Community Mobilizing for Social Change

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

Lydia Guy Ortiz
Objectives

- Sexual violence is supported by societal and community norms. Eliminating it requires fundamental change on many levels. One of those levels is the community level. Communities are a powerful force in shaping the behaviors of their members. One effective tool in creating social change is community mobilization. This workshop will provide an overview of two community mobilization frameworks. Additionally this workshop will provide participants an opportunity to evaluate and discuss community mobilization strategies in relation to their own violence against women work.
Lydia Guy Ortiz is an independent consultant with an emphasis on sexual violence prevention and anti-oppression theory. Lydia has been active in the anti-rape movement for twenty-six years and is a board member of National Alliance to End Sexual Violence. She is committed to the creation of sexual violence prevention and intervention strategies that are relevant, culturally compelling, and innovative. Lydia emphasizes the critical importance of addressing intersecting systems of oppression and ensuring that strategies are culturally relevant and compelling. Her work has focused on mobilizing communities to influence community conditions and transform the broader public and organizational policies and practices that shape community life.
1. Participants will be able to define community mobilization.

2. Participant will be able to identify two community mobilization frameworks

3. Participants will discuss community mobilization as a change agent
What is community?

Why is community-specific work necessary?

What is our role in promoting social justice within communities?

How can we organize our work within a community development model?
- community (Pronunciation Key: k-\(\text{my}\_\text{n}-\text{t}\))
  - n. pl. communities
  - A group of people living in the same locality and under the same government.
  - The district or locality in which such a group lives.
  - A group of people having common interests: the scientific community; the international business community.
  - A group viewed as forming a distinct segment of society: the gay community; the community of color.
  - Similarity or identity: a community of interests.
  - Sharing, participation, and fellowship.
Culture – A way of life

Culture can be defined as all the ways of life including arts, beliefs and institution of a population that are passed down from generation to generation. As such, it includes codes of manners, dress, language, religion, rituals, norms of behavior such as law and morality, and systems of belief as well as the arts.
Community

Culture
Shifting the Paradigm

Social Service

- The provision of intervention, prevention advocacy services related to sexual and domestic violence with the goal of reducing harm and improving the quality of life.

Social Justice

- A movement focused on eradicating the root causes of sexual and domestic violence while providing support (intervention, prevention and advocacy) to individuals and communities.
Sexual Violence Continuum

Cultural Norms

Sexual Harassment
Sexist Jokes
Voyeurism
Sexual Exploitation
Rape
Incest
Statutory Rape
Child Rape
Date Rape
Marital Rape
Partner Rape
Rape/Murder

Societal Norms

Rigidity Gender Roles
Sexualized Media Depictions
Gender Violence normalized
Misogynistic Practices
Sexism
Oppression
Sexism
Racism
Heterosexism/Homophobia
Classism
Anti-Semitism
Ableism
Rape/Dating/Murde
Why social justice?
Short Answer

To change the world
community

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mobilize

Pronunciation Key (m\text{-}b\text{-}l\text{-}z)
v. mobilized, mobilizing, mobilizes
v. tr.
- To make mobile or capable of movement.
- To assemble, prepare, or put into operation for or as if for war: mobilize troops; mobilize the snowplows.
- To assemble, marshal, or coordinate for a purpose: mobilized the country's economic resources.
The Office of Juvenile Justice and Delinquency Prevention

- The community mobilization process moves ahead when key community agency, political, and grassroots leaders agree that a special structure is needed. Consideration must be given to issues of race/ethnicity, the nature of the problem, and the community’s traditional and/or current way of dealing with it. Specific goals and objectives must be established that affect not only individual agencies but do so within a framework of general community development and protection that focuses on the interests and needs of gang-prone and gang member youth.
We have defined community mobilization as a process whereby a group of people have transcended their differences to meet on equal terms in order to facilitate a participatory decision-making process. In other words, it can be viewed as a process which begins a dialogue among members of the community to determine who, what, and how issues are decided, and also to provide an avenue for everyone to participate in decisions that affect their lives.
The purpose of community mobilization is to facilitate change within the community to alter the basic patterns of social interaction, values, customs, and institutions in ways that will significantly improve the quality of life in a community. This sweeping change distinguishes community mobilization from more traditional interventions, which typically attempt to meet social policy goals by using a relatively defined and discrete mechanism (such as a new service or program) to produce desired changes in the lives of targeted individuals. Community mobilization, in contrast, attempts to change the everyday environment in communities in ways that will result in better outcomes.
1. Outreach
   - Awareness Building and Information Sharing

