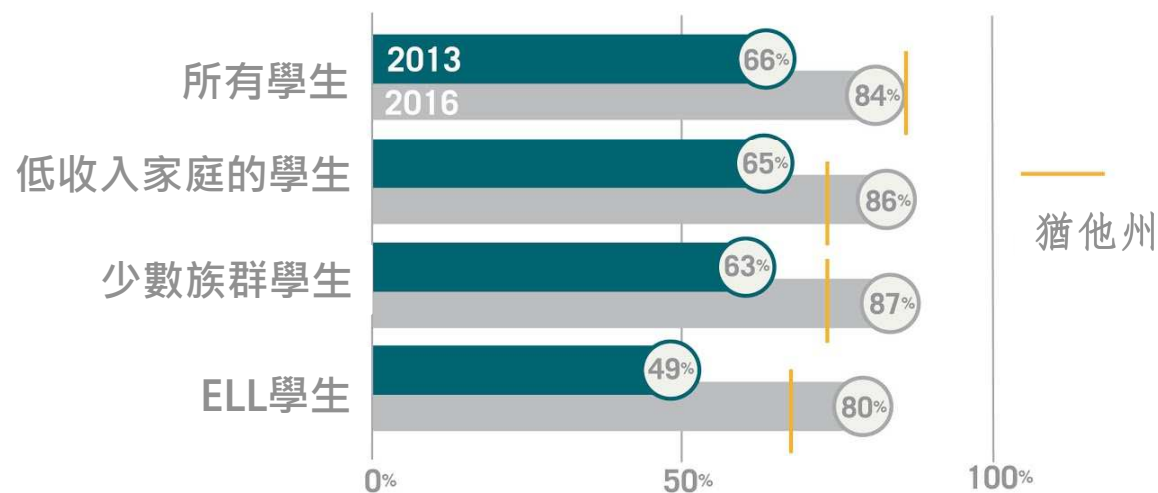
資料來源: SY 2014年和2016年SAGE, 八年級數學, USBE



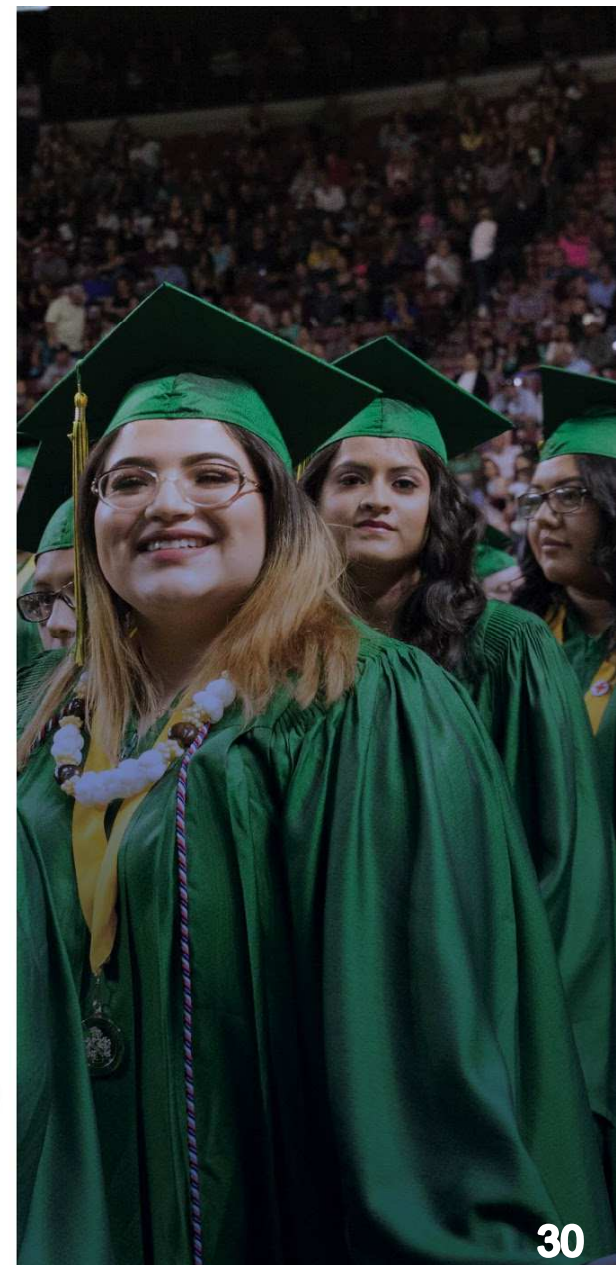


畢業率 ↑

在Kearns高中，47%的學生的經濟狀況接近貧窮線，56%是少數族群。然而自2013年起，這所高中的畢業率是猶他州所有高中裡，成長幅度最大者。



資料來源:SY 2013年和 2016年高中畢業，USBE

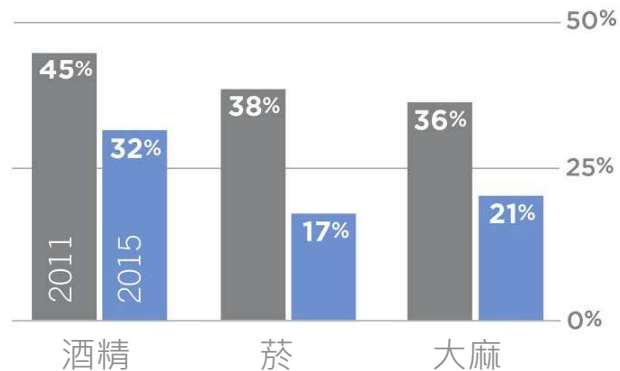




健康的成效

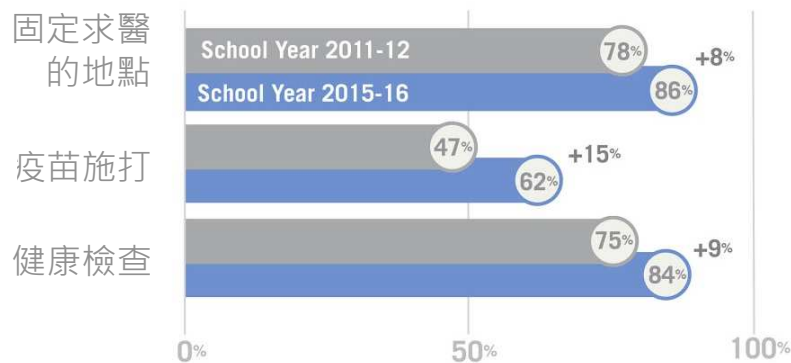
藥物濫用數據在南鹽湖城亦呈現下滑

自2011年起，我們看見整體兒少人口群的健康（包含藥物濫用的使用情形）均有所改善

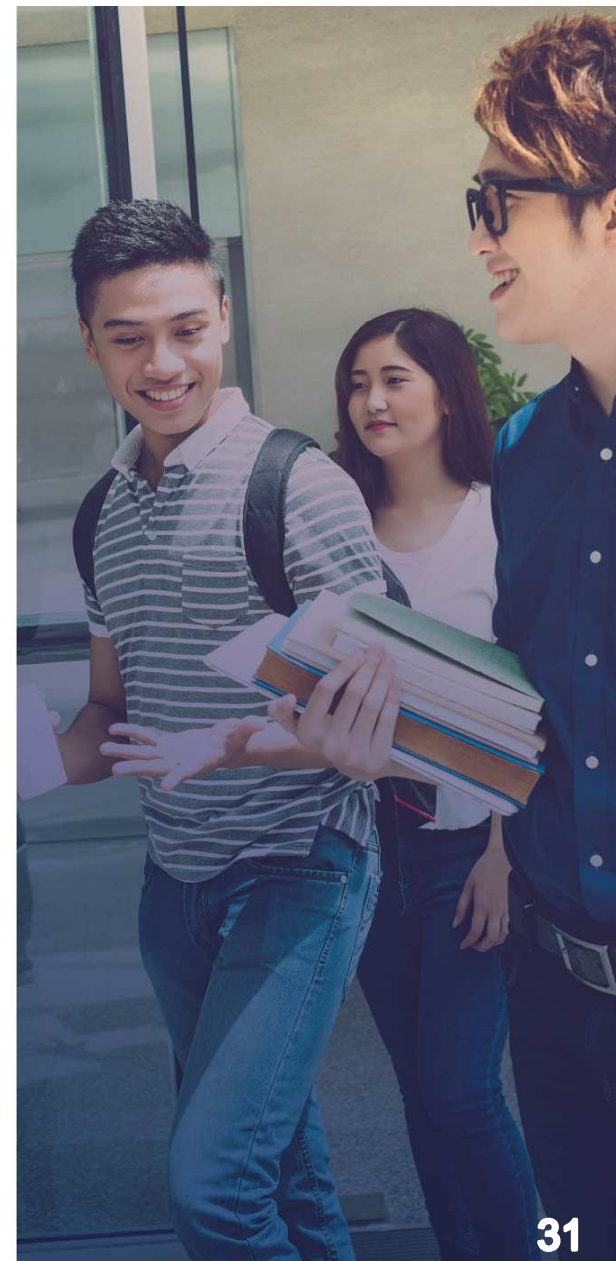


資料來源:2001和2005年SHARP調查

參與社區學校的家庭在健康方面獲得的改善



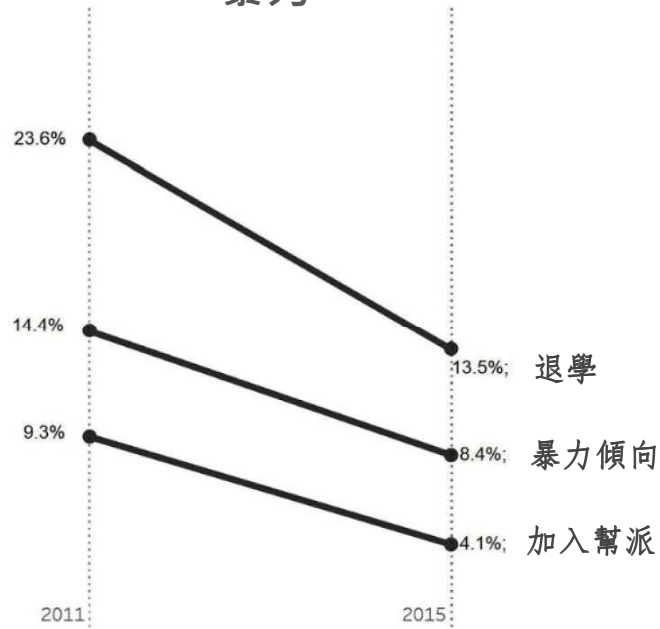
資料來源:SY 2012和2016年UWSL社區調查



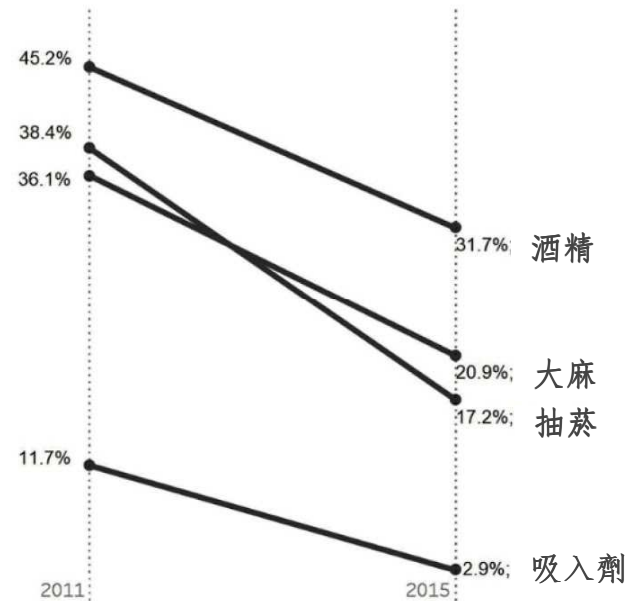


社區福祉 南鹽湖城

暴力



終身藥物使用



相關介入方式包括:

- 全面性的課後輔導，專注於課業和預防，並實施於十幾個城市，幫助超過三千位學童
- 反霸凌和反暴力課綱和專業發展等員工訓練
- 藥物濫用和幫派預防協會等系統層次上的幫助

資料來源:
SHARP年度調查





一個人，走得比較快；
一起走，走得比較遠。

- 非洲諺語

LIVE UNITED



United Way of Salt Lake

Questions / Discussion





Thank YOU!



United Way
of Salt Lake



**United Way
Centraide
Ottawa**

project step

一個運用集合影響力，處理加拿大渥太華地區青少年藥物濫用議題的新方案。

**June 15, 2019 United Way of Taiwan
We Make the Change - 2019**

**By Dennise Taylor-Gilhen,
United Way Ottawa**

- 加拿大渥太華地區是如何透過集合影響力的工作方法來處理嚴重的青少年藥物濫用議題
- PROJECT-STEP方案概述以及聯合勸募在其中所扮演的角色
- 成果以及學到的教訓



United Way
Centraide
Ottawa





加拿大首都

一百萬人口

高教育普及率

高生活品質

低失業率

但並非所有人都
可以過得很好。



渥太華的兒少

有23,000名兒少生活在貧困之中

15個弱勢社區中，高達50%的人沒有高中畢業

每5人中就有1人飽受精神健康議題折磨

安大略省每7名學生就有1名學生被通報有藥物
使用症狀

有800名兒少曾去過緊急庇護所



一個偉大的城市，應該
要讓每個市民都認同她
的偉大。

倡議

召集

投資

研究和評估

資源發展



三個焦點領域



所有孩子能完成的

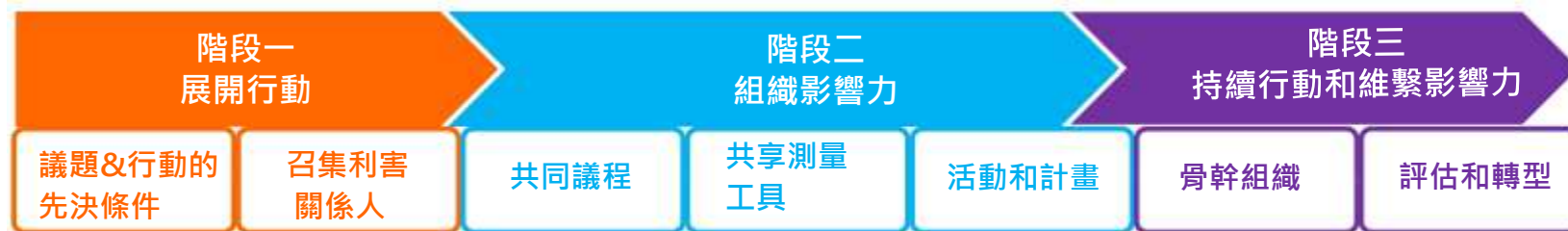
貧窮到可能

健康的居民和
強健的社區



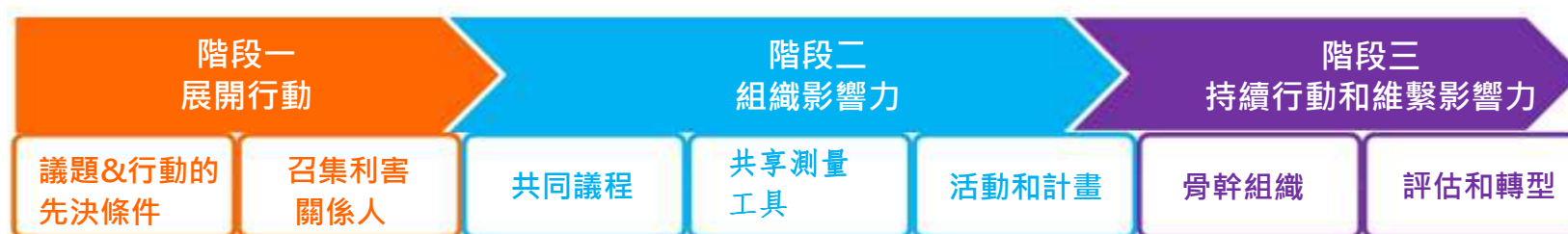


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減少仇恨、犯罪
；支持照顧者和
弱勢長者





支持、治療、教育和預防

什麼是 *project step* ?

一個集結多元夥伴以倡議並處理渥太華青少年藥物濫用議題的集合影響力方案。它包含：

- 專為青少年設立的住宿式治療機構。
- 以學校為基地的預防及治療方案，其中又區分為主流與非主流情境。



為什麼是 *project step*?

- 10%超過十五歲的加拿大人都有藥物和酒精成癮的問題
- 85%成癮的加拿大成人中，在十八歲以前就開始使用藥物或酒精
- 酒精和非法的藥物濫用在加拿大耗用的社會成本大約是384億加幣
- **Project step**直接且正面地影響個人取得教育和人生目標的成功

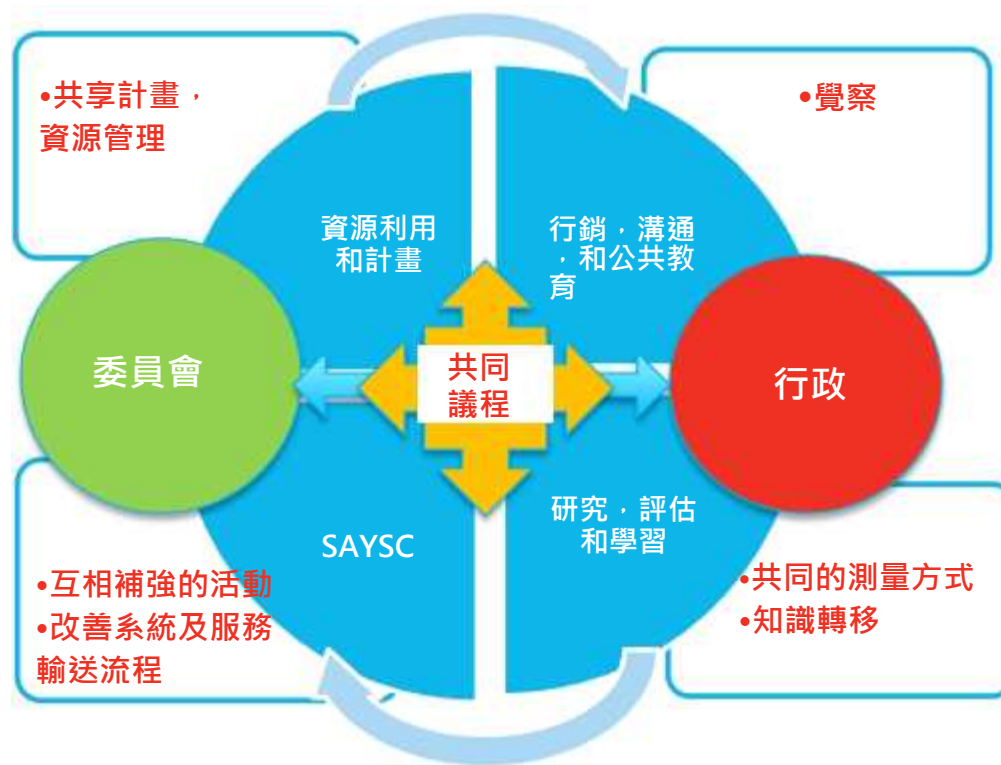
安大略省的青少年議題



2014年，一份針對安大略省學生的藥物濫用狀況的調查顯示：

- 11% 曾使用鴉片類藥物作為消遣
- 19% 曾使用大麻
- 38% 在過去的一年裡曾使用非法藥物
- 43% 買過酒精，至少17%有飲酒過量的經驗
- 14%安大略省的學生似乎都有藥癮的問題，但僅有一小部分的人接受過治療

project step: 我們怎麼合作





召集利害關係人

project step 的2個骨幹組織：

- 渥太華聯合勸募(社區)
- Ottawa Network for Education (學校董事會)

