
Building Community Capacity: A Collaboration Engagement Framework

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Overview

➤ **Social organization**

- Building community capacity
 - Leveraging toward resilience
 - Network structure and process
 - Nexus of formal and informal networks

➤ **A collaboration engagement framework**

- Performance-based indicators

➤ **Implications for prevention science**

- Collaborations that make a

Social Organization

**Networks, Social Capital, and
Community Capacity**

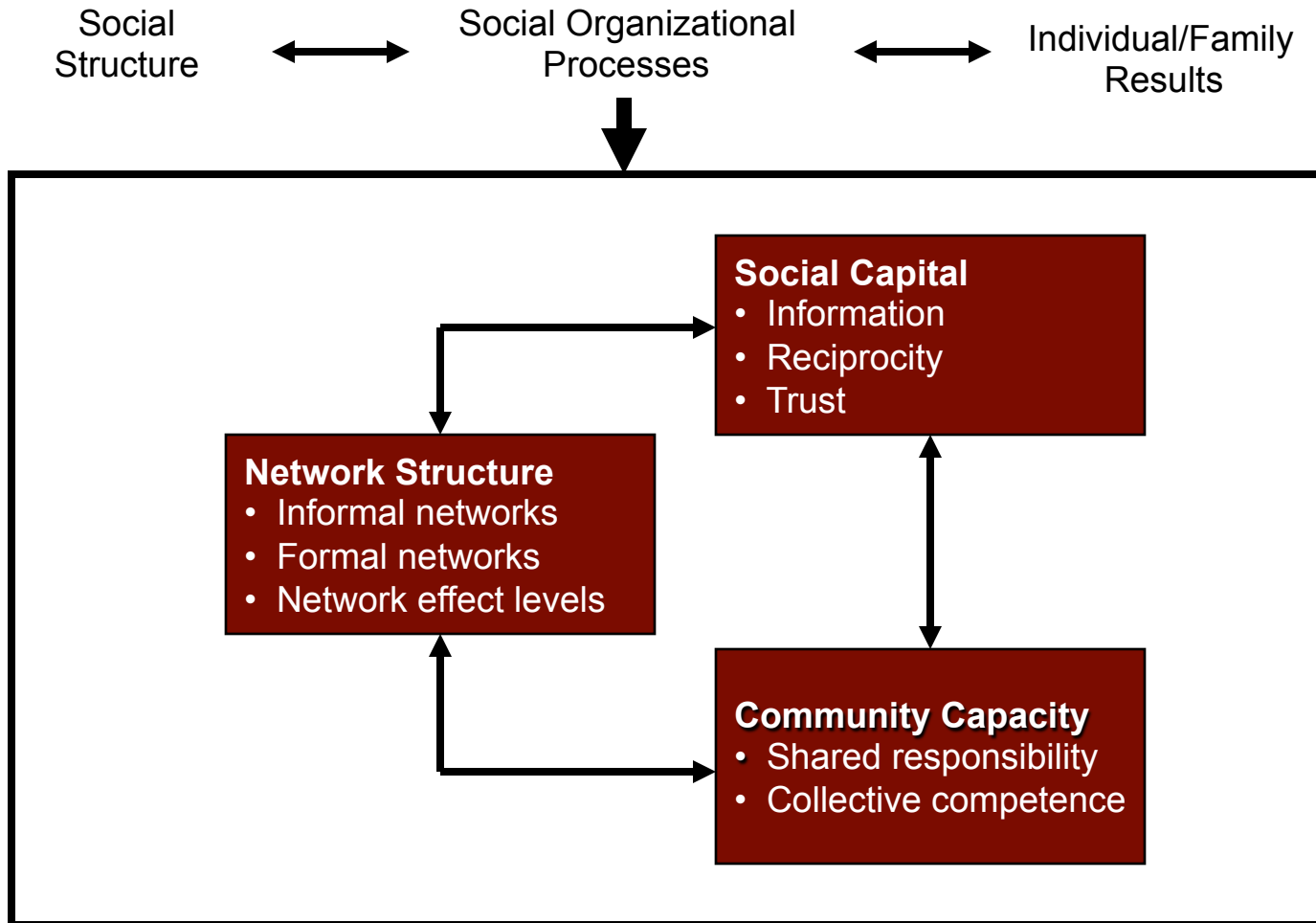


Figure 1. Social Organizational Processes, Social Structure, and Individual/Family Results

Social Organization Theory: Definition of Social Organization

- **Values, norms, processes, and behavior patterns within a community that organize, facilitate, and constrain interactions among community members**
- **Process by which communities achieve desired results for individuals and families, including ability to demonstrate resiliency**
- **Includes networks of people, exchanges and reciprocity in relationships, accepted standards of social support, and social controls that regulate behavior and**