2. Collaboration
   - Planned Extension of Organizational and Community Resources
- All three components are interrelated
- Programs which collaborate and outreach effectively will be more effective in mobilization
- The model is not linear
- Mobilization is relationship based
- Process
- Community driven
- Authentic decision making
- Focused on social-change
Community mobilization benefits

- Mobilization Techniques can be particularly effective at the community and societal levels
- Natural tendency toward primary prevention
- Community specific
- Community buy in
- Facilitative process
Ecological model

- Individual
- Relationship
- Community
- Societal
Community mobilization challenges

- Requires significant initial investment of resources and relationship building
- Difficult to implement effectively within highly prescriptive environments
- Community mobilization process should be standardized but by definition the outcomes/outputs/activities will vary by community.
- Facilitative process
When people have an opportunity to participate in decisions and shape strategies that vitally affect them, they will develop a sense of ownership in what they have determined and commitment to seeing that the decisions are sound and that the strategies are useful effective and carried out.
Asset Based - McKnight Kretzmann Summary

- the skills of local
- the power of local associations
- the resources of public, private and non-profit institutions
- the physical and economic resources of local places.
Community Mobilization in WA State

- Adaptation of Loftquist model 1997 - present
- Many different community mobilization frameworks
- Different frameworks will resonate differently for different individuals/agencies
- All have “short answer” in common
  - Process
  - Community driven
  - Authentic decision making
  - Focused on social-change
Community Development

Theoretical Overview
Three Basic Principles

☐ Principle of Participation
☐ Principle of Responsibility
☐ Principle of Changing Conditions

Loftquist model
When people have an opportunity to participate in decisions and shape strategies that vitally affect them, they will develop a sense of ownership in what they have determined and commitment to seeing that the decisions are sound and that the strategies are useful effective and carried out.

This theory is basic to a democratic society.
Strictly and practically speaking, no person can ever be responsible for another person. One can only be responsible for oneself in relation to another person. How one takes responsibility for oneself in relation to other people helps determine the quality of the relationship. When people agree to work together toward a mutually desirable goals that promote their mutual well-being, a sense of corporate or community responsibility emerges.

*This theory is basic to good interpersonal relations*
When people work together to create conditions that promote their mutual well-being, not only is a clear sense of the common good strengthened and pursued, but the individuals involved are provided opportunities for personal growth and development as well.

*This theory is basic to effective community development*
Human service systems are by design, essentially dysfunctional for today’s world. They were designed in a previous time for a different set of circumstances. Today’s realities call for new theory, new design, new practice, new preparation and a new quality of leadership.

*This condition requires fundamental rather than incremental change.*
Two Kinds of Change

- First Order
- Incremental
- Transactional

Focus on doing things right more of what we are doing

- Second Order
- Fundamental
- Transformational

Focus on doing the right things, creating new approaches
The Elements of Change

A
The Current Reality
What's happening now
The status quo

Action Steps

B
The New Reality
What will we have happen
The vision, goal, outcome
Necessary tasks for completion of a community development process

- Assess Community readiness
- Determine limitation(s) of prescribed structure
- Engage/recruit stakeholders
- Facilitate a process which
  - Supports fundamental change
  - Determines condition A
  - Determines condition B
  - Creates an action Plan

*Using the 3 principles of CD to guide you*
Loftquist

Seven Step Process
Community Development Process

- Stakeholder Recruitment
- Underlying Conditions
- Evaluate
- Community Assessment
- Plan Implementation
- Plan Development
- Development Of Evaluation Plan
Stakeholder Recruitment

- Identify individuals who are pivotal in the life of the community

- Stakeholders may possess individual and/or institutional power, each is of equal importance.