贊助夥伴：Champlain LHIN, Ottawa Public Health, 4 Ottawa school boards, United Way Ottawa, the Ottawa Senators Foundation

服務夥伴：Maison Fraternité, Rideauwood Addiction and Family Services, Operation Come Home, Youville Centre and Wabano Centre for Aboriginal Health

三個方案 – 多個合作夥伴

校園

- 國高中生輔導
- 家長輔導
- 預防教育

非主流

- 街頭青少年
- 年輕的母親
- 原住民青少年

住宿式治療

- 以英語為主要使用語言的青少年
- 以法語為主要使用語言的青少年

成果: 主流方案

2018年成果：

- 1,460名青少年接受輔導
- 14,100名青少年接受預防教育
- 220名家長接受輔導
- 2,420名家長參與宣導活動
- 4名學生之中，有2名學生在一個學年內減少或停止使用一或多種藥物
- 大麻使用平均減少71%
- 95%的學生完成了一學年度的課程

成果: 非主流方案

2018 年成果：

- 320名青少年接受輔導
- 自從參與方案之後，有79%的學生減少藥物使用或頻率
- 81%的青少年感覺他們可以重新與家人、夥伴、和社區建立健康關係
- 91%在學業表現和就業表現均獲得成功
- 84%的青少年回報他們有較少的自殺念頭

成果: 住宿式治療方案

2018 年成果:

- 140名青少年和268名家長暨照顧者接受輔導
- 44%完成了完整三個月的住宿式治療方案
- 13 名青少年順利從高中畢業
- 順利修畢222個高中學分
- 完成2門高等教育的課程

我們對於吩坦尼止痛藥過量使用的回應



迅速的回應

- 針對學生、老師、和家長，增加**預防性**教育。
- 針對家長、老師、和社區提供**減害**訓練，包括納洛酮施用等減害教育。
- 提升大眾對於畢業季或音樂節的危機意識，加強相關教育。
Prom Smart website: www.promsmart.ca
- 渥太華聯合勸募募集了25萬加幣的資金來提高成癮治療、輔導、和預防的工作規模。
- 渥太華聯合勸募挹注60萬加幣給紀念Mauril Bélanger而設立的青少年成癮研究獎助基金。



安大略省物質使用情形 (2008 vs 2017)

物質	2009	2017	相關改變
酒精	58.2	42.5	減少15.7
大麻	25.6	19.0	減少6.6
飲酒過量	27.7	16.9	減少7.8
鴉片類止痛藥	17.8	10.6	減少7.2
香菸	11.7	7.0	減少4.7
搖頭丸	3.2	3.4	增加0.2
古柯鹼	2.6	3.1	增加0.5
吩坦尼	n/a	0.9	n/a
非醫療用途處方	20.3	13.7	減少6.6



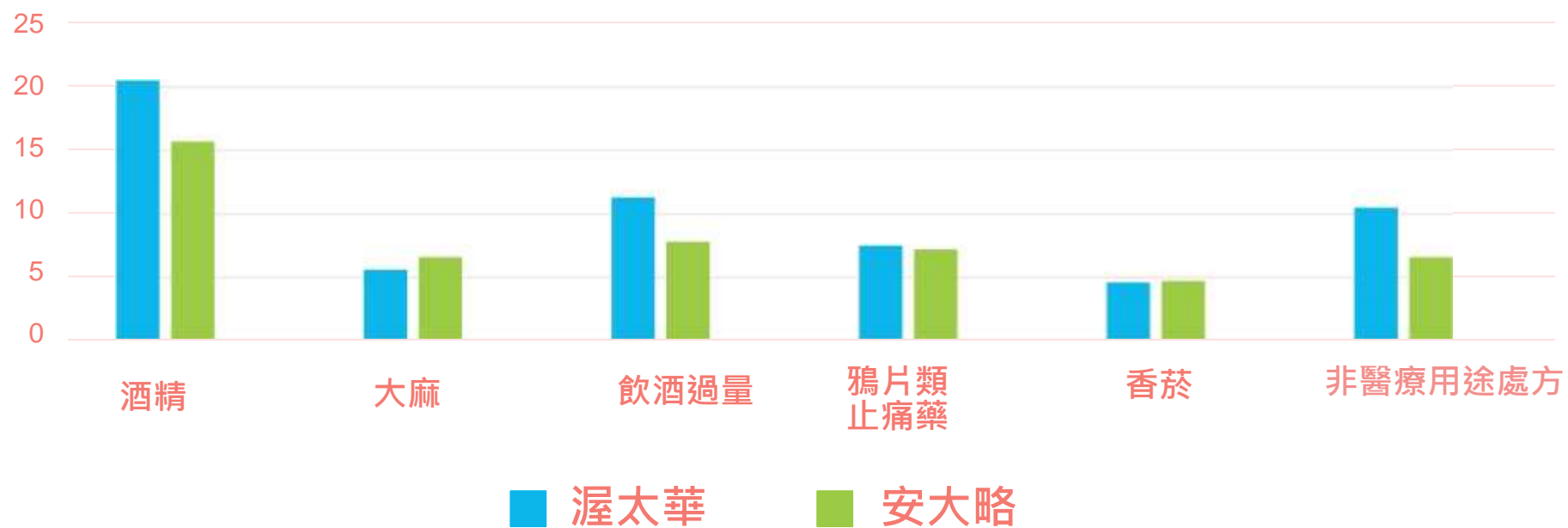
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渥太華地區物質使用情形 (2009 vs 2017年)

物質	2009	2017	相關改變
酒精	56.8	36.3	減少20.5
大麻	23.4	17.8	減少5.6
飲酒過量	23.5	12.2	減少11.3
鴉片類止痛藥	18	10.5	減少7.5
香菸	10.3	5.7	減少4.6
非醫療用途處方	24.8	14.3	減少10.5

比較安大略和渥太華青年藥物利用的減少

2009年至2017年間，青少年物質使用減少的百分比





United Way
Centraide
Ottawa

Questions?

Thank You



United Way
Centraide
Ottawa

Systems Mapping for Systems Change

United Way Taiwan

June 15, 2019

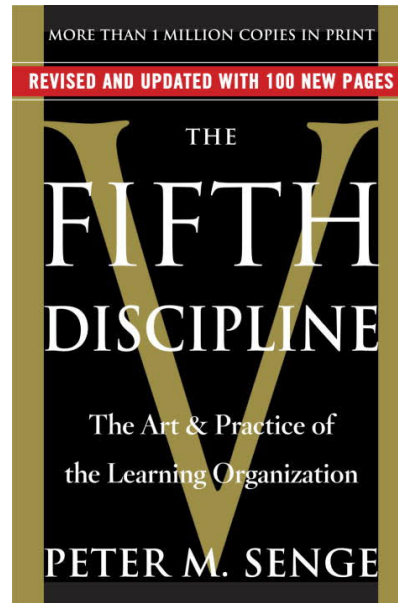
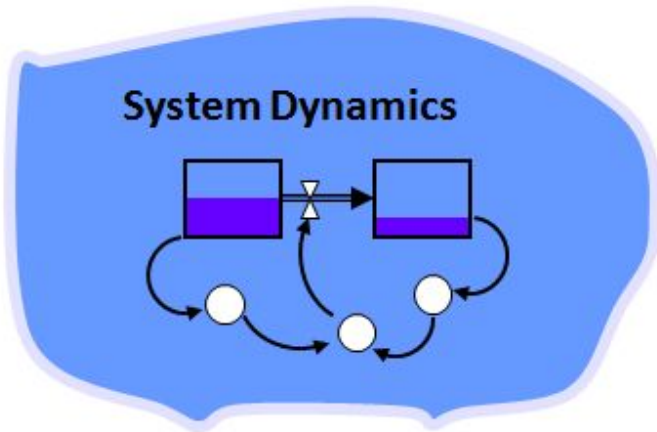
Joe Hsueh, PhD

Brian Blankinship





Peter Senge



Clients we've served



Projects

60+

Sustainable Development Goals

12/17

Countries

20+



Outline

1. Systemic Challenge
 2. Systems Thinking
 3. Systems Change
 4. Systemic Change Process
-



Systemic Challenge



Top 10 skills

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity





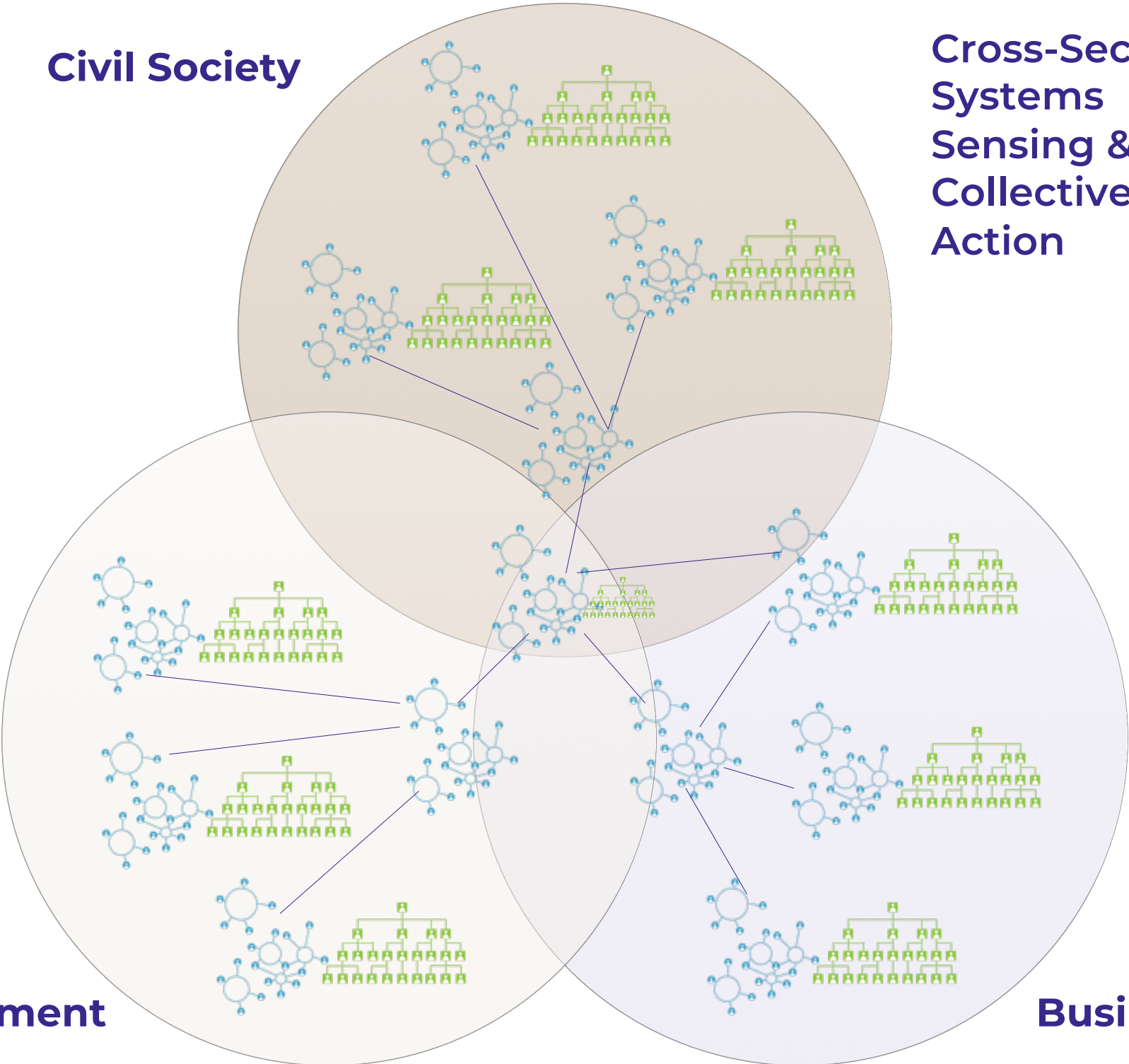
Systemic Challenge

- The problem doesn't arise from any one particular cause, but emerges from the confluence of multiple interconnected factors
 - Those multiple factors – technical, social, business, financial, political, and environmental – are controlled or influenced by multiple stakeholders
 - The complexity of the problem makes it difficult to untangle cause and effect, and to identify effective solutions – especially as the system is constantly evolving and adapting to changing circumstances
 - There is often a structural trap in which individual stakeholders may act quite rationally (given how others in the system act), but collectively everyone is trapped in a persistent sub-optimal state – a race-to-the-bottom or tragedy-of-the-commons – and have few incentives to change
 - Because of these characteristics, we need simultaneous collective understanding and action in order to shift the system.
-



Civil Society

Cross-Sector Systems Sensing & Collective Action



Government

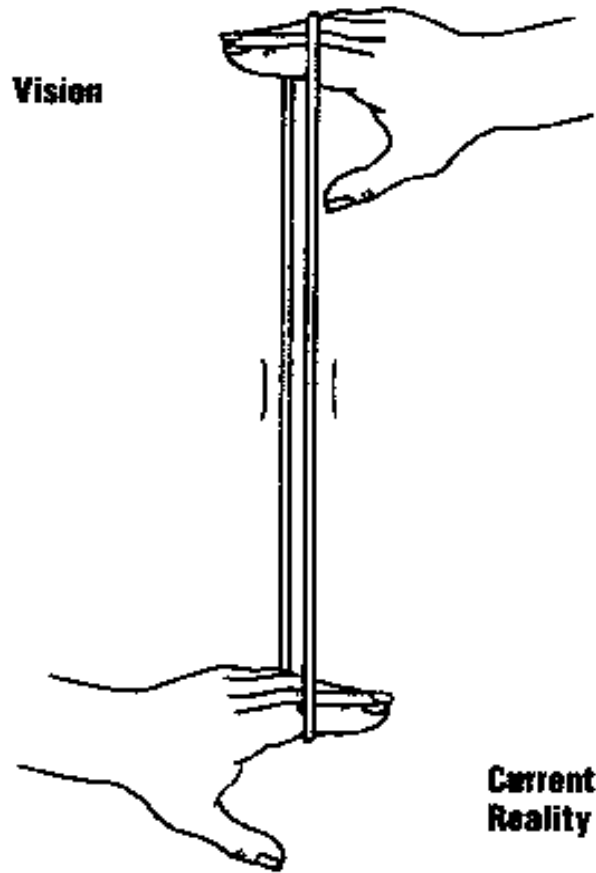
Business



Systems Thinking



Figure 1 The Principle of Creative Tension



1.Vision:

Continue clarifying
"What is most
important to us?"
"What do we really
want to create?"

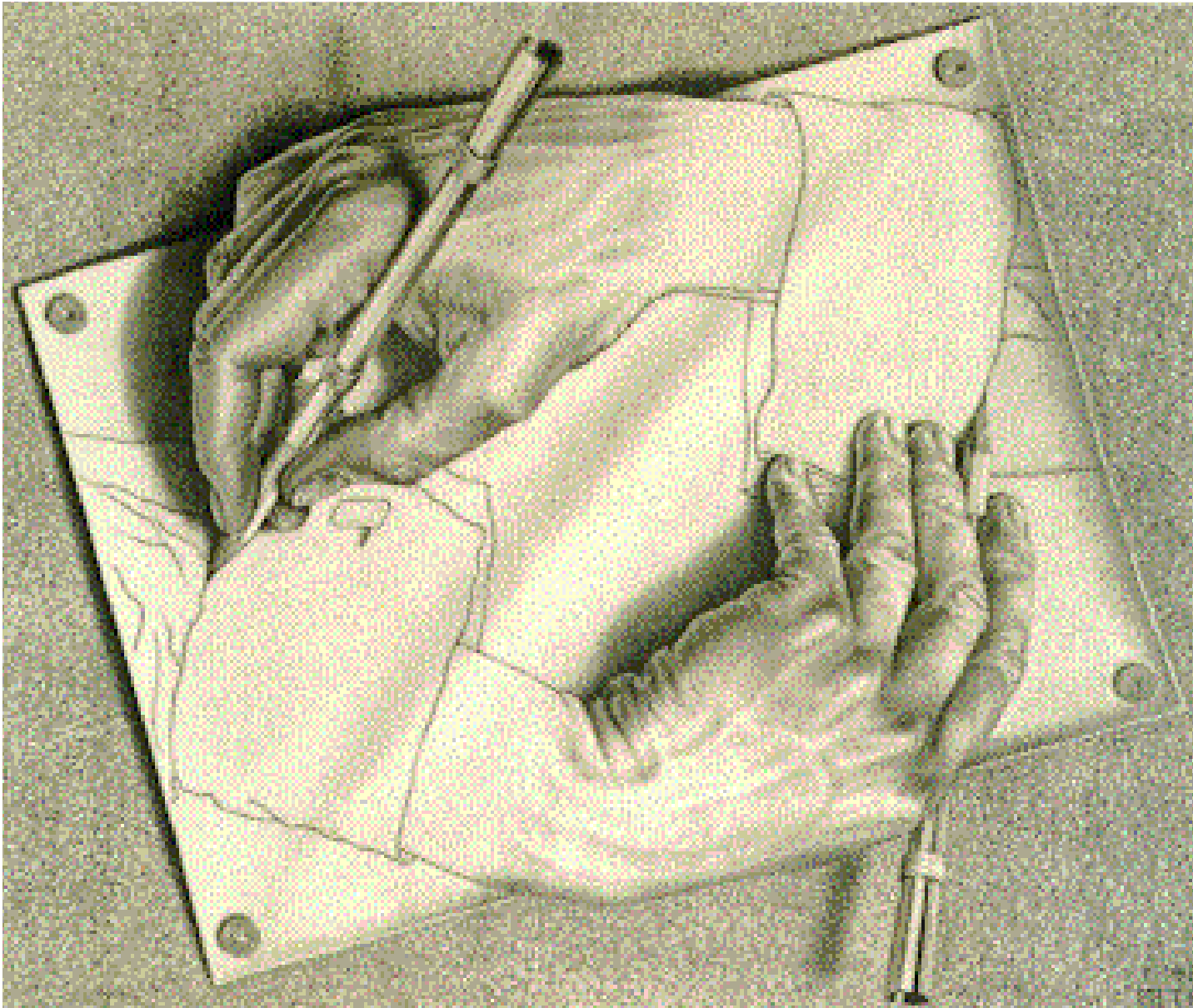
2.Reality:

