

Gaining
Community
Buy-In

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Building Safe, Healthy, and Drug Free Communities 

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Learning Objectives

- Learn the importance of gaining community buy-in and how to create community conversations
- Gain knowledge of strategies for targeting key stakeholders and gatekeepers to create community acceptance

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Whatever the problem;
community is the answer!
Meg Wheatley

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© UNICEF video

Village leader Chingore Manuel Mabeto inspects one of the latrines in Dewe, central Mozambique, where all 159 families have built their own toilets using readily available materials.

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Gaining Community Buy-In



Creating community conversations to create change

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Community Organization

- Is not the same as community organizing
- Considers a community's social ecology
- The number and variety of organizations throughout a community, and the relationships among these organizations
- Build community capacity to act together

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Steps to Organizing

1. Define the community.
2. Identify key stakeholders.
3. Convene meetings.
4. Share perspectives on the problem.
5. Create a vision for your collaborative.
6. Determine prevention activities.

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Dimensions of Readiness

- A. **Community Efforts:** To what extent are there efforts, programs, and policies?
- B. **Community Knowledge of the Efforts:** To what extent does the community know about local efforts, and are the efforts accessible to all?
- C. **Leadership:** To what extent are appointed leaders and influential community members supportive of the issue?
- D. **Community Climate:** What is the prevailing attitude toward the issue? Is it one of helplessness or one of responsibility and empowerment?
- E. **Community Knowledge about the Issue:** To what extent do community members know about the causes of the problem, consequences, and how it impacts your community?
- F. **Resources Related to the Issue:** To what extent are local resources – people, time, money, space, etc. – available to support efforts?

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Stages of Community Readiness

1. No Awareness
2. Denial/Resistance
3. Vague Awareness
4. Preplanning
5. Preparation
6. Initiation
7. Stabilization
8. Confirmation/Expansion
9. High Level of Community Ownership

Source: Community Readiness Toolbox, University of Kansas

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No Awareness

- The issue is not generally recognized by the community or leaders as a problem (or it may truly not be an issue).
 - Assessing Community Needs and Resources
 - Assessing Community Needs & Resources
 - Developing a Plan for Identifying Local Needs and Resources
 - Understanding and Describing the Community
 - Collecting Information About the Problem
 - Analyzing Community Problems

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Denial/Resistance

- At least some community members recognize that it is a concern, but there is little recognition that it might be occurring locally
 - Analyzing Problems and Goals
 - Analyzing Community Problems and Solutions
 - Defining and Analyzing the Problem
 - Analyzing Root Causes of Problems: The "But Why?" Technique
 - Responding to Counterattacks
 - How to Respond to Opposition Tactics
 - Getting Issues on Public Agenda
 - Communicating Information about Community Health and Development Issues

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Vague Awareness

- Most feel that there is a local concern, but there is no immediate motivation to do anything about it.
 - Increasing Participation and Membership
 - Encouraging Involvement in Community Work
 - Developing a Plan for Increasing Participation in Community Action
 - Promoting Participation Among Diverse Groups
 - Involving Key Influentials in the Initiative
 - Involving People Most Affected by the Problem
 - Recruiting and Training Volunteers
 - Developing a Plan for Involving Volunteers
 - Core Functions in Leadership
 - Building and Sustaining Commitment
 - Deciding Where to Start
 - Identifying Targets and Agents of Change: who Can Benefit and Who Can Help

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Preplanning

- There is clear recognition that something must be done, and there may even be a group addressing it. However, efforts are not focused or detailed.

<ul style="list-style-type: none"> • Developing a Framework or Model of Change • Developing a Strategic Plan • Proclaiming Your Dream: Developing Vision and Mission Statements • Creating Objectives • Developing Successful Strategies: Planning to Win • Analyzing Community Problems and Solutions • Generating and Choosing Solutions • Choosing and Adapting Community Interventions • Understanding Risk and Protective 	<ul style="list-style-type: none"> Factors: Their Use in Selecting Potential Targets and Promising Strategies for Interventions • Introduction to Evaluation • A Framework for Program Evaluation: A Gateway for Tools • Choosing Evaluators • Developing an Evaluation Plan • Some Methods for Evaluating Comprehensive Community Initiatives • Behavioral Surveys • Gathering and Using Community-Level Indicators
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Preparation

- Active leaders begin planning in earnest. The community offers modest support of their efforts.

<ul style="list-style-type: none"> • Developing Strategic and Action Plans • Analyzing Problems and Goals • Developing a Framework or Model of Change • Developing an Intervention • Our Model for Community Change and Improvement • Our Model of Practice: Building Capacity for Community and System Change • Getting Issues on Public Agenda • Gaining Public Support for Addressing Community Health and Development Issues • Choosing Strategies to Promote Community Health and Development 	<ul style="list-style-type: none"> • Strategies for Community Change and Improvement: An Overview • Encouraging Involvement in Community Work • Involving Key Influentials in the Initiative • Developing a Strategic Plan • Creating Objectives • Developing Successful Strategies: Planning to Win • Developing an Action Plan • Identifying Action Steps in Bringing About Community and System Change • Deciding Where to Start • Designing Community Interventions
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Initiation

- Enough information is available to justify efforts. Activities are underway.

