

LEARNING OUR WAY

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COMMUNITY CAPACITY BUILDING AND THE ADAPTIVE CHALLENGE

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INTRODUCTIONS

Greet one another

**Share why you are here,
why you chose this
session.**

TERMS

Community, defined as people with sufficiently strong relationships that they provide tangible support to each other and can act together. (John Ott)

Community capacity is defined as “the combined influence of a community’s commitment, resources, and skills that can be deployed to build on community strengths, identify common aspirations, and address community problems.
(adapted from the work of Steven E. Mayer)

Community capacity-building, defined as strengthening the ability of communities to act on their own behalf to promote the well being of their members.... (John Ott)

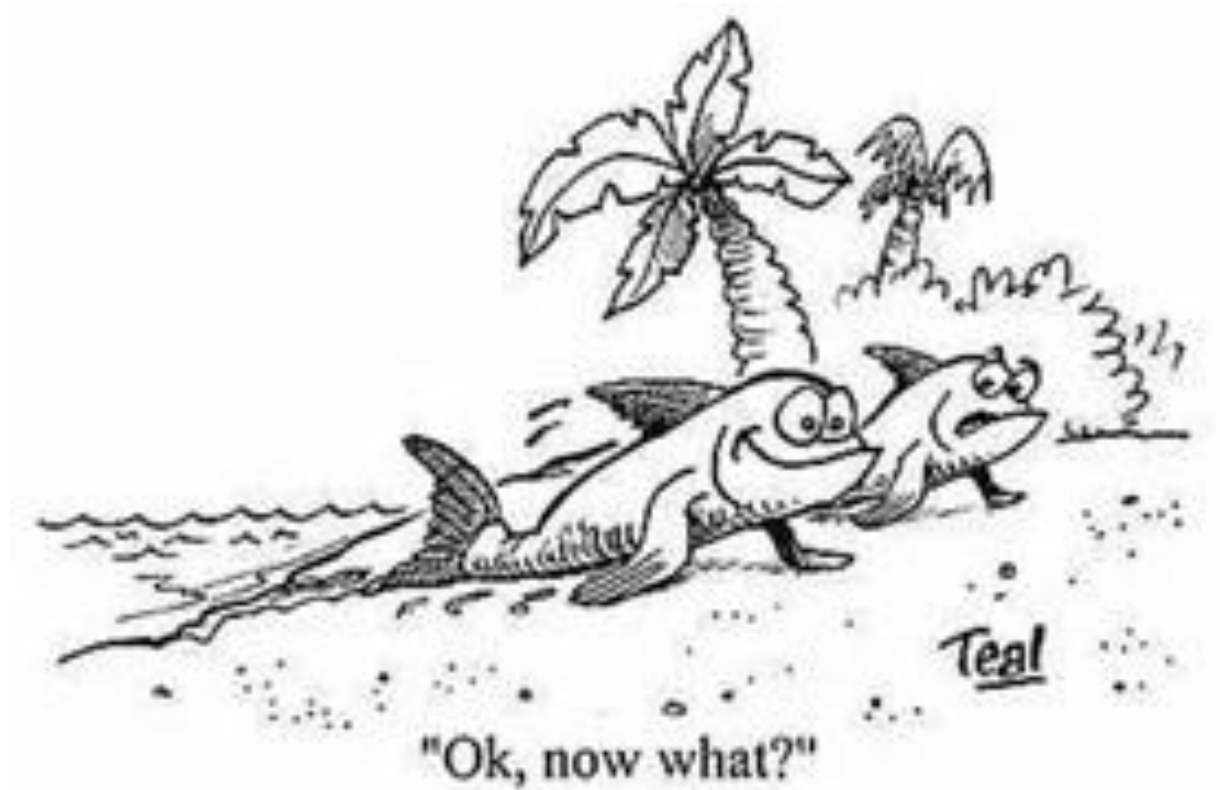
ABOUT COMMUNITY CAPACITY BUILDING

- It's an approach, not just a bunch of techniques
- It acknowledges and identifies the conditions which stop people from achieving their aspirations and meeting their needs
- It reflects the diversity of people and groups
- Capacities are strengthened through participation
- Participation does not automatically spread and trickle down – inequalities will exclude some from participating

ABOUT COMMUNITY CAPACITY BUILDING

- Inequalities of power must be actively challenged and addressed otherwise existing power and exclusions will be reinforced
- Outsiders cannot build capacity for communities
- Building capacity is a collaborative process of shared power, resources, knowledge and experiences
- Building capacity is a negotiated engagement.