Continue learning
to see the current
reality clearly



From Silo-thinking to **Seeing the Whole System. Together.**



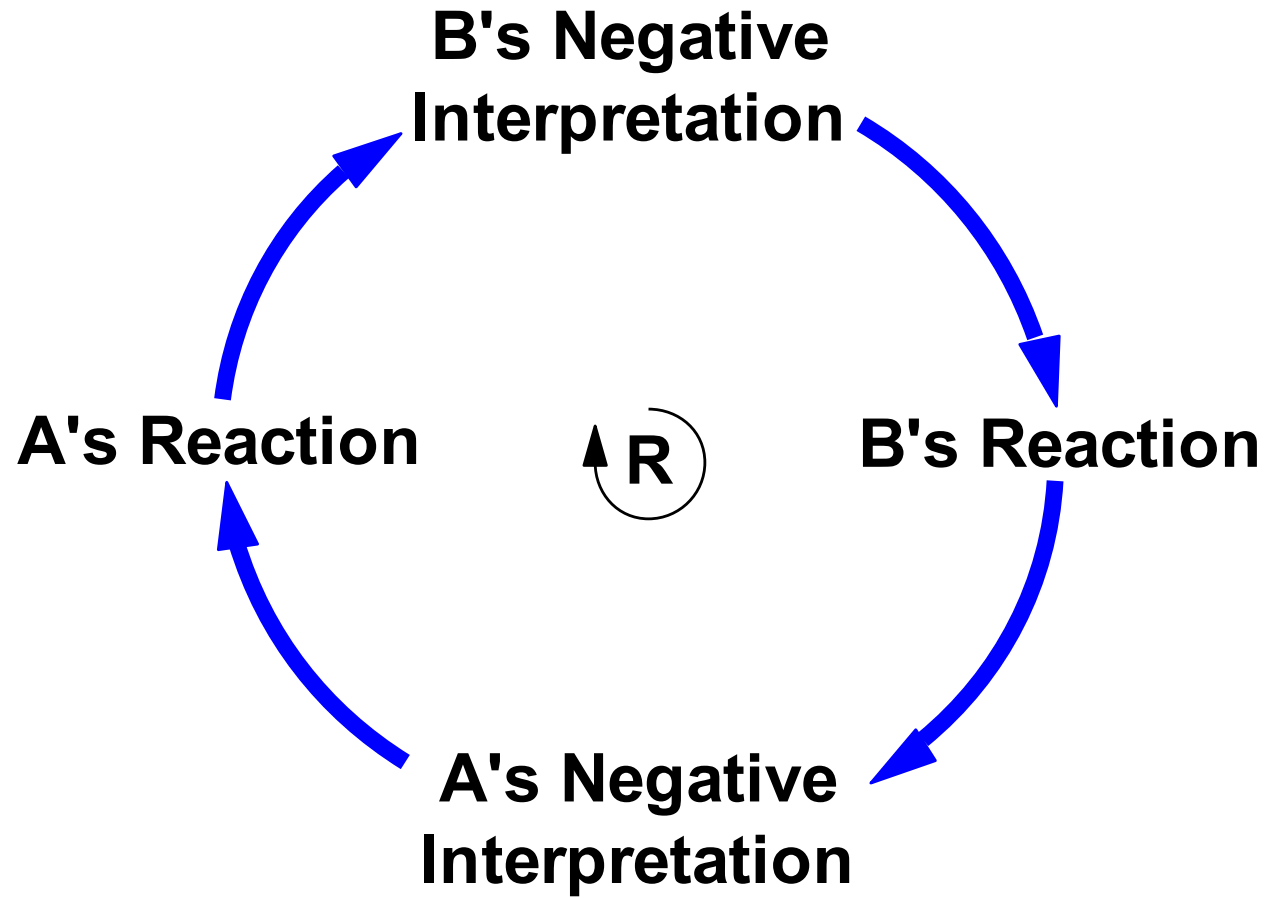


Endogenous Worldview

From Linear to **Feedback Loop** Thinking
From Blaming to **Shared Responsibility**

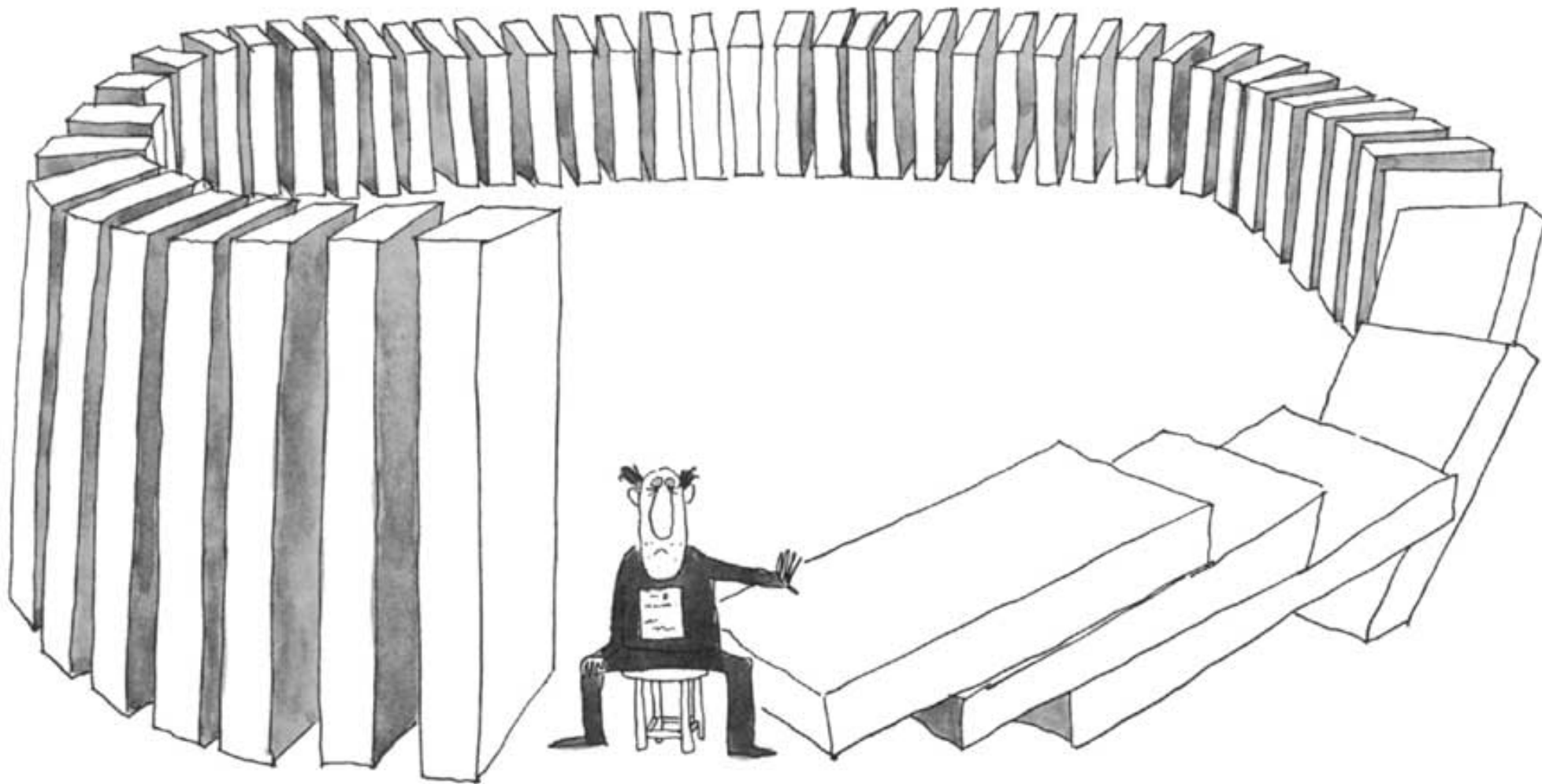


Structural Trap



**When we see ourselves
as a part of a problem,
we can become a part
of the solution.**





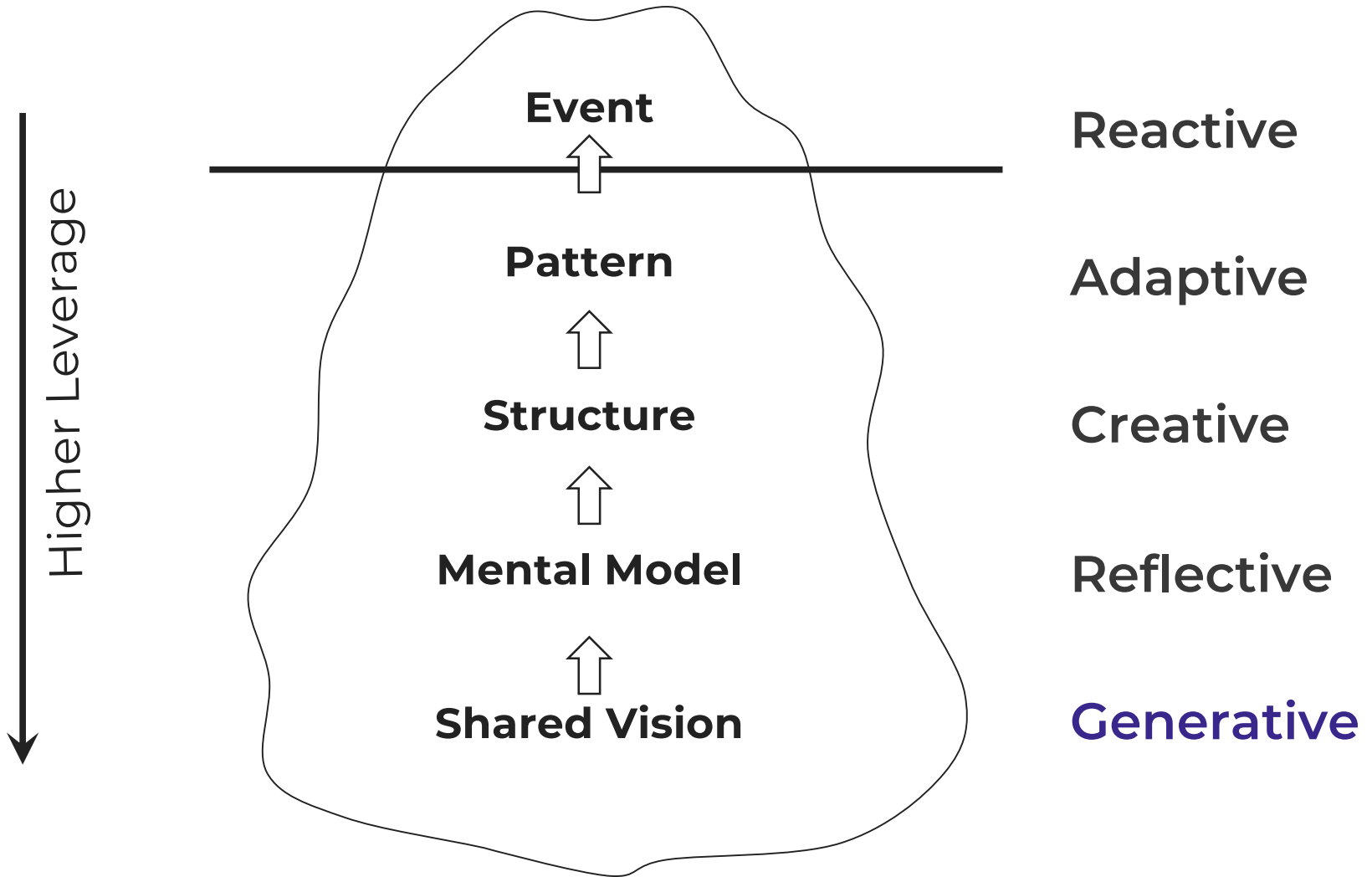
Dynamic Complexity

“Today’s problems come from yesterday’s solutions.”

Source: John Sterman



Iceberg Model



**How do we see the larger system
and form collective action?**



Systems Change

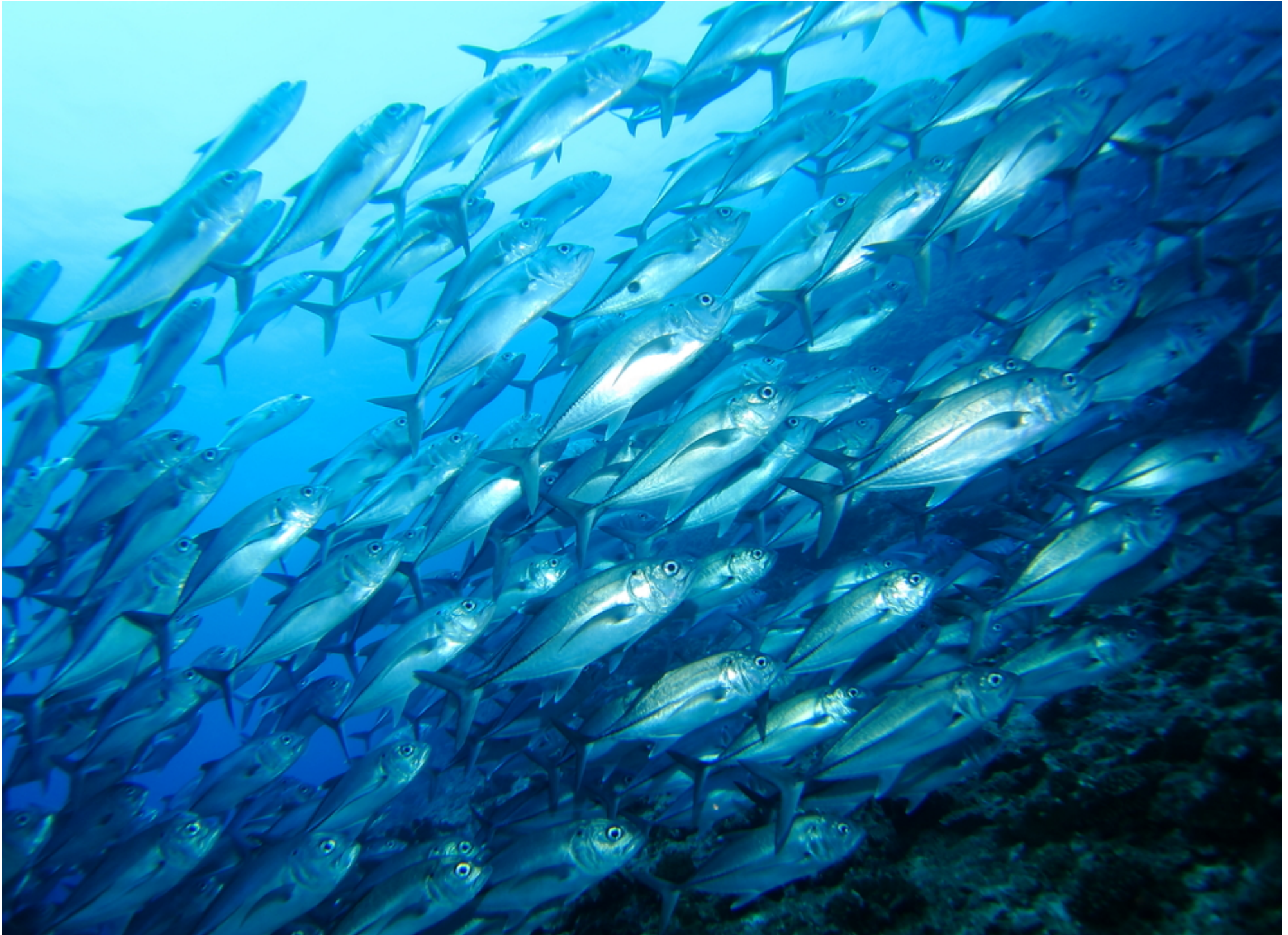


Case One – Level of Society

Sustainable fisheries













Government imposed a fishing quota
(1/3 of normal catch)

Fishermen and local buyers reacted with
anger and resistance

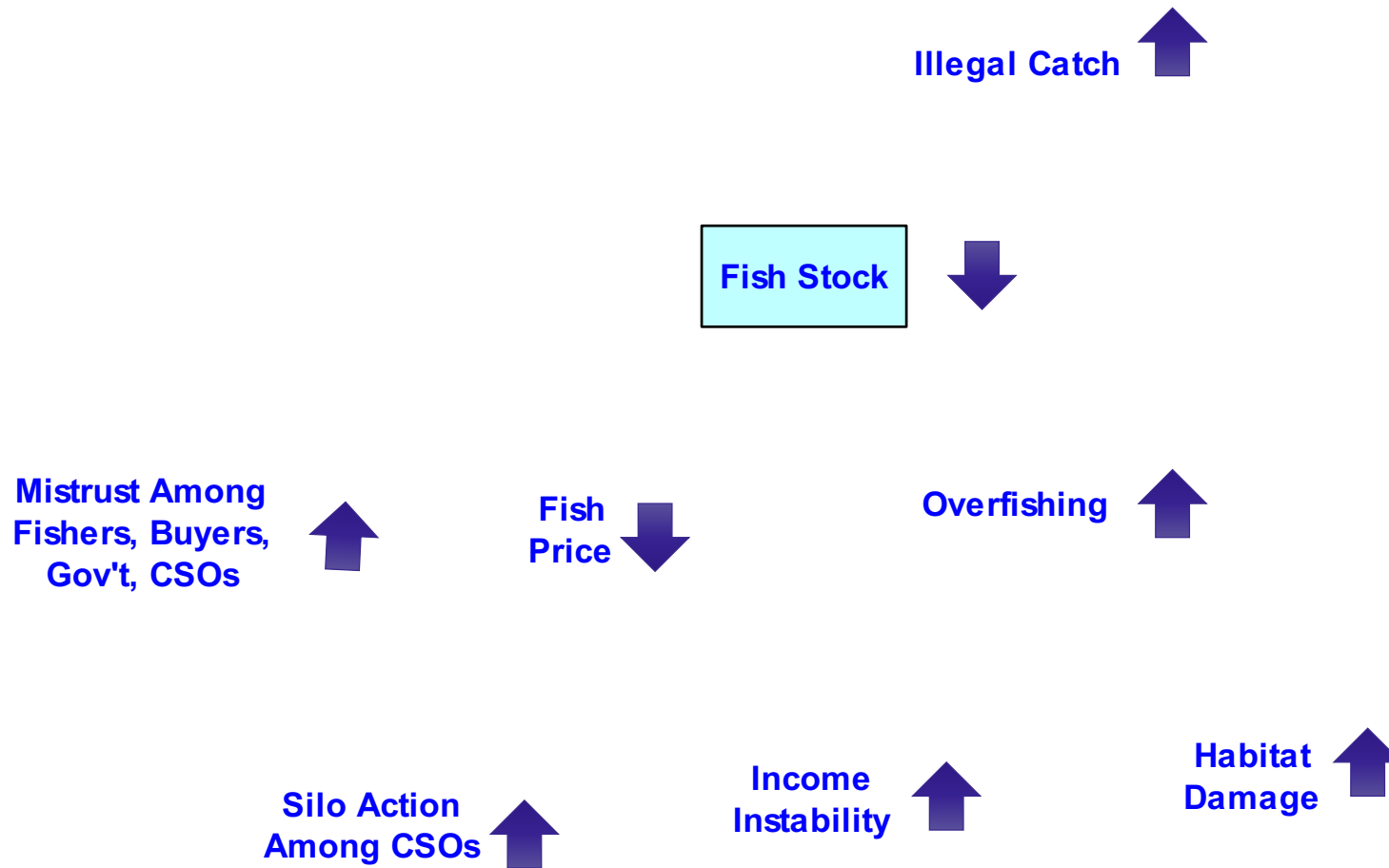
NGOs and Govt came in with **predetermined** solutions
.....and were **rejected** with mistrust

Had to **let go OUR OWN agenda**

And began with a deep listening and inquiry process to **sense the system**



Systemic Challenges



Collective Discovery of the Current Reality

A workshop with multi-stakeholders from the different sectors:

- Fishing cooperatives
- Local government agencies
- State government agencies
- Local buyers
- NGOs involved in the community

Empowered with the co-creation of a...