- Individuals should not be chosen based on their ability to conform to a specific analysis of the issue, but rather their ability to enter into a thoughtful and respectful dialogue

- It is important to include stakeholders who represent the true diversity (whatever that may be) of the community
Underlying Conditions

- Facilitate a group process which creates a list of the observable symptoms

- Questions to consider
  - “How is sexual violence currently manifested in our community?”
  - “What causes each of these symptoms?”
  - “How would we prioritize each of these conditions?”
  - “Which of these conditions are we likely to be able to change?”

Condition A
Community Assessment

- Facilitate a group process to determine what types of things we would observe in a perfect community

  - This list should be as specific and concrete as possible, and it should be framed as a positive not as the lack of a negative

  - This state is sometimes referred to as condition “B” or more simply the vision of the community development initiative.

  - The next step is then to place condition “A”, our current underlying conditions, on one end of a continuum and then place our condition “B”, our vision, on the opposite end of the same continuum. By juxtaposing conditions A & B we ask ourselves the question, “What is it we need to accomplish to get from A to B?”
Plan Development

- Facilitate a group process to determine what types of things we would observe in a perfect community
  - **Who:** The *stakeholder recruitment* process has helped us identify the active participants, as well as necessary allies.
  - **What:** The *community assessment* and *underlying conditions* exercises defined what we need to accomplish in broad strokes.
  - **Why:** The *underlying condition* and *community assessment* exercises have helped us create a common understanding of the scope, prevalence and underlying conditions contributing to sexual violence as well as a common vision to work toward ending it.
  - **When and Where** generate the specifics associated with creating a cohesive plan
Development of Evaluation Plan

- Evaluation and self-reflection are integral to the community development process.

- When we evaluate, we are able to see our progress from the existing condition “A” to our desired condition “B”.

- There are many assessment tools. It is not necessarily important which method you choose but that the method is integrated into your initiative.

- Before stakeholders began the process of implementing the plan, they should develop strategies and tools to evaluate the effectiveness of their plan.
Plan Implementation

- It is almost impossible to provide direction on how to implement the plan. Each community will have different strengths, challenges, resiliencies, communication styles, interpersonal dynamics, timelines and strategies to address sexual violence within that particular community.

- The core belief that is necessary however is that you view your stakeholders and community members as valuable resources.
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Evaluate

- Evaluating a community development initiative is the process of applying the evaluation plan to the project plan.
- It is important to take notice of whether or not we have implemented our plan as initially designed.
- A successful outcome of an evaluation can be to determine that a particular strategy is not effective and using that information to inform the next iteration of the project plan.

A Community Development Plan

Action Plan

B The New Reality
What will we have happen
The vision, goal, outcome

The Current Reality
What’s happening now
The status quo

Evaluation Plan

Indicators
And Back to the Beginning

Stakeholder Recruitment → Underlying Conditions

Evaluate

Community Assessment

Plan Implementation

Plan Development

Development Of Evaluation Plan

LGO Consulting 2008
Loftquist

Six Components of the Technology of Development
1. The Arenas of Action

Purpose

- Development
- Problem Solving

Focus

- Community Development
- Community Problem Solving
- Personal Growth & Development
- Personal Problem Solving

Conditions

- Individuals
- Focused on specific areas of action and development.
2. The Elements of Change

A. The Current Reality
   - What’s happening now
   - The status quo

B. The New Reality
   - What will we have happen
   - The vision, goal, outcome

Indicators

Action Steps
3. Spectrum of Attitudes

People viewed as objects  People viewed as recipients  People Viewed As Resources
4. The Levels of Networking

Cooperative Creation of New Resources and Realities

1. Awareness Building and Information Sharing
2. Planned Extension of Organizational and Community Resources
3. Cooperative Creation of New Resources and Realities
5. The Sources of Design

Prescribed Structure

Developmental Process
6. The Planning of Strategy
Food for thought

Those who promote positive change most effectively are not those who provide a new set of answers, but those who allow a new set of questions
Lydia Guy Ortiz
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Questions ?