CHANGE



TYPES OF CHANGE

Incremental

Minor adjustments to modestly improve an existing approach

Reformist

Major change to a current approach while maintaining the overall way of thinking about the challenge

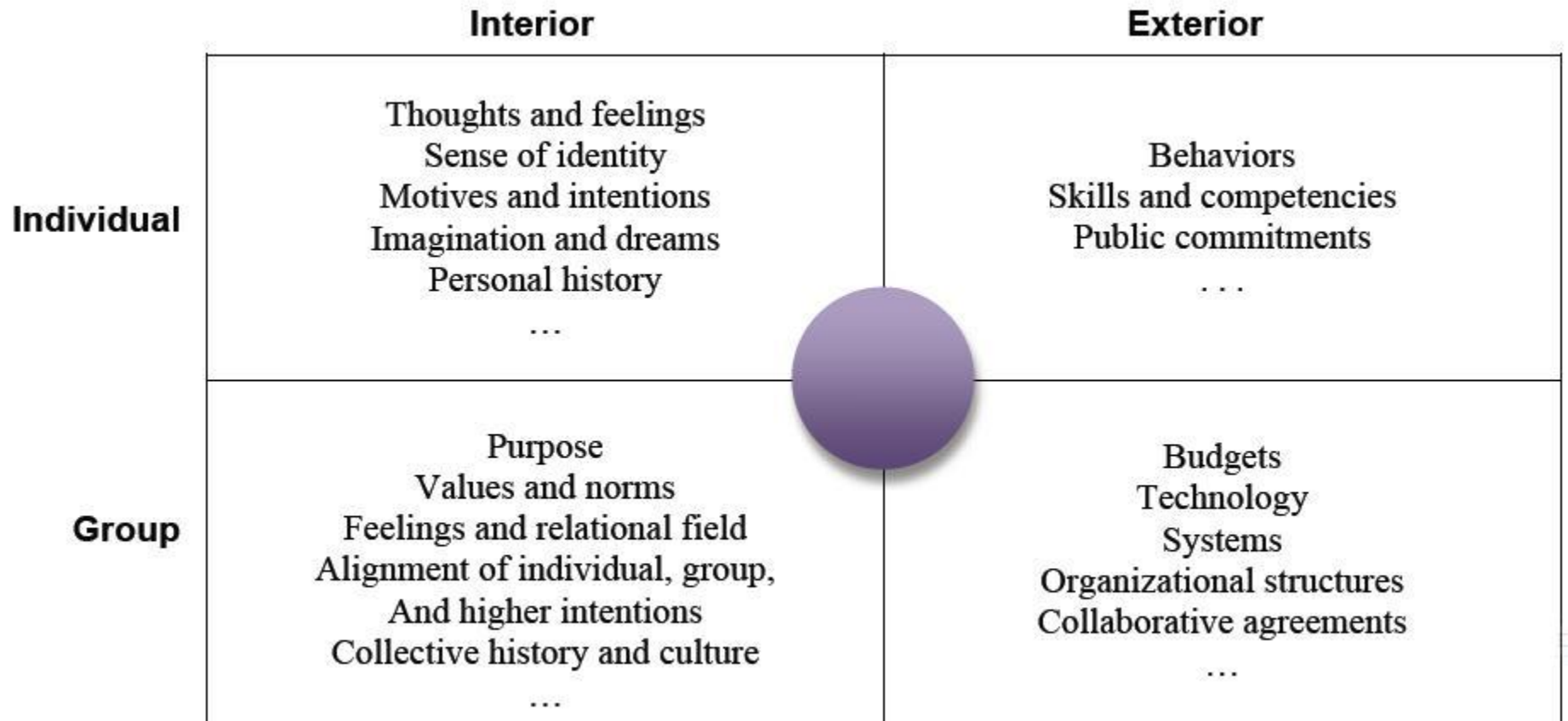
Transformational (Big Change)

Fundamental change to a system or approach based on new ways of thinking about the challenge and addressing it.