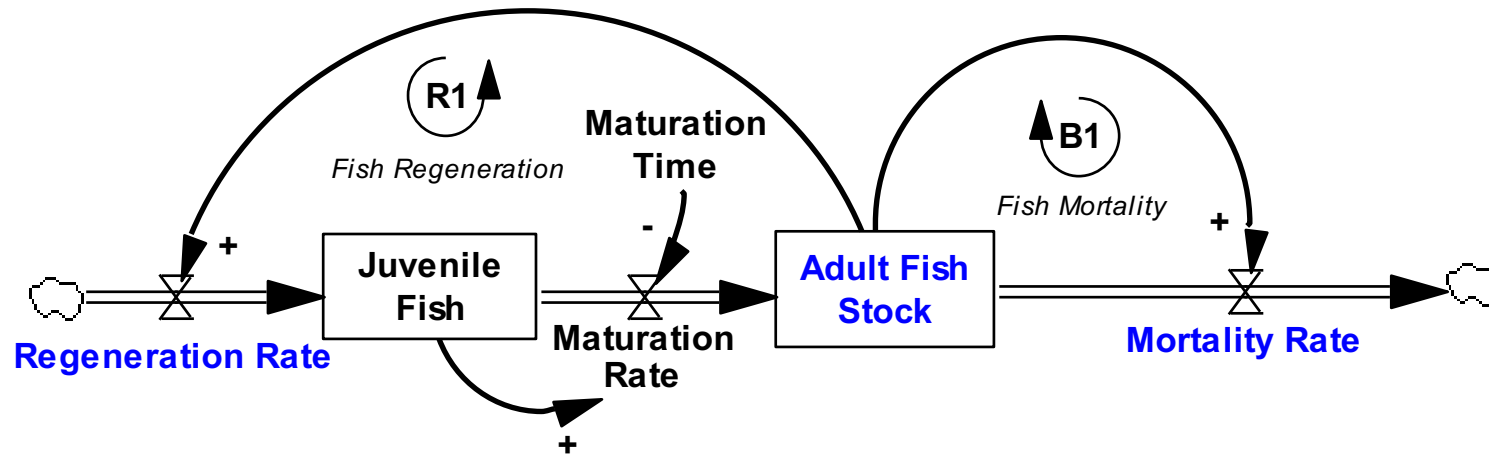
Participatory Systems Map

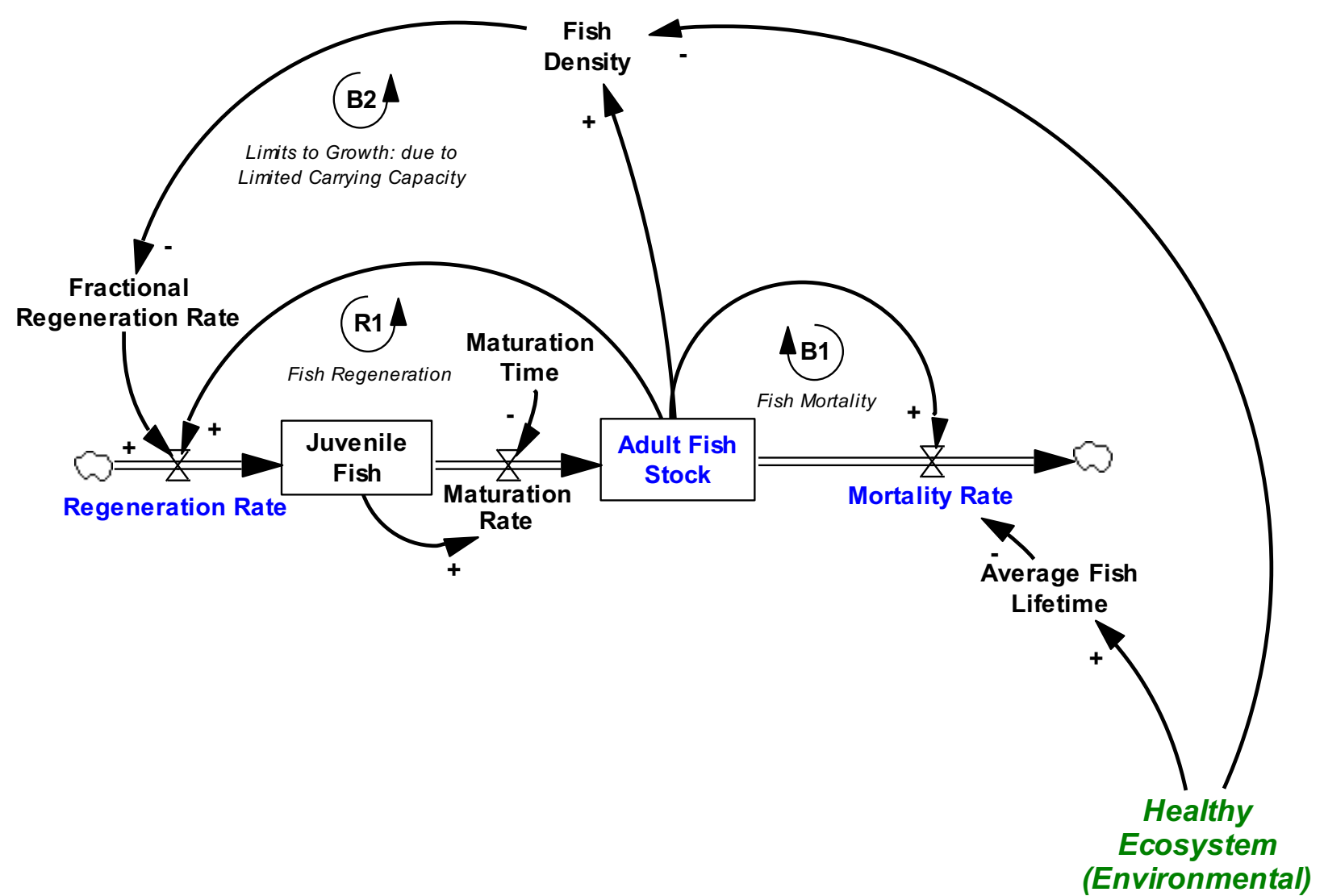






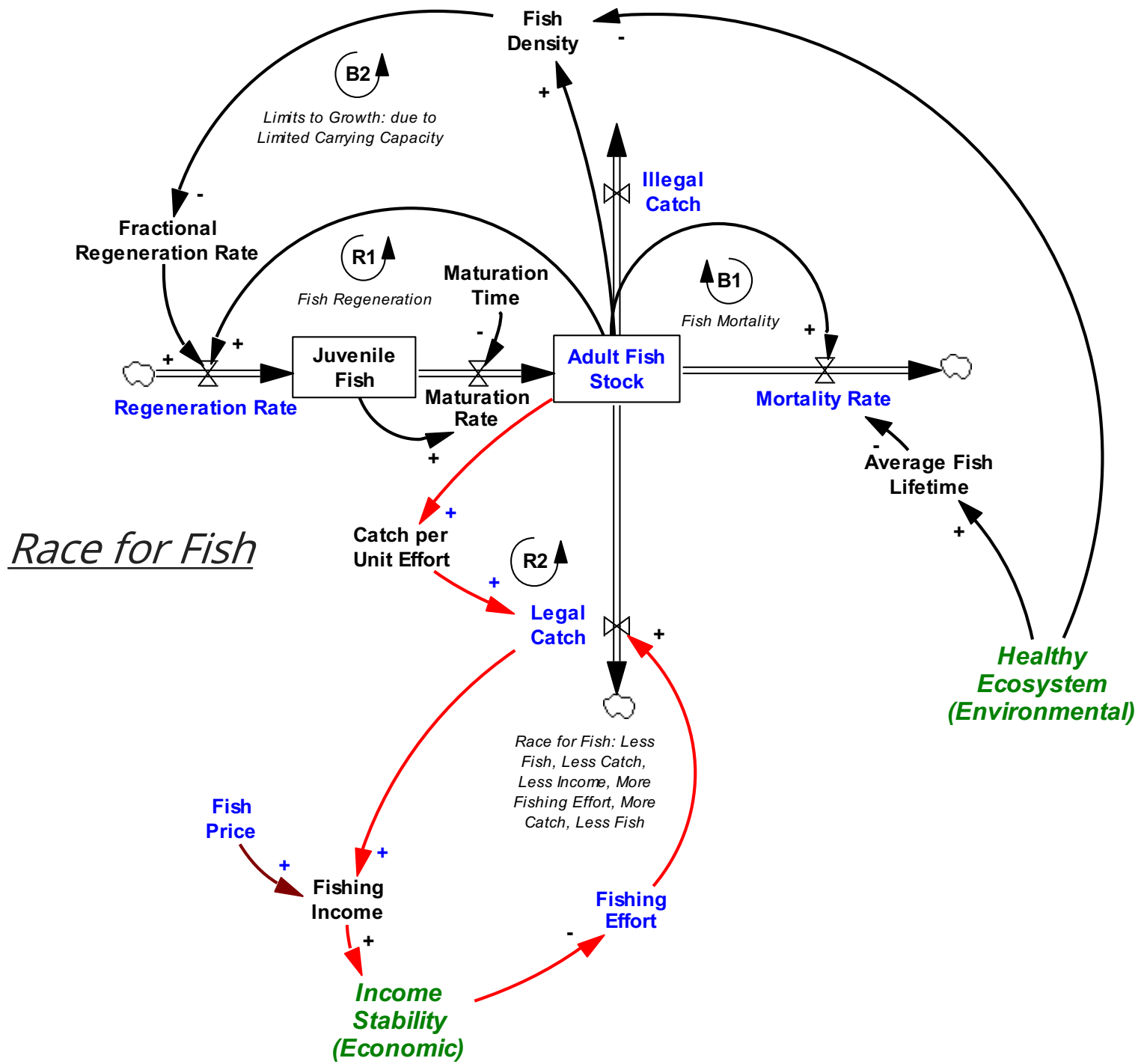
Fish Stock

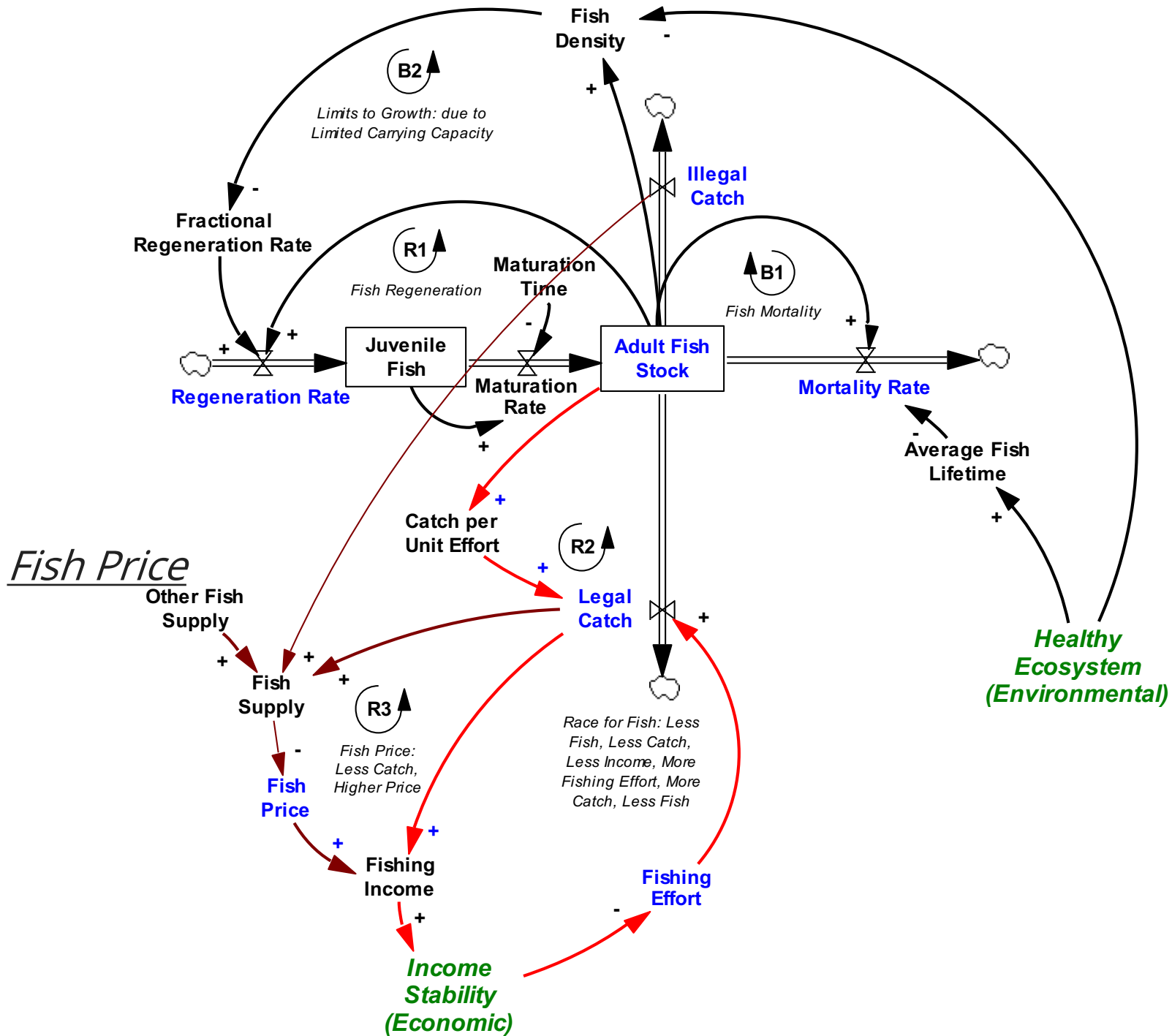


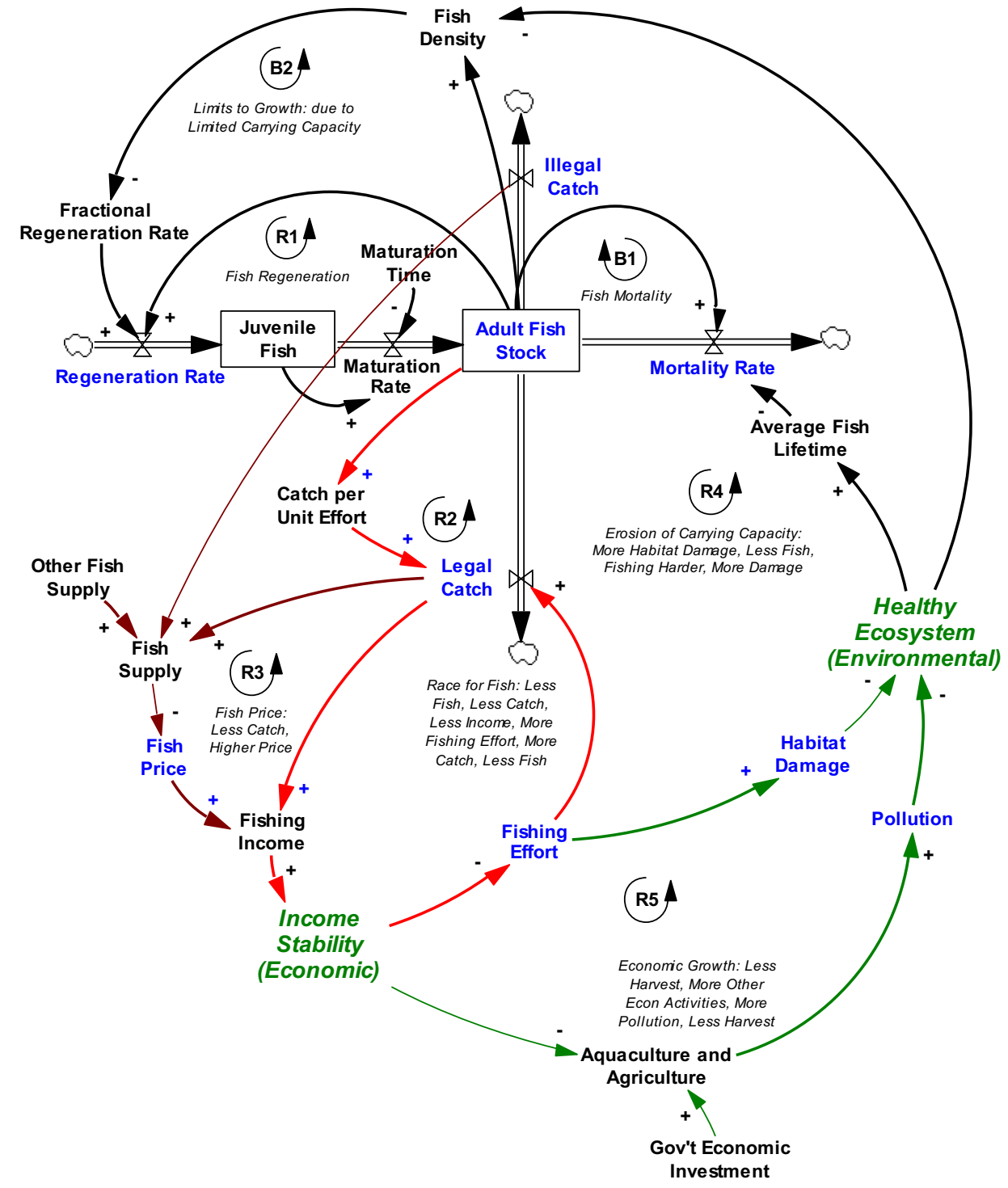


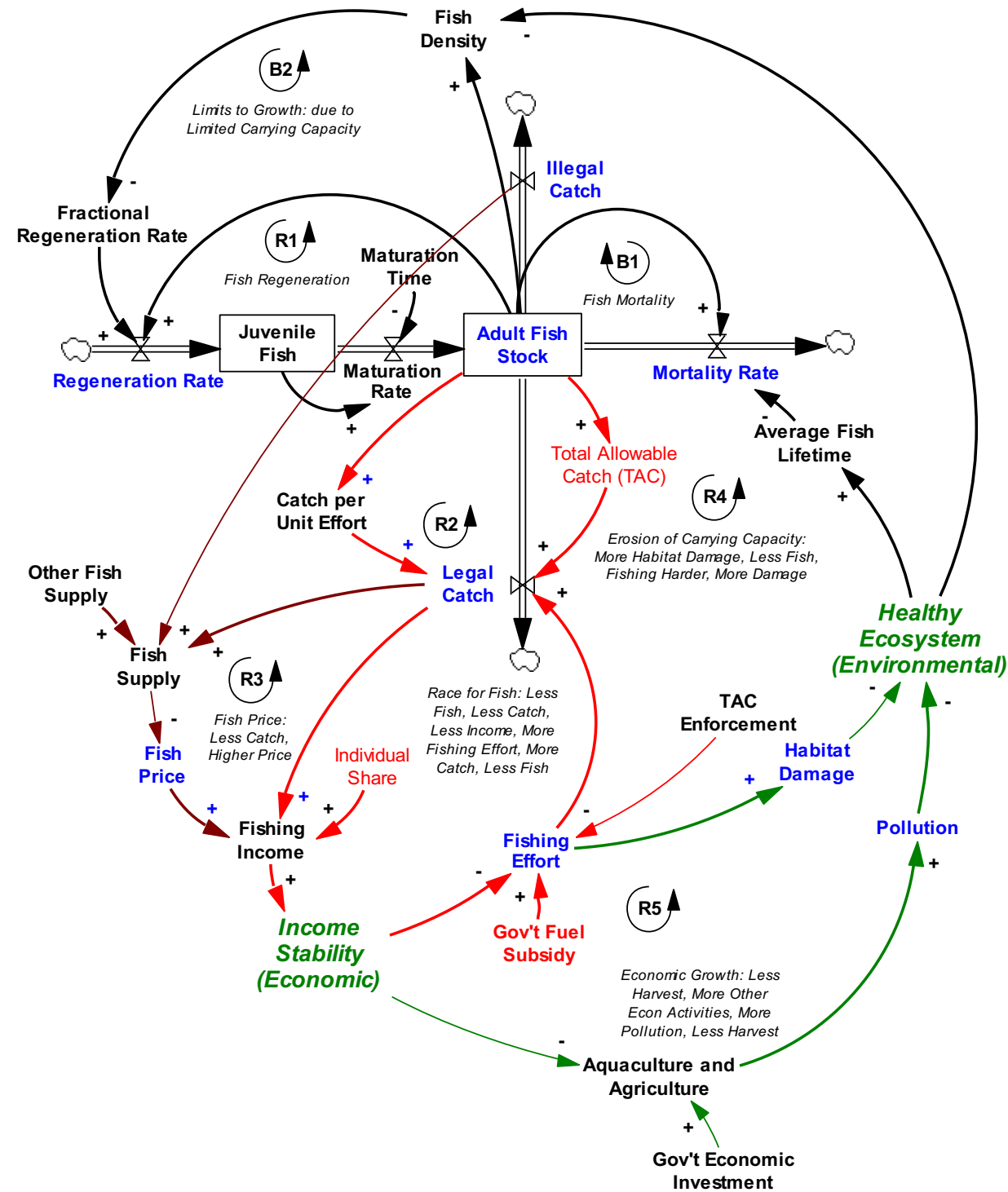
Carrying Capacity

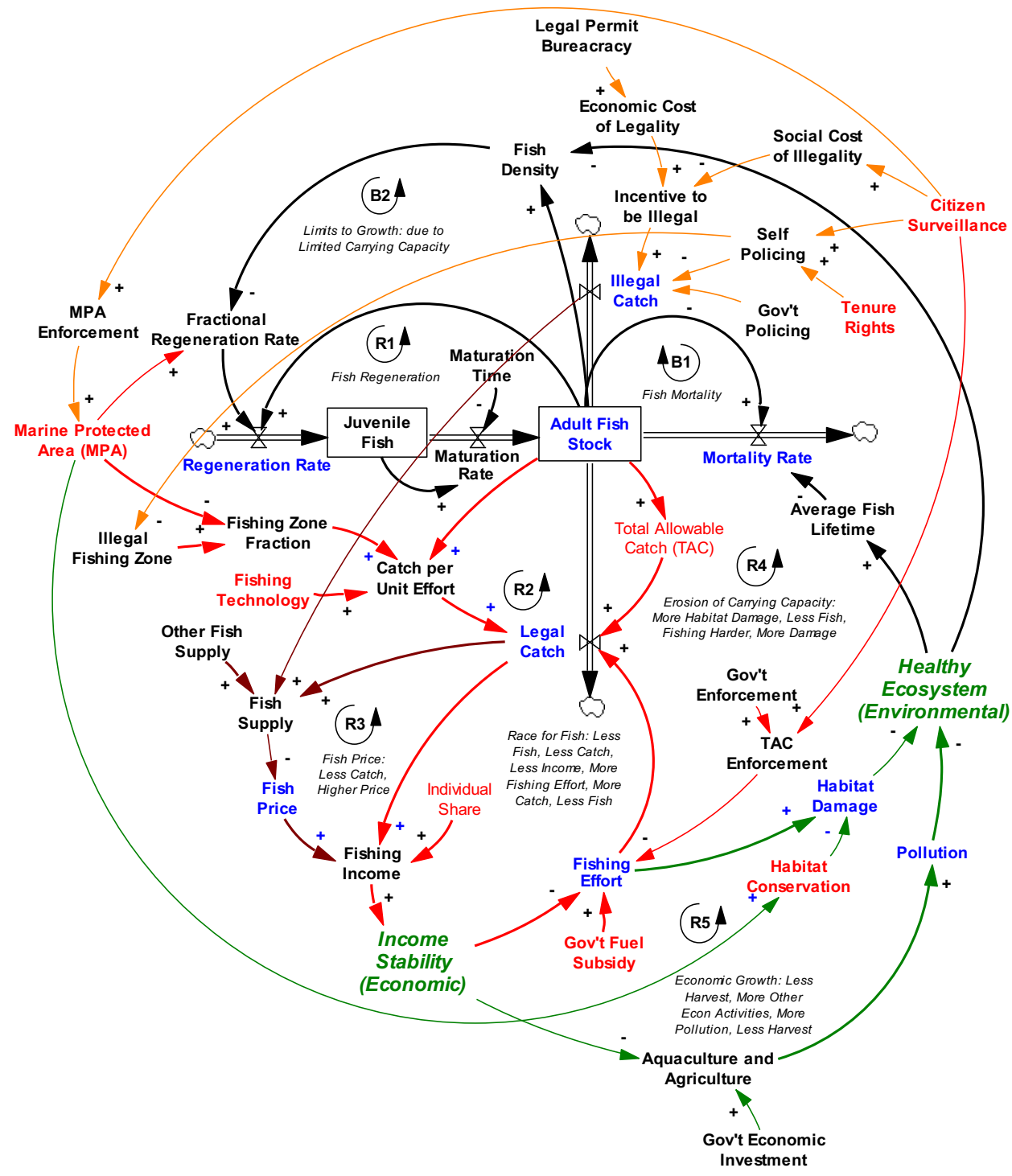


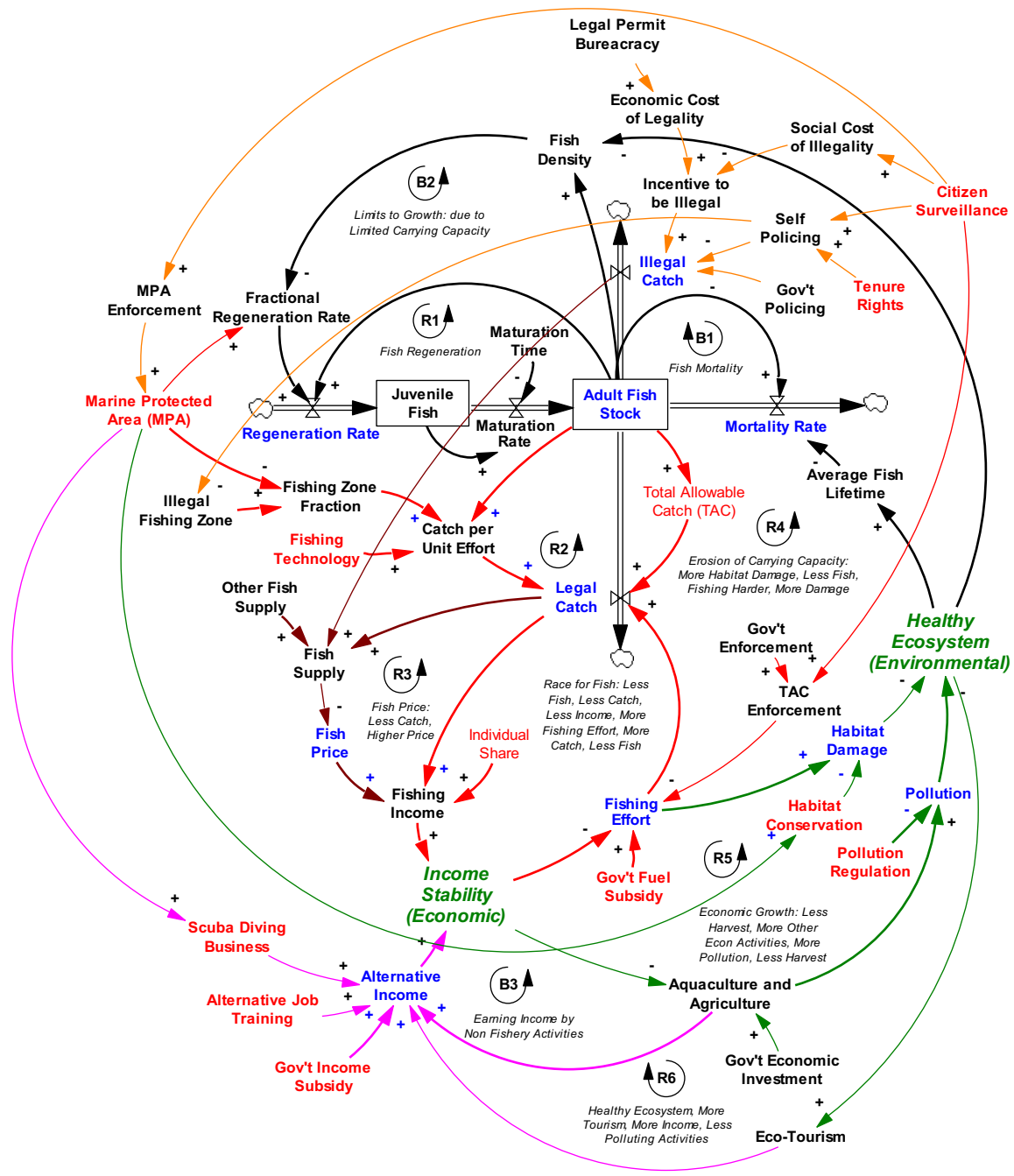






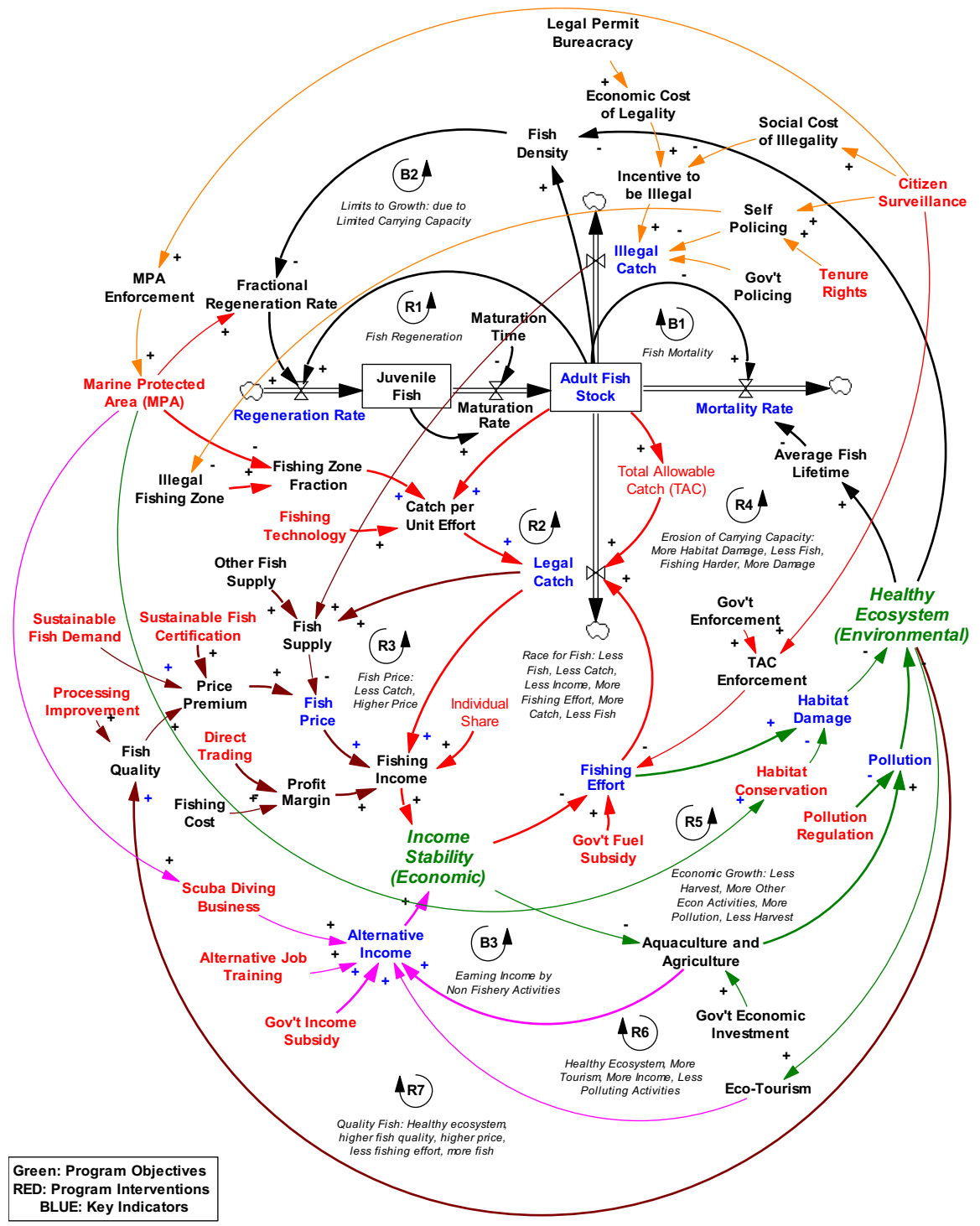


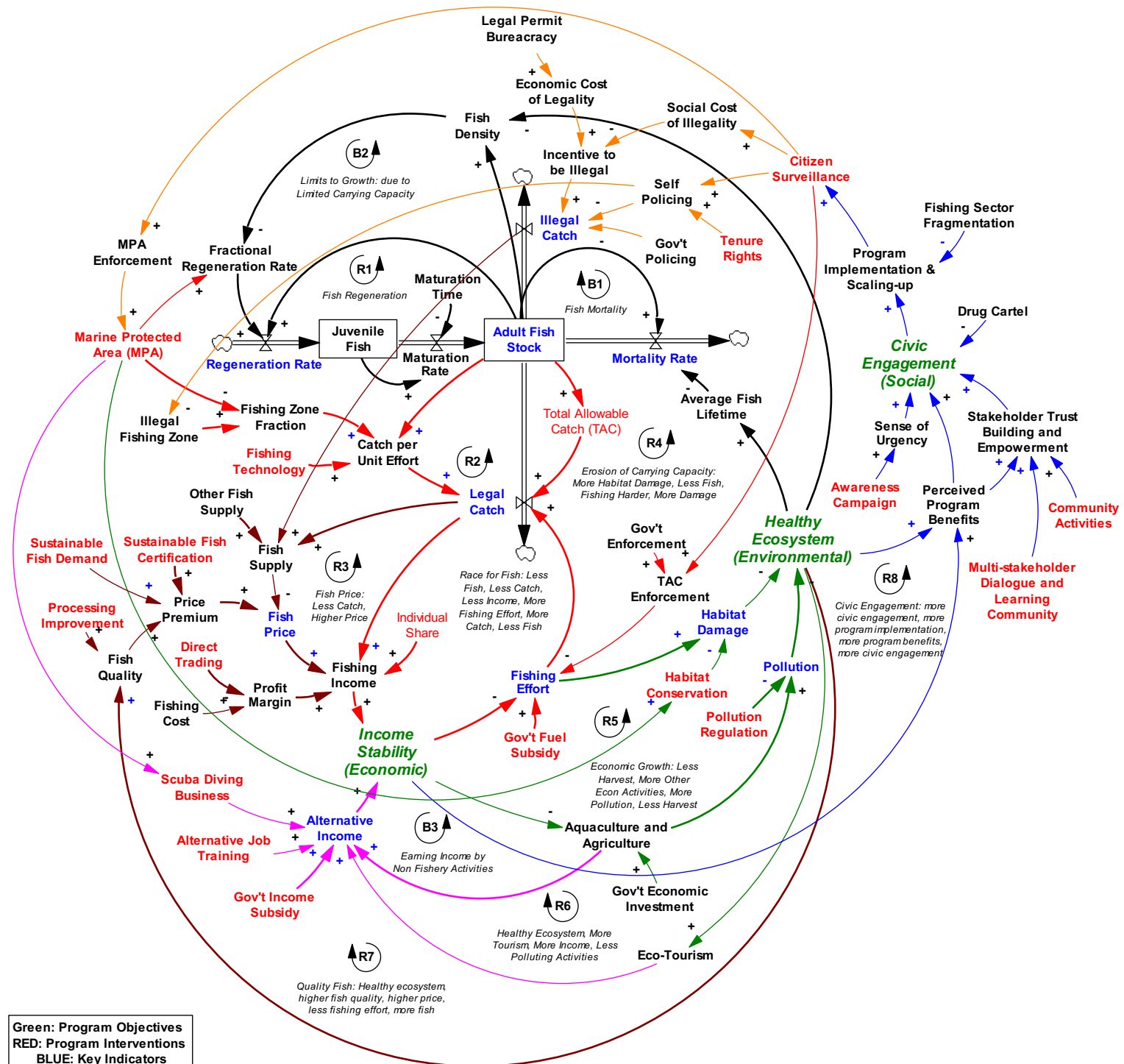