Social Organization Theory Model

- **Our approach, however,**
 - Shifts social organization theory from single plane of explanation on disorganization and delinquency
 - Moves the theory toward a more layered approach to communities
 - Presents the theory as having a more fundamental role in explaining broader family system phenomena

Social Organization Structure and Process

- **Differentiation of structure from process**
 - Structure pertains to configuration and composition
 - Process involves operations and methods of working
 - Process occurs within structural frameworks
 - Processes provide linkage between social structure and effects on families

Social Organization Theory: Process

- **Main focus is on process**
 - Networks
 - Social Capital
 - Community Capacity
- **Relationships between them**
 - Networks provide context for the development of social capital, and for building community capacity

Social Organization Theory: Networks

- **Primary ways through which community life is enacted**
- **Informal networks comprise web of relationships with friends, neighbors, work associates**
- **Formal networks associated with agencies and organizations**
- **Voluntary and obligatory relationships**

Social Organization Theory: Networks

- **Network effects levels**
 - Action element of our framework
 - Nexus of informal and formal networks
 - First level-within a network
 - Second level-between like networks
 - Third level-between dissimilar networks
- **Network configurations provide leverage for achieving results through generation of social capital and production of community capacity**

Social Organization Theory: Social Capital

- **Information, reciprocity, and trust**
 - Aggregate of resources (information, opportunities, and instrumental support)
- **Arise from reciprocal social relationships**
- **Results from participation in formal and informal settings**
- **Social capital observed in actions of civic groups, faith communities, and any number of community-based groups**
- **Increases odds of achieving results otherwise not attained**

Social Organization Theory: Community Capacity

➤ **Shared responsibility**

- For general welfare of the community and its individual members
- Sentiments

➤ **Collective competence**

- Taking collective action, confronting situations

➤ **Assumptions**

- Concern directed at community as a whole and at particular elements, action is beyond expression of positive sentiments, action is proactive and reactive, action targeted at threats and at normative situations

Social Organization Theory: Family and Community Results

- **Consequences of effective social organization**
- **Desired results (examples, safety, health and well-being, family resilience)**
- **Results not owned by any particular group but valued across community**
- **Identified results assist to determine leverage points for change**
- **Moves theory from interesting framework to theory of action**

Social Organization: Summary

- **Need for theorizing that connects families and communities**
- **Social organization provides linkage framework**
- **Theory focused on action and community change**
- **There are leverage points that can be mobilized to support families and communities**
- **Consequent set of considerations for professionals**
 - Program developers
 - Program and community researchers