THEORY OF CHANGE

Changes in perception about community and our collective roles advance understanding and lead to changes in individual, collective, and cross-sectoral action that, over time, contribute to improving lives and social conditions.

FOUR ELEMENTS OF CHANGE



(John Ott)

ADAPTIVE DILEMMA

Steadily Declining Revenues

+ Steadily Increasing Costs

+ Steadily Increasing Demand and Expectations

= ADAPTIVE DILEMMA
Or the ADAPTIVE
CHALLENGE

- John Ott

OUR BELIEFS

We will not be able to resolve this dilemma or challenge through traditional management strategies, cultural norms, and institutionally sourced and owned solution-building.

The status quo doesn't cut it anymore.

Little changes won't make enough of a difference.

Systems don't change on their own. People change and then change systems.

PERCEPTION SHIFT

Families and communities are in the best position to take primary responsibility for the health and well-being of their members. This responsibility is shared with helping professionals, governments, and funders.

PERCEPTION SHIFT

This perception shift calls for helping professionals, governments, and funders to include in their mandates two key roles:

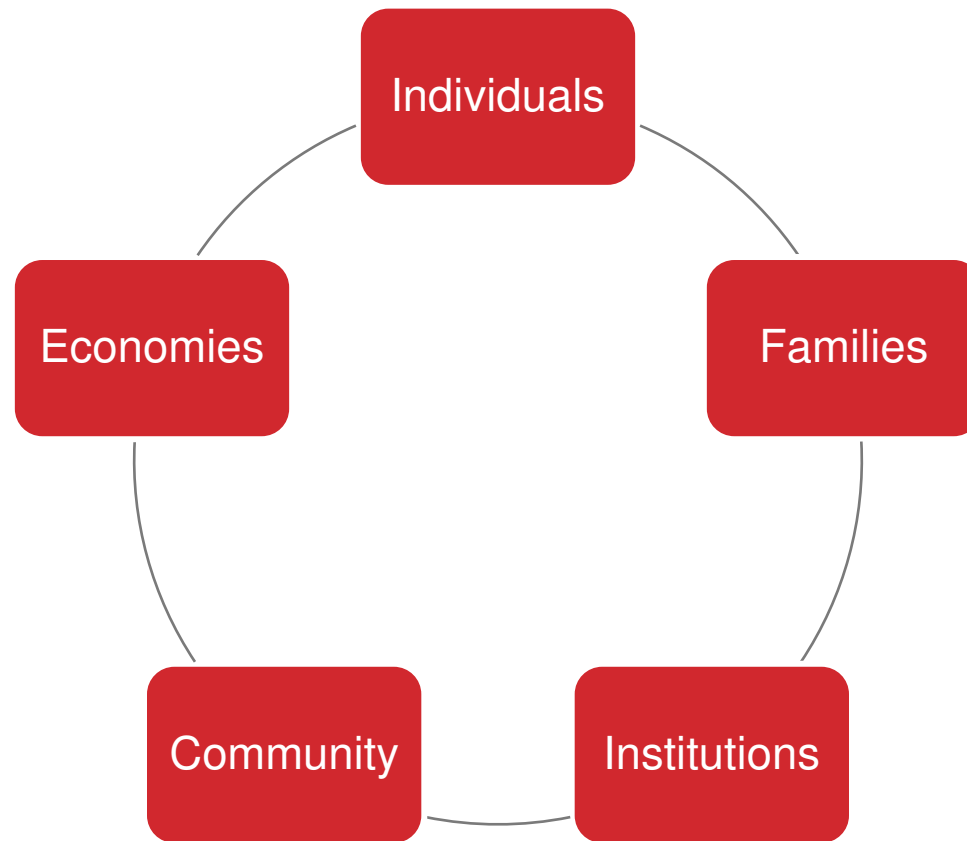
(1) strengthening the ability of communities to promote the health and well-being of their members, promoting interdependence in order to break the cycle of dependence on services; and