Green: Program Objectives
 RED: Program Interventions
 BLUE: Key Indicators







Green: Program Objectives
 RED: Program Interventions
 BLUE: Key Indicators

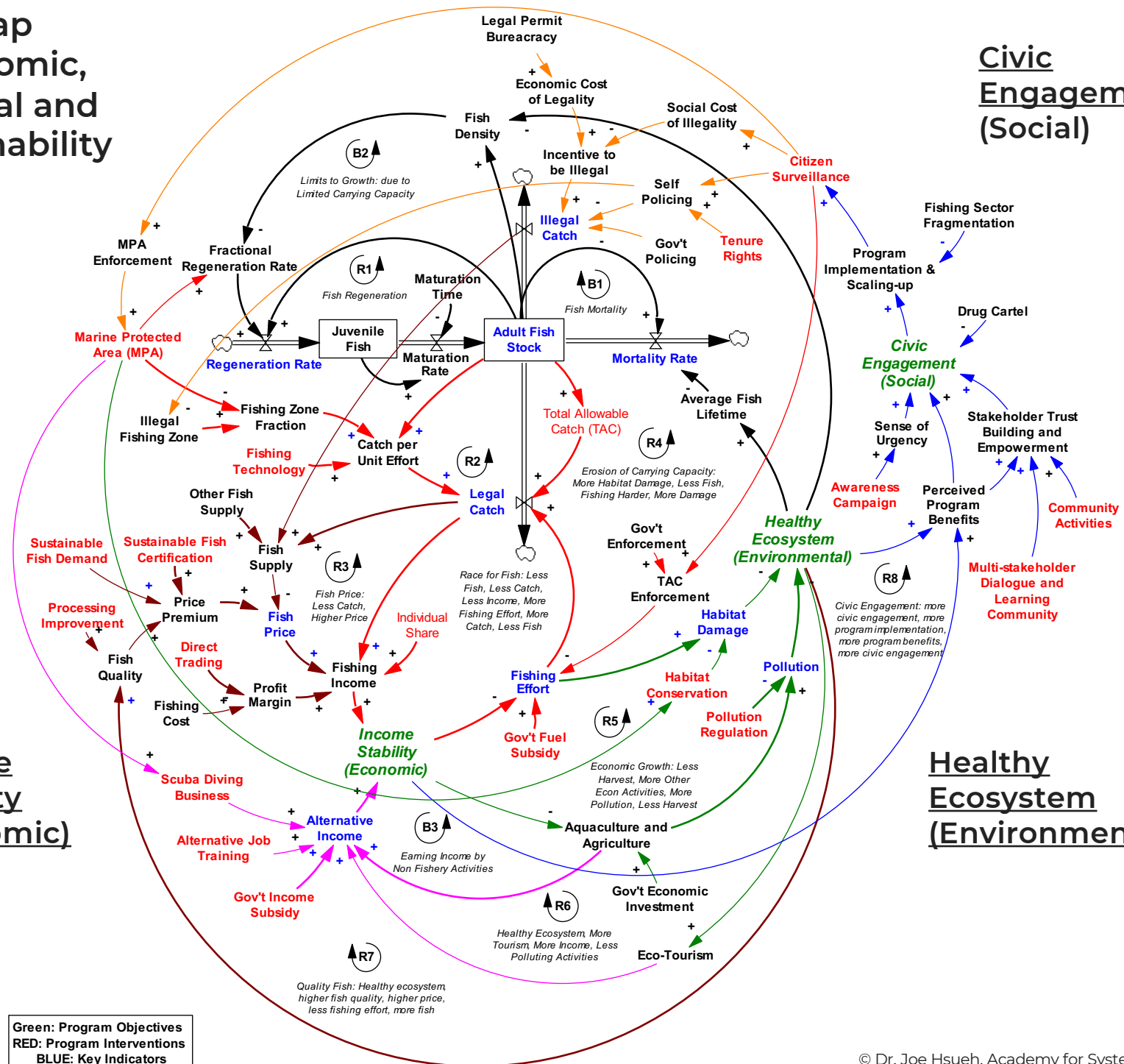


A Detailed Map Linking Economic, Environmental and Social Sustainability

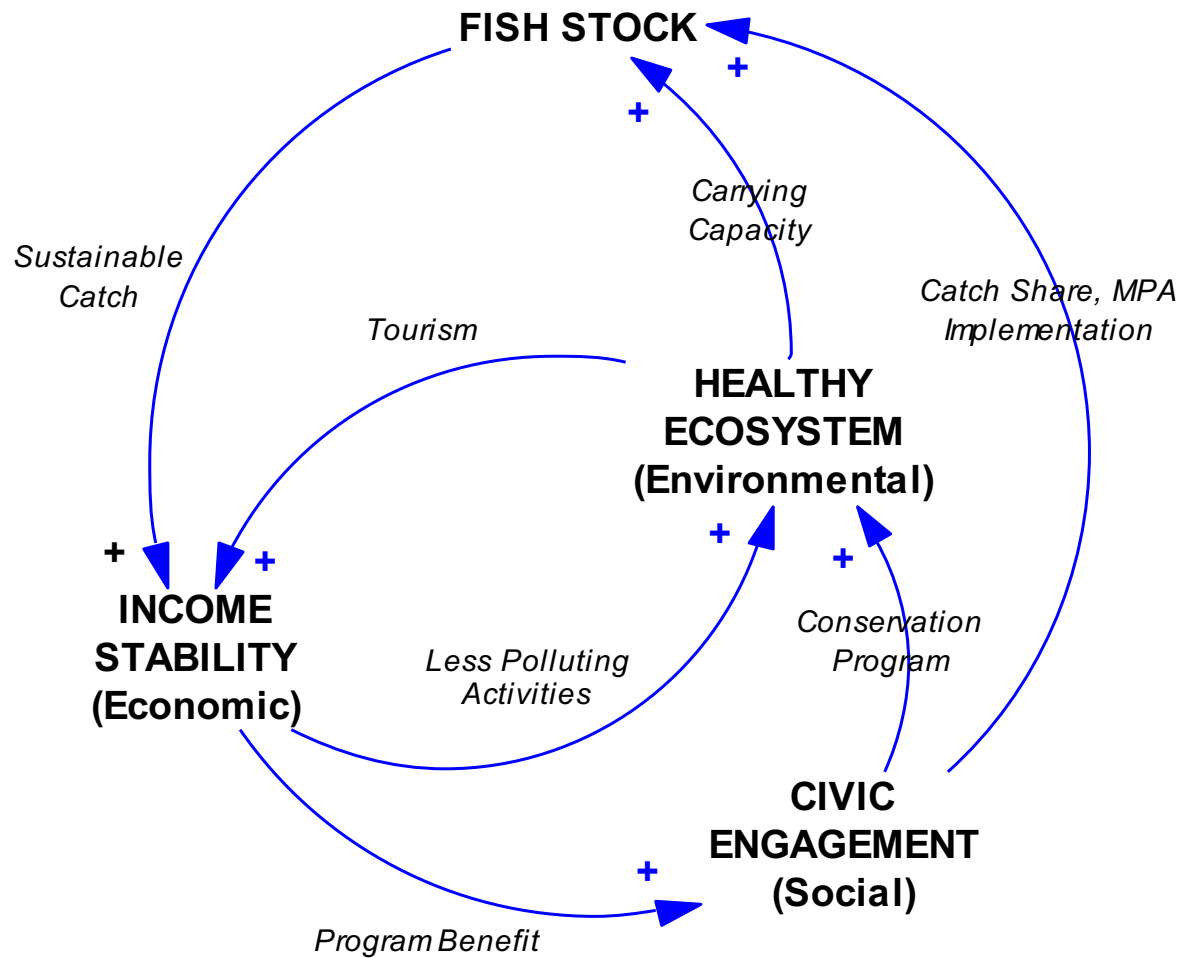
Civic Engagement (Social)

Income Stability (Economic)

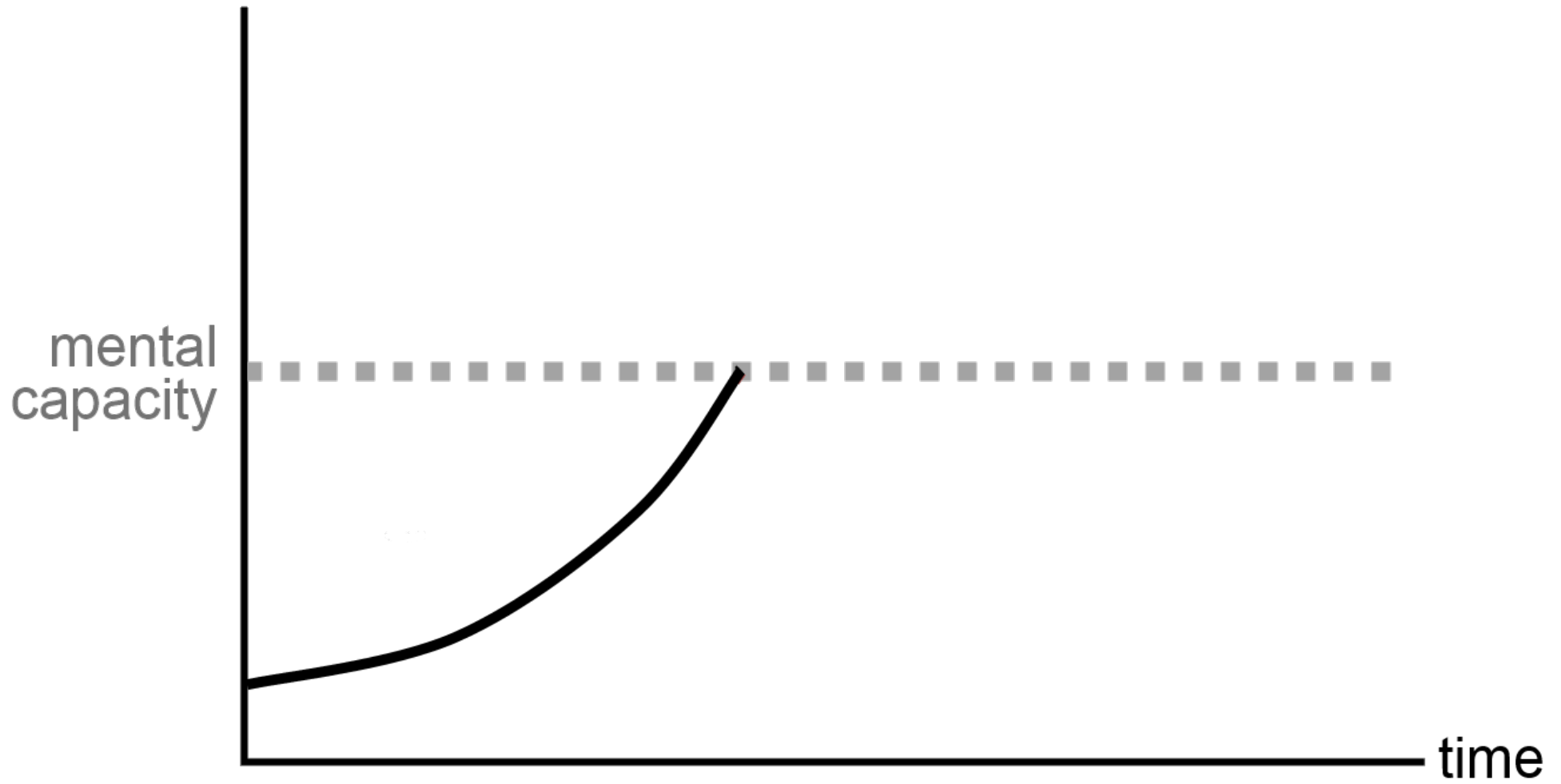
Healthy Ecosystem (Environmental)



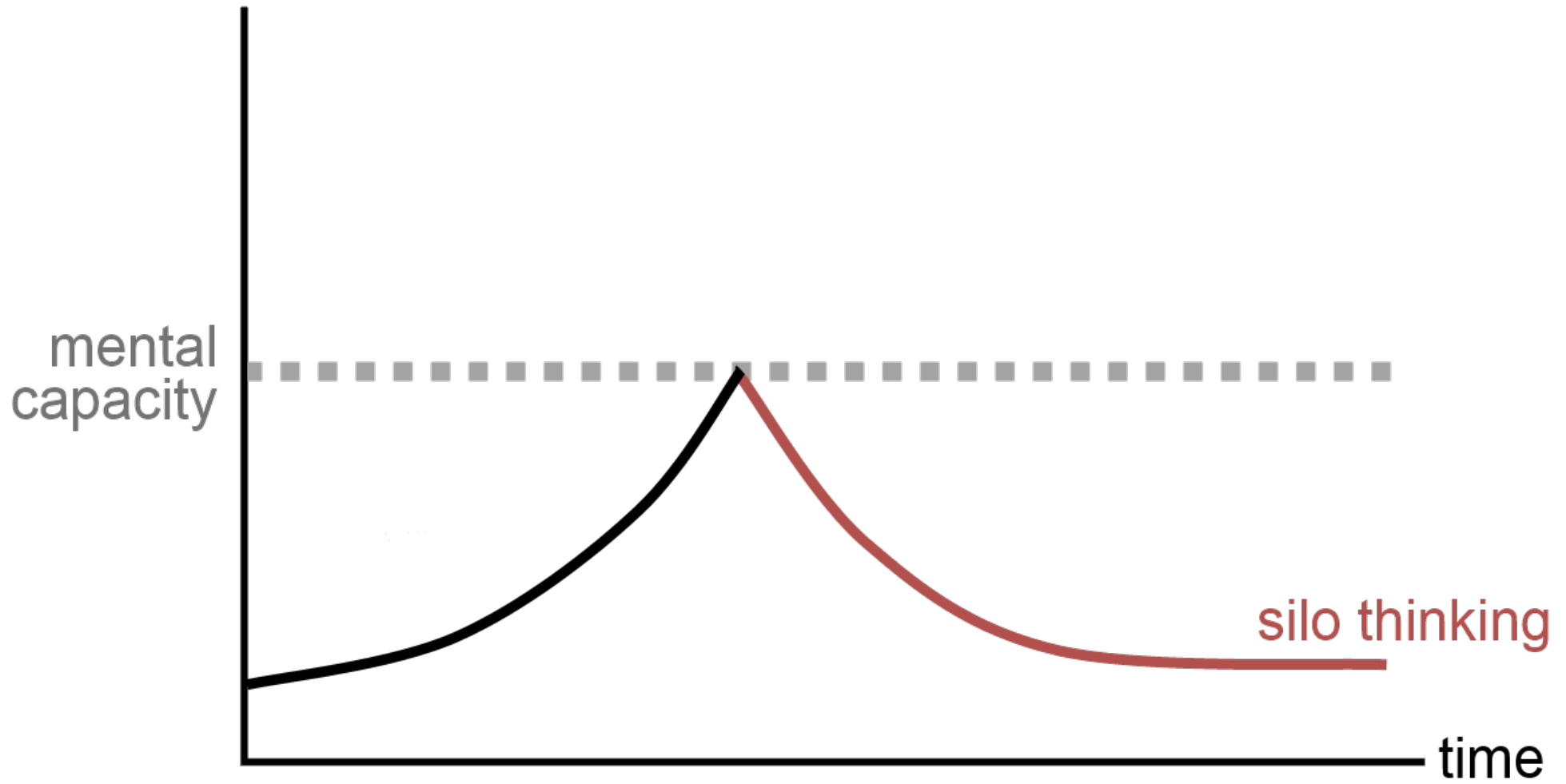