<ul style="list-style-type: none"> • Increasing Participation and Membership • Enhancing Cultural Competence • Advocating for Change • Influencing Policy Development Toolkit: Implementing a Social Marketing Effort • Our Model for Community Change and Improvement • Some Lessons Learned on Community Organization and Change • Choosing Strategies to Promote Community Health* and Development • Systems Advocacy and Community Organizing • Coalition Building I: Starting a Coalition • Developing a Strategic Plan • Developing an Action Plan • Developing a Plan for Involving Volunteers • Recruiting Volunteers • Developing Training Programs for Volunteers • Providing Training and Technical Assistance 	<ul style="list-style-type: none"> • Designing a Training Session • Orienting Ideas in Leadership • Developing a Plan for Building Leadership • Building and Sustaining Relationships • Becoming an Effective Manager • Developing a Management Plan • Analyzing Community Problems and Solutions • Putting Your Solution into Practice • Principles of Advocacy • Recognizing Allies • Getting Grants and Financial Resources • Developing a Plan for Financial Sustainability • Social Marketing of Successful Components of the Initiative • Conducting a Social Marketing Campaign • Promoting Awareness and Interest Through Communication
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Stabilization

- **Activities are supported by administrators or community decision-makers. Staff are trained and experienced.**

<ul style="list-style-type: none"> • Influencing Policy Development Toolkit: Evaluating the Initiative Chapter 12 • Providing Training and Technical Assistance • Delivering a Training Session • Conducting a Workshop • Providing Information and Enhancing Skills • Training for Conflict Resolution • Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies • Developing Multisector Collaborations • Developing and Increasing Access to Health and Community Services • Changing Policies 	<ul style="list-style-type: none"> • Changing Policies: An Overview • Using Tax Incentives to Support Community Health and Development • Changing Policies to Increase Funding for Community Health and Development Initiatives • Changing the Physical and Social Environment • Promoting Neighborhood Action • Changing the Media's Perspective on Community Issues • Responding to Counterattacks • How to Respond to Opposition Tactics
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Confirmation/Expansion

- **Efforts are in place. Community members feel comfortable using services, and they support expansions. Local data are regularly obtained.**

<ul style="list-style-type: none"> • Evaluating the Initiative • Applying for Grants • Improving Organizational Management and Development • Sustaining the Work or Initiative • Getting Issues on Public Agenda • Talking About Risk and Protective Factors Related to Community Issues • Introduction to Evaluation • A Framework for Program Evaluation: A Gateway for Tools • Choosing Evaluators • Developing an Evaluation Plan • Some Methods for Evaluating Comprehensive Community Initiatives • Measuring Success: Evaluating Comprehensive Community Health Initiatives 	<ul style="list-style-type: none"> • Rating Member Satisfaction • Constituent Survey of Outcomes: Ratings of Importance • Reaching Your Goals: The Goal Attainment Report • Conducting Interviews with Key Participants to Analyze Critical Events • Gathering and Using Community-Level Indicators • Using Evaluation to Understand and Improve the Initiative • Providing Feedback to Improve the Initiative • Communicating Information to Funders for Support and Accountability
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High Level of Community Ownership

- **Detailed knowledge exists. Effective evaluation guides new directions. The model is applied to other issues.**

<ul style="list-style-type: none"> • Sustaining the Work or Initiative • Improving Organizational Management and Development • Applying for Grants • Developing a Strategic Plan • Developing Successful Strategies: Planning to Win • Maintaining Quality Performance • Achieving and Maintaining Quality Performance • Obtaining and Using Feedback from Participants • Rewarding Accomplishments • Arranging Celebrations • Providing Incentives for Staff and Volunteers 	<ul style="list-style-type: none"> • Getting Grants and Financial Resources • Developing a Plan for Financial Sustainability • Creating a Business Plan • Applying for a Grant: The General Approach • Writing a Grant • Managing Finances • Planning and Writing an Annual Budget • Investing in Community Resources • Establishing Micro-grant Programs • Planning for Long-Term Institutionalization • Planning for the Institutionalization of an Initiative • Strategies for Sustaining the Initiative
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Targeting Key Stakeholders

Using connections to create community acceptance



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Identify Demographics and Norms

- What we are good at doing in assessment phase
 - Data gathering
 - Analysis of root causes
 - Analysis of local conditions
 - Mapping data to problem analysis
 - Transitioning to a logic model
- Pieces of assessment we forget to address
 - Create and maintain coalitions and partnerships
 - Build community consensus about ATOD problems
 - Identify informal leaders in sub-populations

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Engaging Community Members

- Distribute the work of the coalition
 - Build capacity/relationships first
 - Identify WIFM
 - Provide written job descriptions/expectations
 - Involve in planning

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How do you engage emerging leaders?