PERCEPTION SHIFT

(2) providing bridge services to people who do not have natural communities of support, or whose needs are beyond the capacity of their families or communities to meet, *while* helping to establish or strengthen their ties to natural communities of support.

BIG CHANGE IS CALLING!

Social Well Being Depends in Health in five Interconnected Areas



BASED ON THE WORK OF Marvyn Novick of Ryerson University

BIG CHANGE IS CALLING!

Individuals are physically and emotionally healthy and have the capacity to engage with one another and with systems.

Families nurture children effectively and be safe, functional havens for their adult members.

Institutions function effectively and honestly as creatures OF community.

Communities are safe and functional and foster meaningful connections among members.

Economies work for the large majority.

BIG CHALLENGES

- Workforce challenges across all sectors
- Increasing Diversity
- Too many on the edge of instability
- Big Change challenges professional identities.
- Helping is shaped by political ideology.
- Integrating our work in a highly competitive environment.
- More people need help than receive help from institutionally based programs.

BIG CHALLENGES

- The growing complexity of families.
- Inadequate funding systems and practices (thin, incomplete, punitive funding)
- The demand for subsidized and free services
- Social problems and challenges exist 24/7.
- Rules, regulations, risk aversion
- Shifting practice requires heroic action.

CHANGE PROGRESSION

From	To	To
Experts Own and Decide	Experts Facilitate How Community Interacts	Community includes Experts
Simple Fixes	Complicated Systems	Complex Solutions
Help By Numbers Of Activities	Help By Numbers Being Changed	Changed People Improving Community Conditions
Clients are Needs and Problems	Clients with Needs and Problems	People with Assets and Aspirations
Exclusion	Inclusion	Belonging

CHANGE PROGRESSION

From	To	To
Selective Cooperation	Forced Collaboration	Authentic Relationships
Need More Money	Not Enough Money	Rethinking Resources
Tweaking	Reforming	Transformation
Best Practice	Evidence Based Innovation	Community Identified Aspirations
Need to Do More of the Same	Stop all the Duplication	Scaling up what works.
Logic Model	SROI	Learning our Way Together

ROLE OF GOVERNMENT

ADAPTED FROM THE WORK OF DR. JIM CAVAYE

PRINCIPLES OF CHANGE

Developing government's role in community capacity involves the following principles:

- Create a “vehicle” for community to express and act on existing concerns.
- Seeing appropriate interaction with communities from a focus on “consultation” to genuine partnership and facilitation.

ROLE OF GOVERNMENT

ADAPTED FROM THE WORK OF DR. JIM CAVAYE

PRINCIPLES OF CHANGE continued

- Personal relationships between local public servants and community members are crucial to the invitation government can receive from local people, and the role government can have in community capacity.
- Melding formal “structures” that mediate community involvement with a grassroots culture of local participation.

ROLE OF GOVERNMENT

ADAPTED FROM THE WORK OF DR. JIM CAVAYE

PRINCIPLES OF CHANGE continued

- Community members “unlearning” the role of government solely as a “provider” and government “unlearning” the historical technical assistance approach to communities.