A Conceptual Map linking Economic, Environmental and Social Sustainability



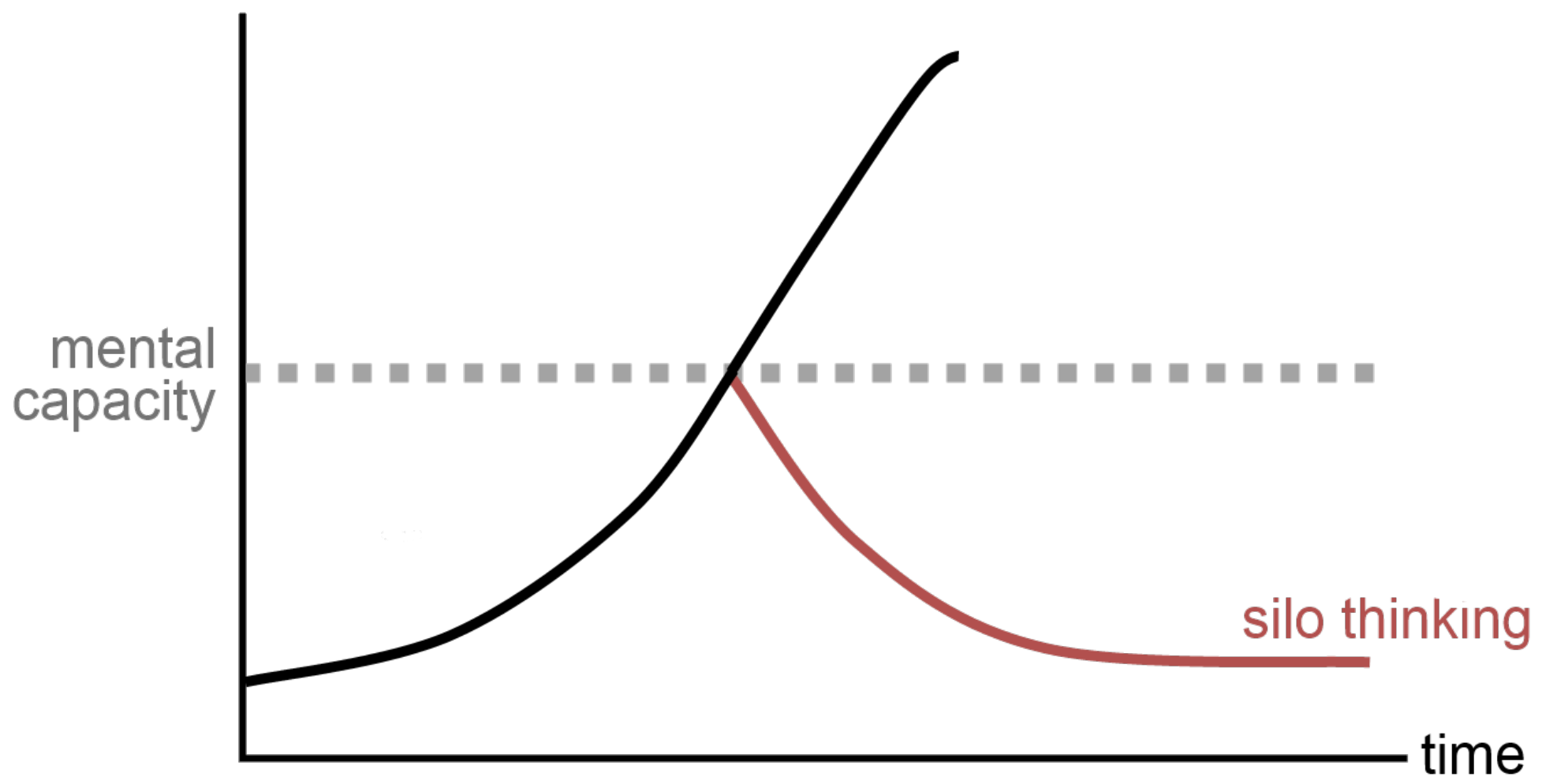
complexity

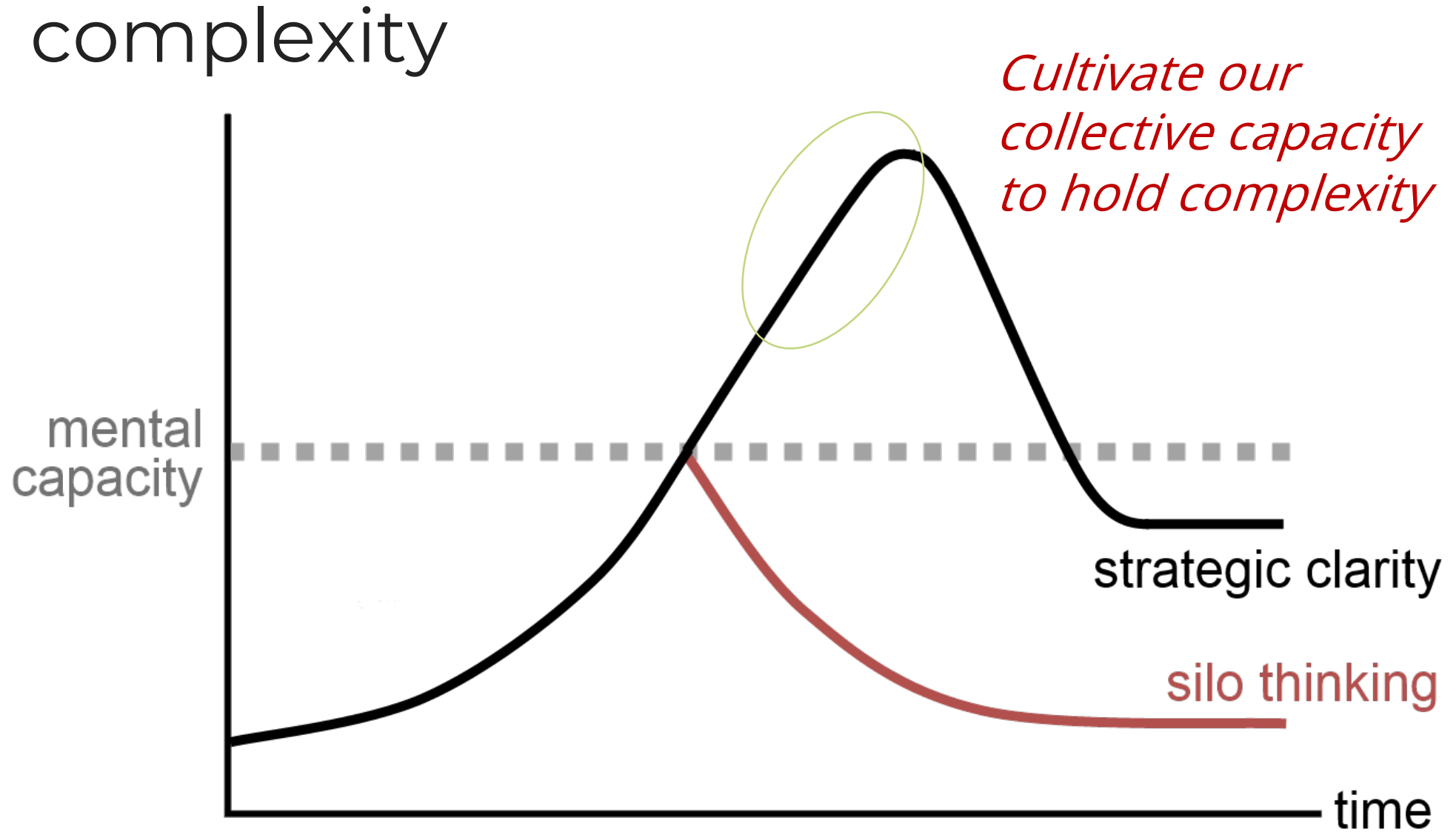


complexity



complexity





Systems-based 5-Year Collective Impact Funding Strategy





Systems Sensing through Collective Dialogue

Seeing SELF

What is my work and where is it on the map? If not, where would I put it?
What is my theory of change?

Seeing YOU and ME

How does my success depend on your success?

