

ACCELERATING CHANGE FOR SOCIAL INCLUSION



Harlem Children's Zone
United States
Geoffrey Canada
www.hcz.org

SUPPLEMENTING INNOVATION



A comprehensive cradle-to-college pipeline of education, social services and community-building programmes that help children get to and through college, enter the labour world and build skills for successful futures, breaking generational poverty.

SOLUTION

Harlem Children's Zone (HCZ®) engages the Central Harlem community in a multi-pronged, holistic strategy for a better neighbourhood future by providing a sequential pipeline of educational, recreational, and social programmes that serve children at all critical stages of their childhood and adolescence, starting at birth and continuing through college graduation. Its educational and enrichment activities are complemented by a rich network of wraparound services, including parent and family support systems, health and nutrition programming, and community centres that engage neighbourhood residents of all ages.

PROVEN EVIDENCE



Outputs:

- In 2015-2016, more than 13,000 children and 12,000 adults participated in HCZ® programmes.

Outcomes:

- In 2016, 96% of HCZ® high school seniors were accepted to college.
- 90% of high school students and 73% of middle school students had school attendance rates that met or exceeded the New York City average.
- Since inception, 99% of pre-kindergarteners were assessed as school ready¹.
- A lottery-based randomized trial suggests that the effects of attending an HCZ® middle school are enough to close the black-white achievement gap in mathematics².
- President Obama instituted a Promise Neighborhoods Initiative intended to replicate the model in 20 cities across the United States.

Sources: ¹ 2016 Highlights Report. The organisation carries out periodic data-driven evaluations and rigorous feedback loops. ² Dobbie, W., Fryer, R.G. (2011) "Are High-Quality Schools Enough to Increase Achievement Among the Poor? Evidence from the Harlem Children's Zone." *American Economic Journal: Applied Economics* 3 (3): 158–87.

RECOGNITIONS AND AWARDS

Recommended Charity, Charity Intelligence (2015-2009). WISE Award for transformative impact on education and societies (2013). Youth Impact Award, Rotary Club Toronto West Chapter (2009).

TOOLKIT FOR IMPLEMENTATION HARLEM CHILDREN'S ZONE

HOW IT WORKS

The organisation operates under three principles:

- Serving an entire neighbourhood comprehensively and at scale.
- Creating a pipeline of support.
- Building community among residents, institutions and stakeholders, who help create a positive family and neighbourhood environment.

HCZ's programmes and services include:

- 'The Baby College', an intensive child development and parenting course for new and expecting parents and caregivers of children age 0-3.
- Harlem Gems, a pre-kindergarten programme that prepares young children to enter kindergarten school-ready.
- Two charter schools, called 'Promise Academies', and an extensive network of in- and after-school programmes that provide rigorous educational, college-preparatory, and youth development services to school-aged children and youth.
- The 'College Success Office', which guides college students along their paths toward graduation and the workforce by providing academic and financial advisement, social-emotional support, and career development opportunities.
- 'Healthy Harlem', an organisation-wide initiative that provides children with one hour of exercise a day and 45 minutes of nutrition education a week.
- 'Preventive Services', which help families in crisis become more stable and avoid potential foster care placement, by providing services such as counselling, referrals to health care providers, and assistance with housing, clothing, and other urgent needs.

REGIONAL ADAPTATION



Developed in New York City, the model has inspired public policies and community programmes at both the national and international levels, such as the Promise Neighbourhood Programme launched by Obama Administration.

THE OPPORTUNITY FRAMEWORK

An anchor in Central Harlem since 1970, HCZ® works to transform communities by engaging all of its members—families, schools, tenant and block associations, clergy, and local government officials—in overcoming the barriers typically hindering children from vulnerable backgrounds from achieving their fullest potential. By providing a sequential pipeline of coordinated educational, recreational, healthcare, and social programmes, HCZ® generates opportunities for them to improve well-being, social-emotional development, and school performance. This multi-pronged, holistic strategy has long-lasting effects on the development of a better neighbourhood future, creating a culture of success that children continue to carry forward to the next generation.

With regards to the challenge of maximising opportunities for children at risk of exclusion, this initiative activates the levers of change related to prevention and intervention.

ADAPTED INCOME MODEL



HCZ had a total revenue of \$125 million in fiscal year 2017. The organisation is funded through private donations (39%), government grants (37%) and gain on investment (24%).

CONSOLIDATED TRANSFERENCE MODEL



The team at HCZ® are committed to helping others through the lessons learned over the years. In 2003, they created the Practitioners Institute to share information about their work, teach best practices, and provide pivotal guidance to groups from around the world interested in learning from and applying the core principles of the model.

For a nominal fee and on a case-by-case basis, the organisation can host community delegations (including public officials, educators, and non-profit leaders) in Harlem can attend either three-hour or a three-day workshop. Interested groups can formally submit applications via Practitioners Institute.

KEY AGENTS AND ROLES

In order to create the needed positive family and neighbourhood environment, the model strengthens communities among a number of residents, institutions and stakeholders. Thus, several agents must be involved in the programme so as to make it successful:

- A community-based organisation acting as the lead entity, with full accountability for the programme and offering an extensive network of after-school programmes for children and youth.
- Educational institutions, adapting their goals and methodologies and offering additional educational, college-preparatory, and youth development services to their pupils.
- Health care institutions and social services offering additional supports so as residents are able to overcome additional barriers.
- Tenant and block associations actively participating in the design and implementation of the interventions.
- Governments can have a role as supporting partners.

FIRST STEPS



1. Identification of a priority area of intervention (community).
2. Identification of stakeholders in all the needed roles.
3. Organisation of a study visit to Harlem.
4. Local first steps: analysis of the learnings made and development of an adaptation strategy accordingly.
5. Implementation of holistic community-based programmes.
6. Start operating.

OTHER RELATED LINKS

Video presentation

<https://www.youtube.com/embed/bGrVVRUj958>

*TOOLKIT FOR IMPLEMENTATION
HARLEM CHILDREN'S ZONE*

Dobbie, W., Fryer, R.G. (2011) "Are High-Quality Schools Enough to Increase Achievement Among the Poor? Evidence from the Harlem Children's Zone." American Economic Journal: Applied Economics 3 (3): 158–87.

http://www2.econ.iastate.edu/classes/econ321/orazem/Fryer_high_quality_schools.pdf

The Promise Neighborhoods programme

<https://promiseneighborhoods.ed.gov>

ACCELERATING CHANGE FOR SOCIAL INCLUSION - ACSI

Catalysing the transfer of successful innovations among European cities.

Project implemented by UpSocial in collaboration with partner cities (Athens, Barcelona, Lisbon, Rotterdam and Stockholm), with the generous support of the Stavros Niarchos Foundation and "la Caixa" Foundation.

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March 2019