ROLE OF GOVERNMENT

ADAPTED FROM THE WORK OF DR. JIM CAVAYE

BEHAVIOUR OF GOVERNMENT

Benevolent Dictatorship

Informing Decisions

Consultation

Structured Community
Involvement

Community Partnership

Facilitation of Community
Led Development



Community
Involvement
and
Ownership

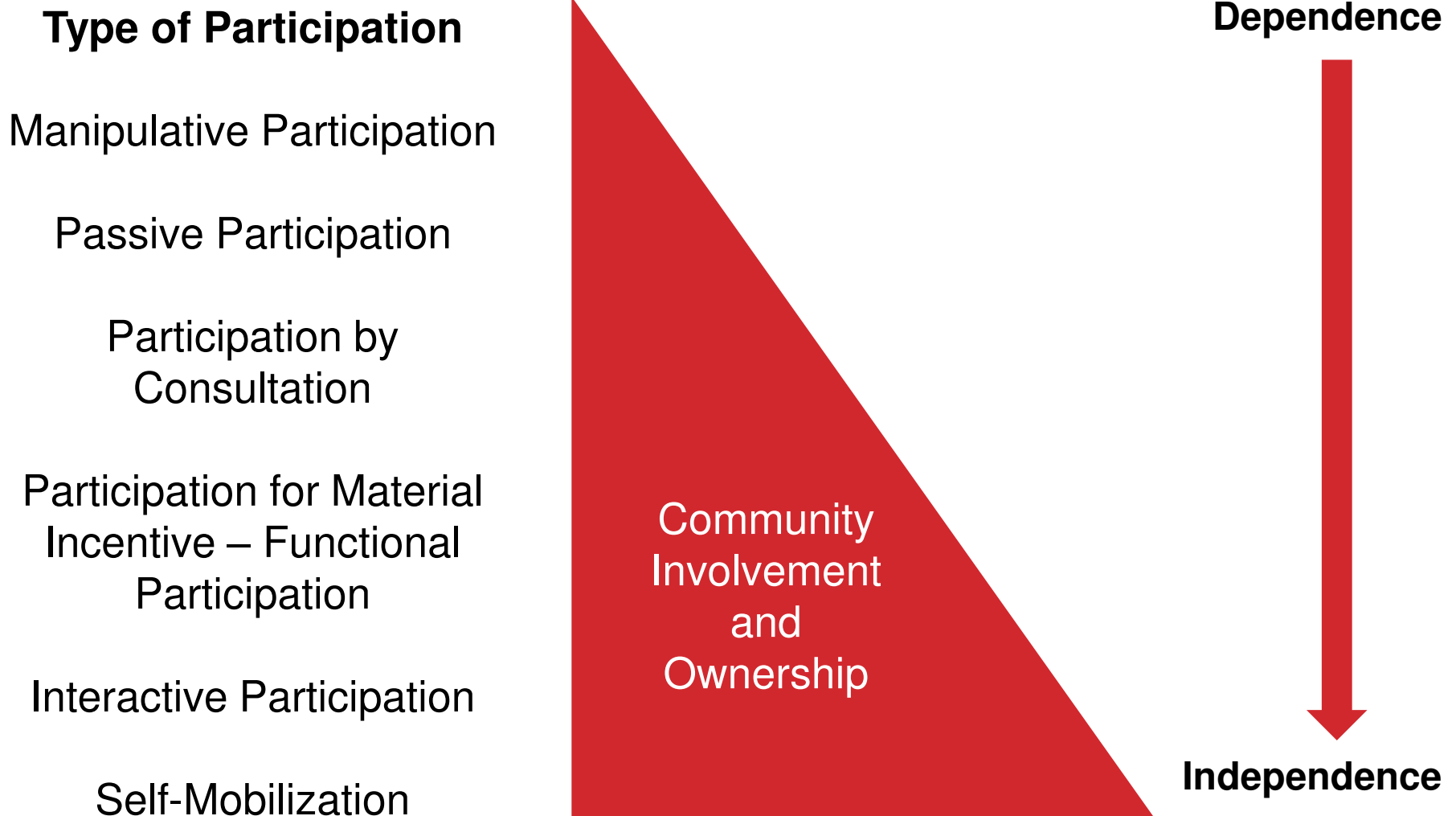
Dependence



Independence

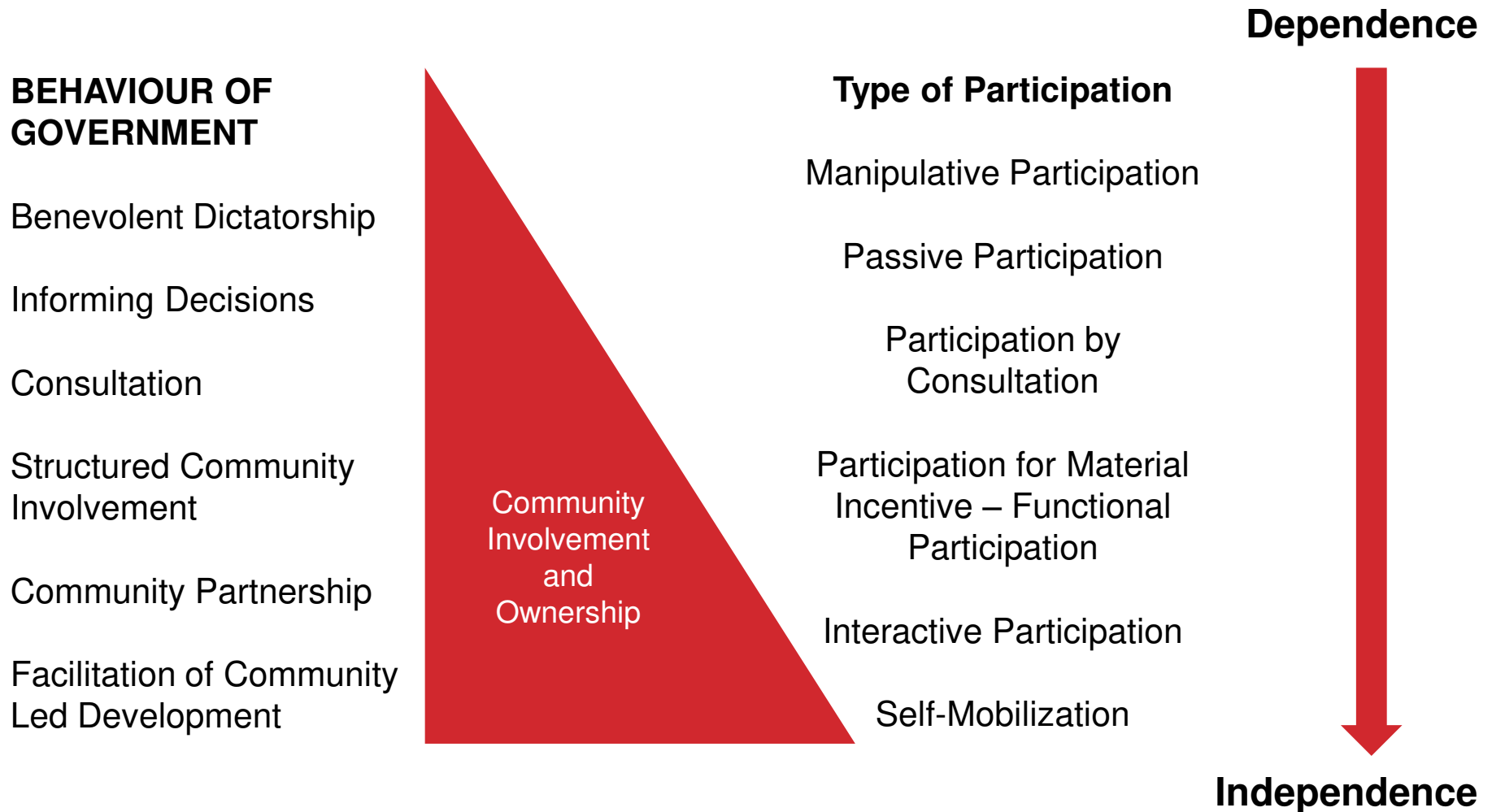
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SO NOW WHAT ?