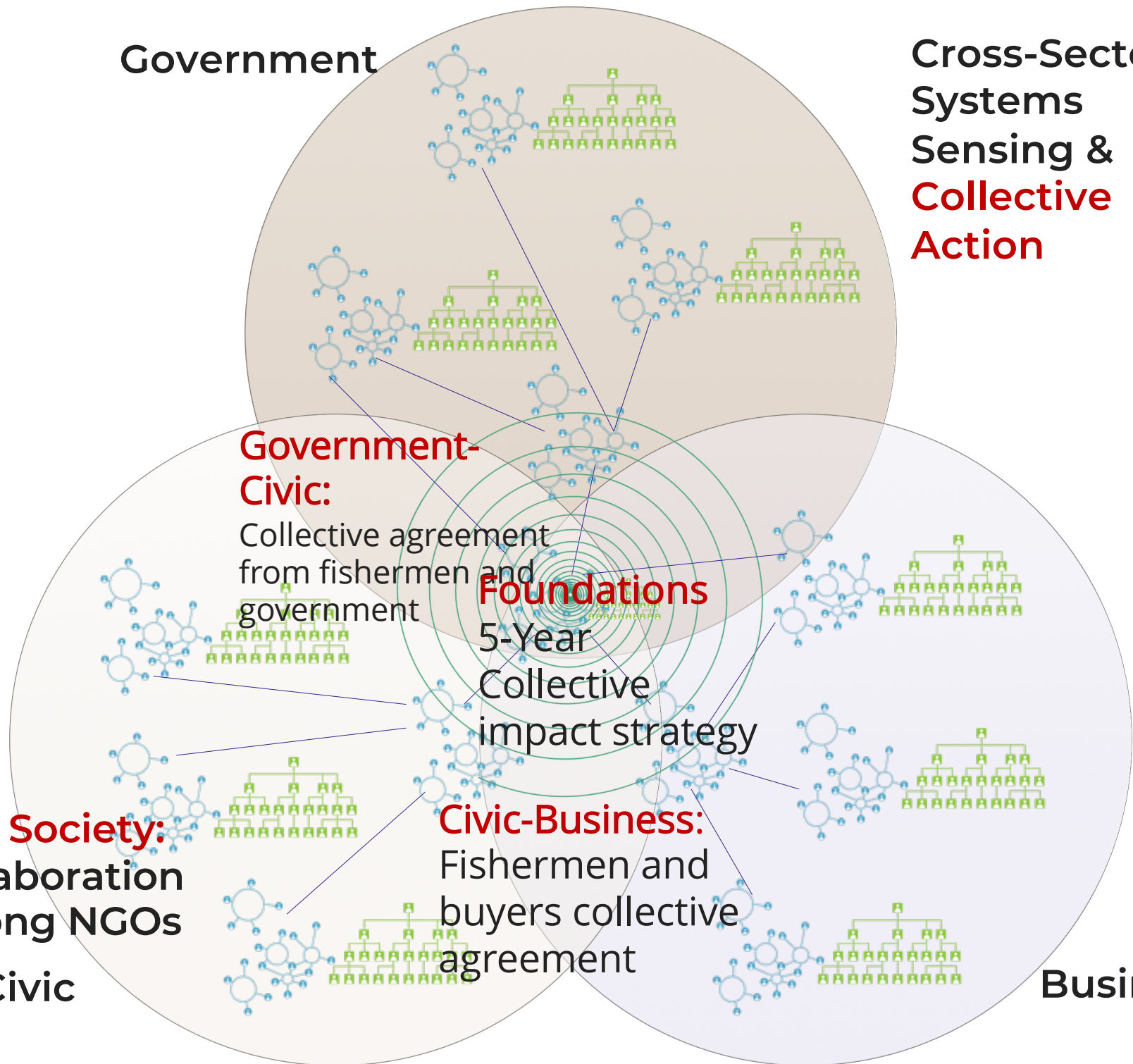
Seeing WE and the WHOLE

What is our shared vision? Key indicators of success?
What are key barriers hindering our progress?
What are high-leverage points for realizing our shared vision?
Who else is missing we need to bring into the room next time?



Government

Cross-Sector
Systems
Sensing &
**Collective
Action**



Government-Civic:
Collective agreement
from fishermen and
government

Foundations
5-Year
Collective
impact strategy

Civil Society:
Collaboration
among NGOs

Civic-Business:
Fishermen and
buyers collective
agreement

Civic

Business



Benefits of Systems Mapping Approach

Form shared understanding of the system

Form a shared vision

Identify levers for collective action

Identify relevant actors/stakeholders

Dialogue to build trust and form partnerships

Communicate theory of change to public

Facilitate an ongoing action-learning process



CASE TWO - SECTOR LEVEL

Cancer-free economy collaborative network

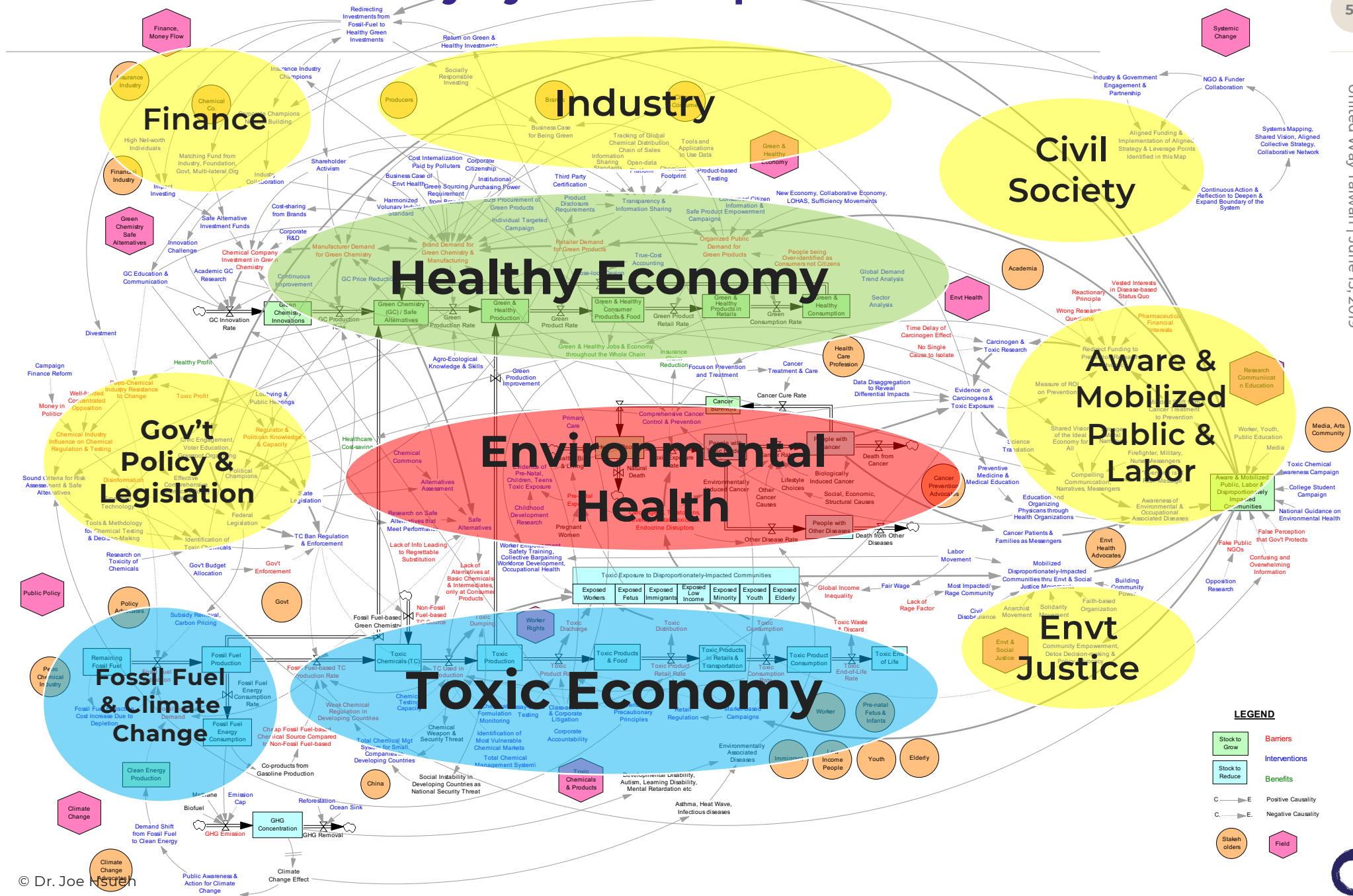


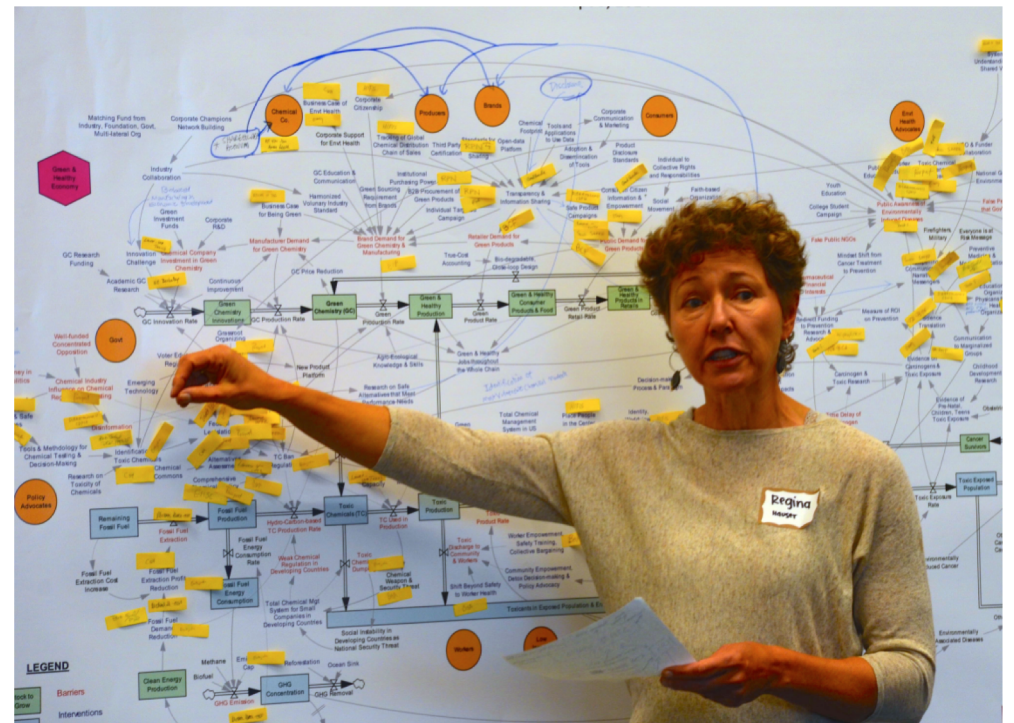
Core Problem Definition

How can we shift the economy from one that is built on toxic chemicals to one that is healthy for people and the environment?

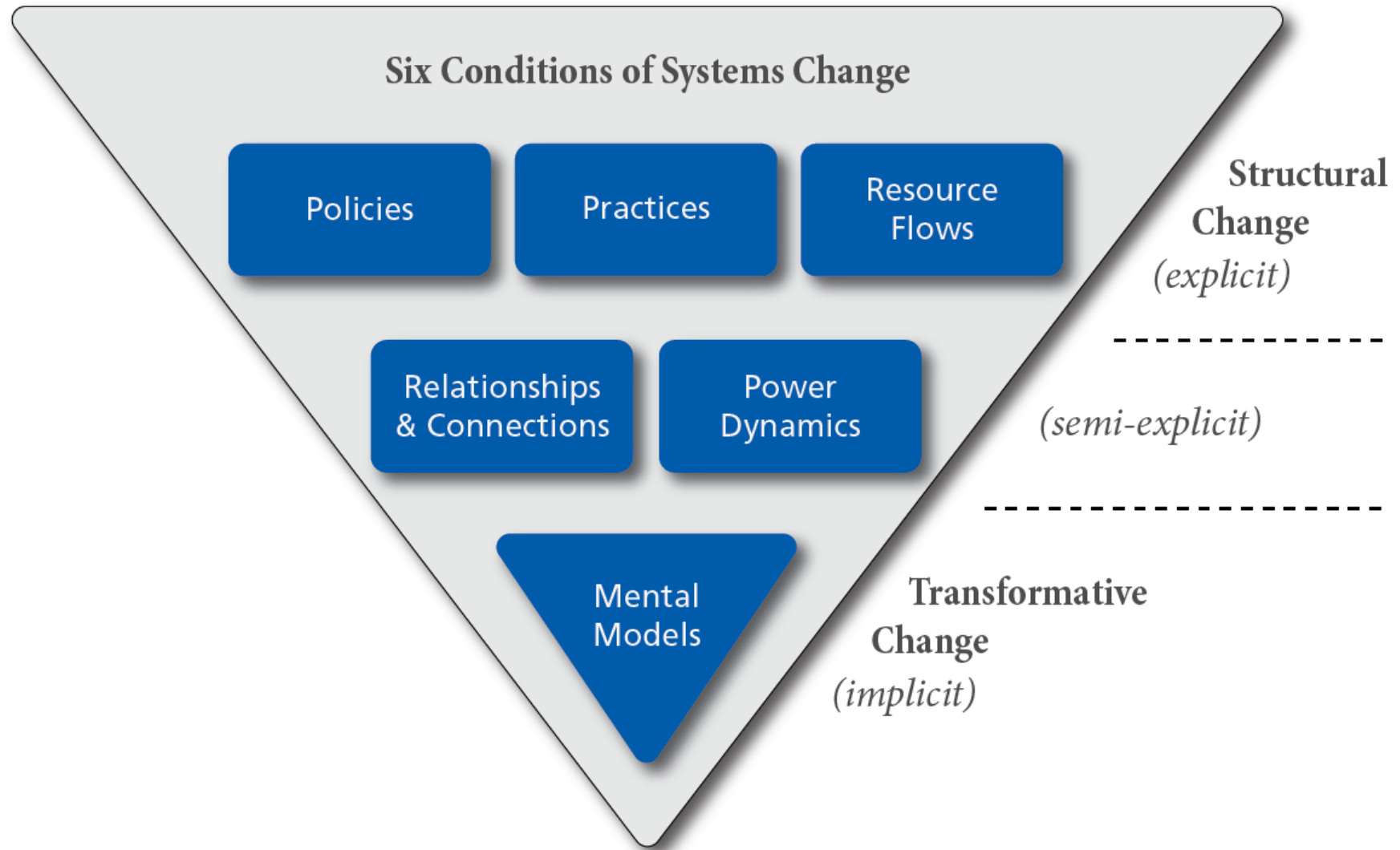


Cancer-free Economy Systems Map



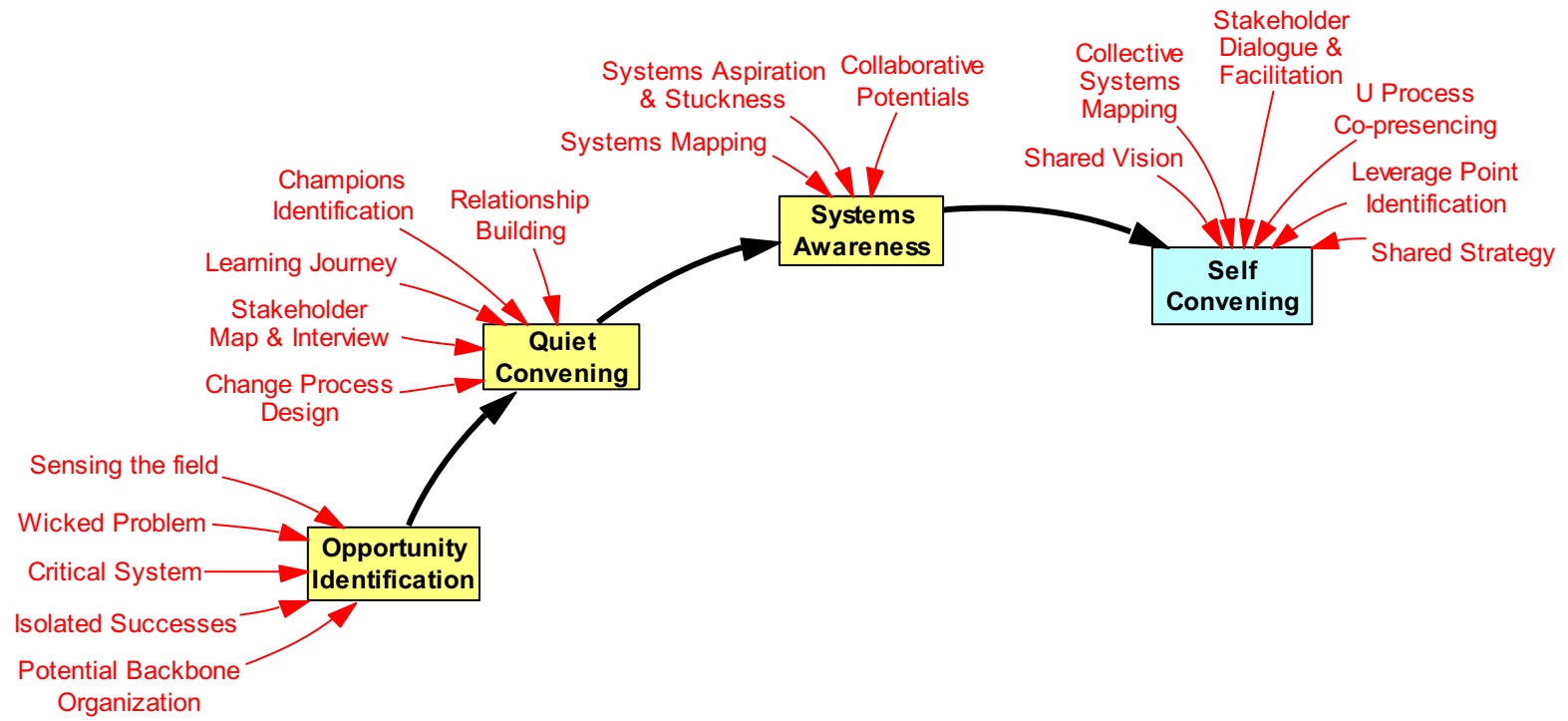


Six Conditions of Systems Change



Systems Change Process





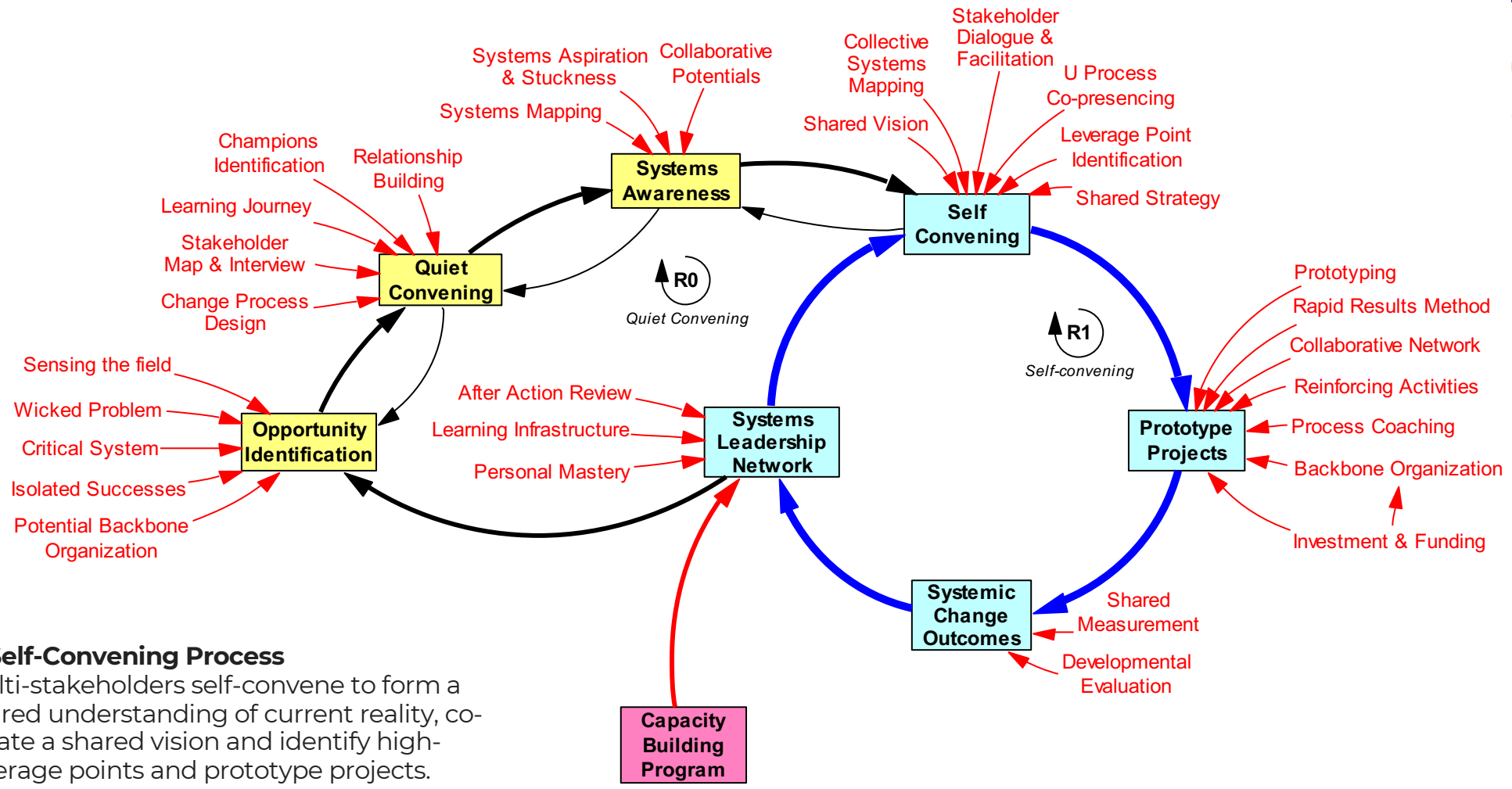
1. Quiet-Convening Process:

Once a systemic change opportunity is identified, a quiet-convening process is initiated to interview stakeholders and map out the system in order to raise systems awareness and the desire to collaborate across boundaries.