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What is collective work?

Collective work is the opportunity to assist individuals and groups in exploring the range of possibilities for the community to work together in alcohol, tobacco and other drug problem prevention efforts.

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Principles of Collective Work

Collective work must:

- Involve a legitimate, community-wide process that is indigenously generated, strongly led, and includes broad multicultural involvement
- Encourage individuals, groups, organizations, institutions, and the community to proceed step by step from no communication to collaboration
- Assist people to discover compelling reasons for moving from no communication to collaboration
- Move genuinely toward the "higher rungs" of the ladder of citizen participation

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Philosophies of Collective Work

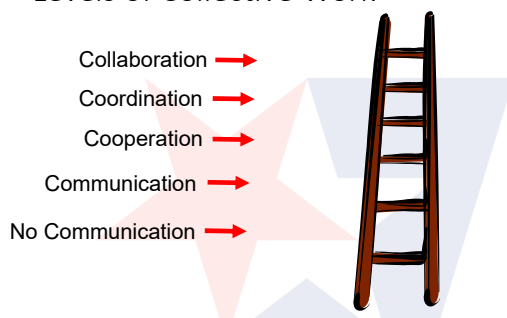
- Community is responsible for conditions and for solutions.
- Community has a right to mobilize to impact its own neighborhood.
- Community is concerned and wants to play a vital role.
- Community and individuals are resilient and have a wealth of resources; collective work builds on resiliency of existing resources.
- Strategies need to be based in a model that reflects the community experience.

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Levels of Collective Work



- Collaboration →
- Coordination →
- Cooperation →
- Communication →
- No Communication →

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Level 1: No Communication

- “We can do it all ourselves.”
- No talking or interaction with any other individual or group to address ATOD problem prevention.
- Essentially, this level is a choice of not working together with anyone else.

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Level 2: Communication

- “Let’s Talk.”
- Groups and individuals share thoughts, ideas, feelings, and information.
- Should take into consideration: context, agenda, styles, process, experience, emotion, and interaction

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Level 3: Cooperation

- “Let’s Stay in Touch.”
- Individual groups, organizations, and institutions beginning to “do” together. They agree to assist each other in actions or programs.
- Should take into consideration: talking, relating, timing, and decision-making

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Level 4: Coordination

- “Let’s Plan and Support.”
- Persons, groups, organizations, and/or institutions which work together and combine resources to strengthen their individual goals, and achieve better results.
- Should take into consideration: needs of the group and its members, shared leadership

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Level 5: Collaboration

- “Let’s Create Something New Together.”
- Coming together to develop, create, or generate something new.
- Supports and reinforces: mutual decision-making, mutual respect, community empowerment, and unity

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Exemplary Leadership

Model the Way	<ul style="list-style-type: none">• Clarify Values• Set the Example
Inspire a Shared Vision	<ul style="list-style-type: none">• Envision the Future• Enlist Others
Challenge the Process	<ul style="list-style-type: none">• Search for Opportunities• Experiment and Take Risks
Enable Others to Act	<ul style="list-style-type: none">• Foster Collaboration• Strengthen Others
Encourage the Heart	<ul style="list-style-type: none">• Recognize Contributions• Celebrate the Values and Victories

Source: Sheffield Hallam University, School of Business.

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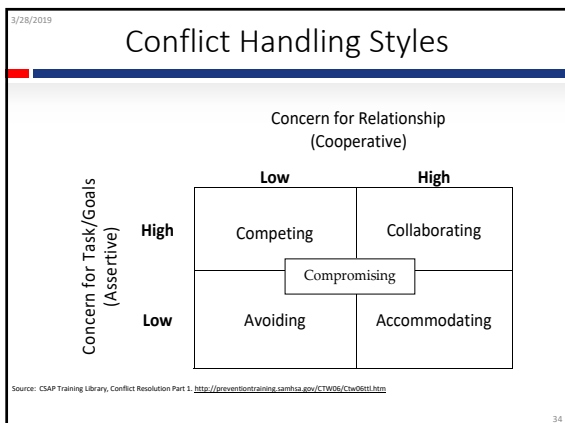
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Inclusivity in Group Processes

- Challenging situations can arise
- Be prepared to address them:
 - Ensure all sides have an opportunity to be heard
 - Help clearly restate issues raised by participants
 - Keep discussion focused
 - Help individuals save face
 - Utilize a facilitator, if necessary
 - Minimize distractions

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- ## Organizing for Success
- Key components for building a solid organizational infrastructure:
- Clear roles and structure
 - Good meeting & communication habits
 - Community updates and dialogue
 - Appropriate legal / fiscal organization
 - Form follows function
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- ## Offer Clear Roles and Structure
- Create an organizational chart
 - Identify roles and responsibilities
 - Create written "job descriptions"
 - Get members' agreement on the expectations for active membership
 - Establish the objectives and authority of each committee/workgroup
 - Create By-laws to formalize the structure
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