It will take several iterations to reach a critical mass of stakeholders who are willing to initiate a self-convening process.

Boxes signify possible stages in the change process. Red variables are possible interventions for each stage.



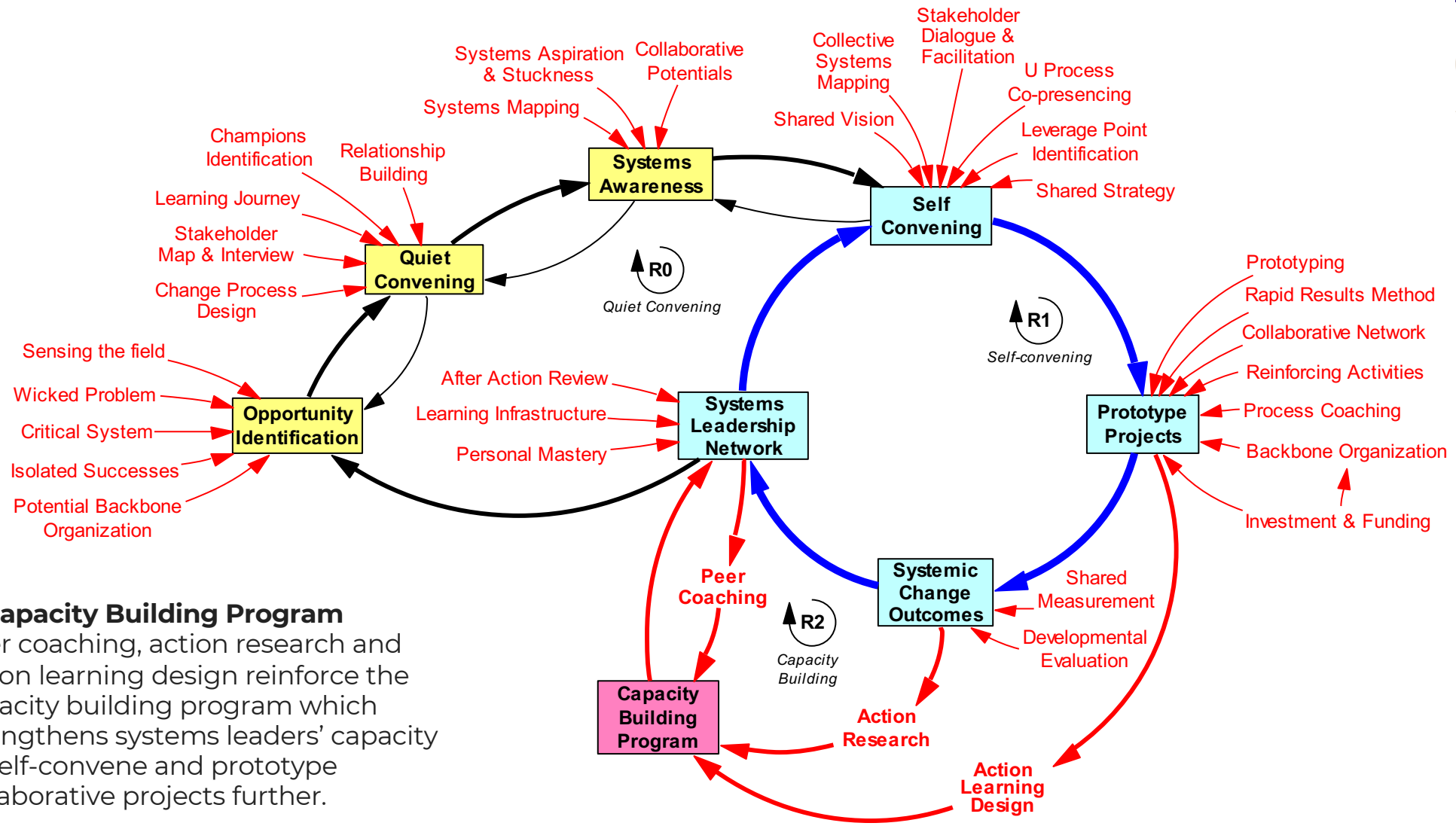


2. Self-Convening Process

Multi-stakeholders self-convene to form a shared understanding of current reality, co-create a shared vision and identify high-leverage points and prototype projects. Acting and learning from project projects and evaluating systemic change outcomes help build a network of systems leadership distributed across the system.

The initial self-convening needs outside facilitation assistance. The long-term developmental goal is to create a network of systems leaders who have the capacity to self-convene going forward and thus close the R1 self-convening loop.



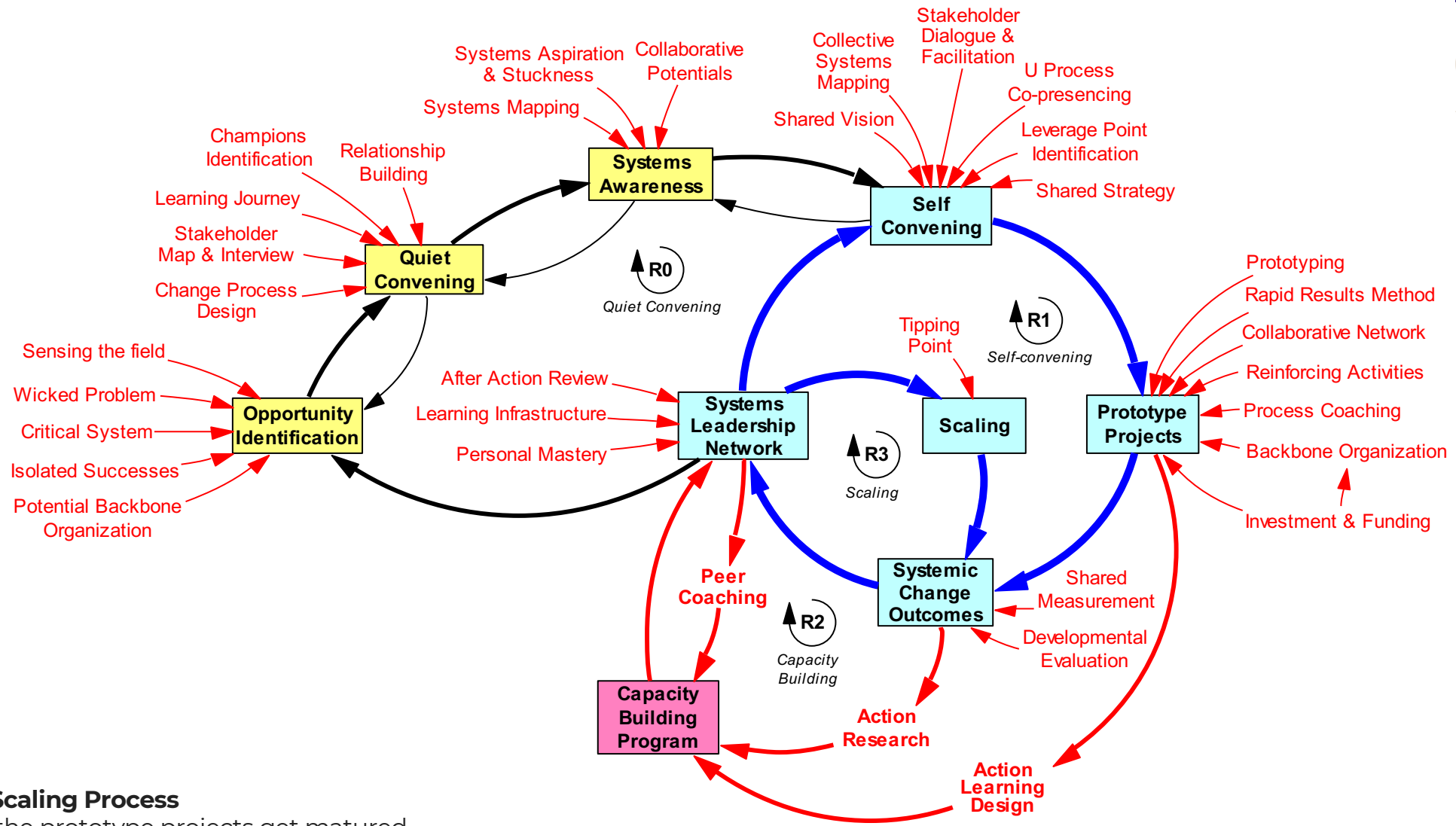


3. Capacity Building Program

Peer coaching, action research and action learning design reinforce the capacity building program which strengthens systems leaders' capacity to self-convene and prototype collaborative projects further.

Designing an integrated capacity building program and learning infrastructure that taps into people and resources from the change process is a high leverage point for scaling systemic change as it closes R2 capacity building loop.

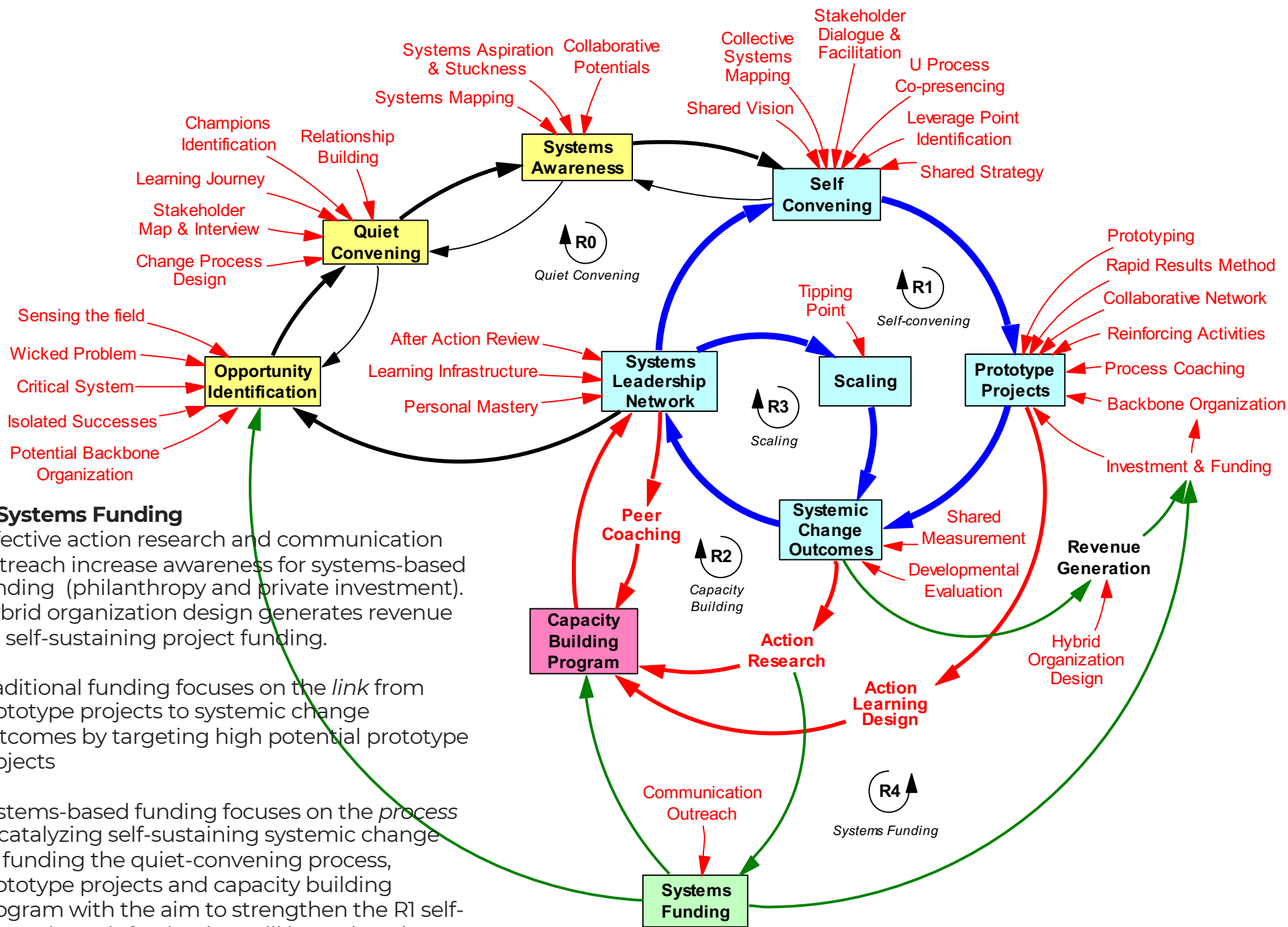




4. Scaling Process

As the prototype projects get matured and a network of systems leaders get developed over time, a critical mass of systems leaders and their activities reach a tipping point where the new ways of being, thinking and acting become the norms and attractors for others to replicate and scale up else where in the system.





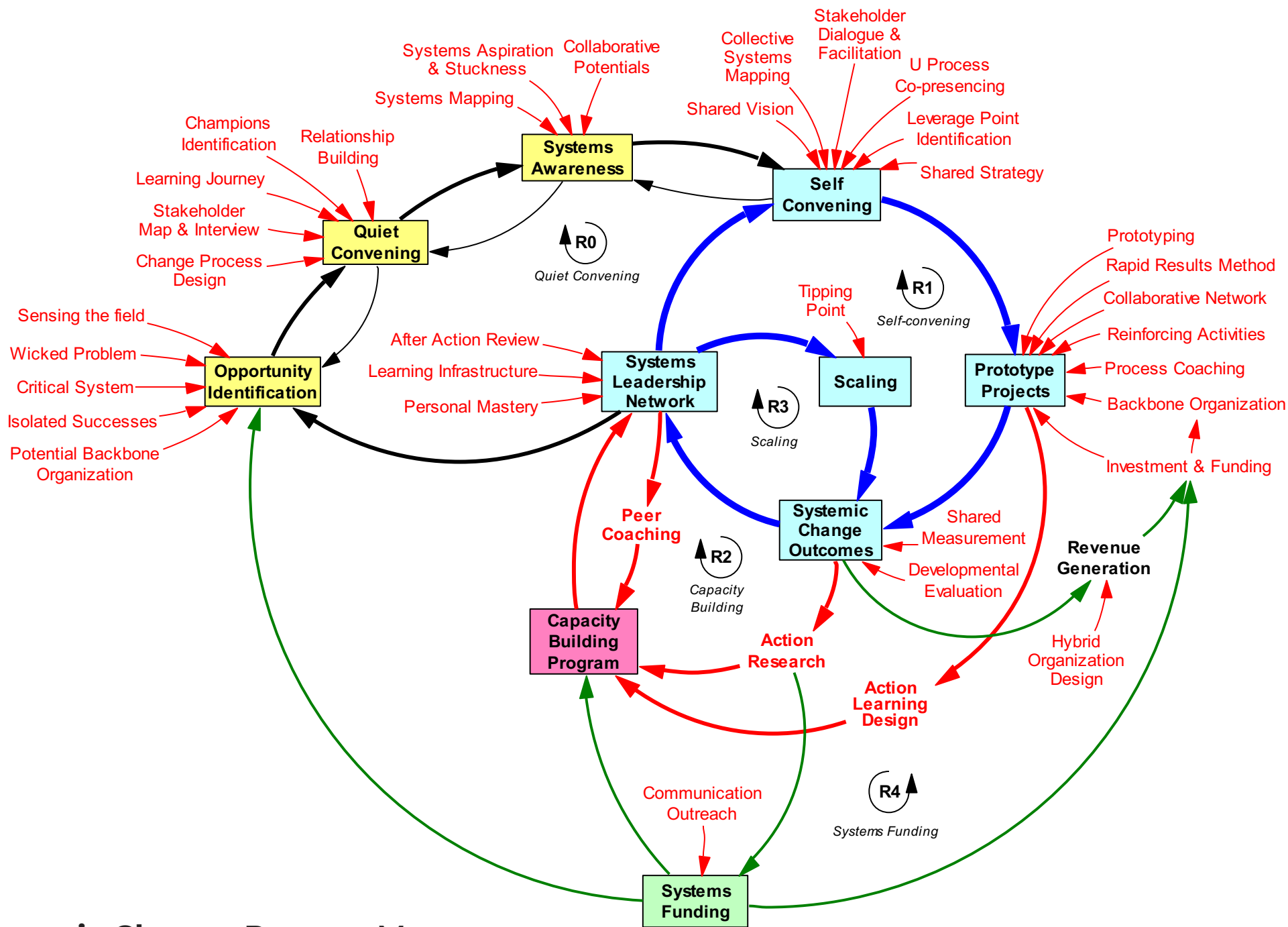
5. Systems Funding

Effective action research and communication outreach increase awareness for systems-based funding (philanthropy and private investment). Hybrid organization design generates revenue for self-sustaining project funding.

Traditional funding focuses on the *link* from prototype projects to systemic change outcomes by targeting high potential prototype projects

Systems-based funding focuses on the *process* of catalyzing self-sustaining systemic change by funding the quiet-convening process, prototype projects and capacity building program with the aim to strengthen the R1 self-convening reinforcing loop till it reaches the tipping point for systemic change.





Systemic Change Process Map

Dr. Joe Hsueh, Academy for Systemic Change



Learning opportunities

Systems Thinking Level One Course

Chinese Culture University
Heping & Jingguo Campus

August 30-31, 2019