A Collaboration Engagement Framework

**Social Organization Effects
Levels: Within and Between
Organizations**

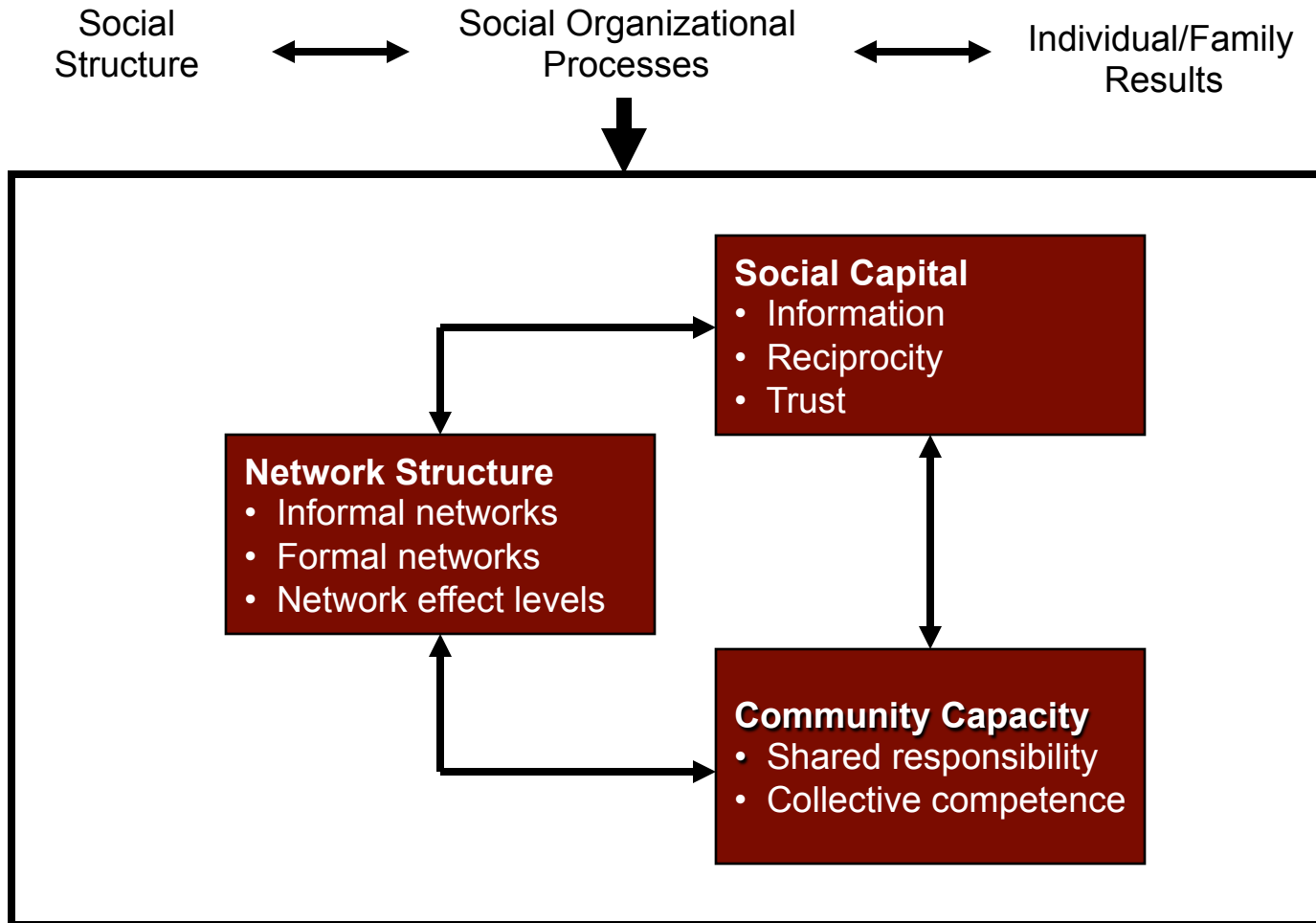


Figure 1. Social Organizational Processes, Social Structure, and Individual/Family Results

Overview and Assumptions

- **Located in the formal network dimension of social organization approach**
- **Elaborates structure, function, and processes of formal networks and their collaborations**
- **Pivot point is partnership and collaboration**
- **Assumptions: Effective collaborations strengthen informal networks, thereby enhancing individual, family, and community well-being**
- **Essential dimensions of collaboration**
 - **Amenable for placement in a program**

Indicators of Effective Partnerships and Collaboration

- **Premise: For effective community-building to occur, organizations must not only effectively collaborate but must also first possess certain internal characteristics**
- **Indicators derived from the literature and our work with community-based programs**
- **Indicators are amenable to change and variation; they are not mutually exclusive**
- **Each can be answered by: “Not met”, “Partially met”, or “Fully met”; followed by discussion on whether indicator is a priority, what led to “fully met”, what has prevented indicator being “met”, and what is happening toward moving indicator toward being**



Within Organization Elements

- **Community integration (CI)**
- **Operations and decisions (OD)**
- **Personnel efficacy (PE)**
- **Evaluation practices (EP)**

Community Integration

- **Community is partner in delivering programs and services (paid and volunteers)**
- **Community members seen mainly as having assets rather than only having needs**
- **Organization seeks input from community on its effectiveness**
- **Organization has identified primary customers and where they live**
- **Multiple issues and concerns of customers intentionally addressed**
- **Programs demonstrated to be relevant to customer needs**
- **Methods of informing community about programs and services effective**
- **Program results reported out to key constituents in the community**



Operations and Decisions

- Program is outreach oriented and delivered in communities
- Programs/services readily available to primary customers
- Program has guidelines on internal operations
- Organization intentional about continuous program improvement
- Organization has system for reaching decisions
- Directors and staff participate in program planning
- Program planning results oriented/not activity oriented
- Nature of the intervention is clearly understood
- Intervention activities and expected results

Personnel Efficacy

- **System in place to track staff training, retraining, and cross-training**
- **Training and professional development opportunities available**
- **Staff participate in education and training opportunities**
- **Standards developed for staff competencies**
- **Staff meet on regular basis to discuss program issues**

Evaluation Practices

- **Program activities monitored**
- **Administrative processes and implementation monitored**
- **Agency establishes and monitors desired program results**
- **Methods of program delivery are evaluated**
- **Effects of programs and services formally assessed and evaluated**
- **Initial program planning has evaluation component**



Between Organization Elements

- **Community focus**
- **Partnership planning**
- **Partnership operations**
- **Evaluation and assessment**

Community Oriented

- **Community is aware of the collaboration and supports it**
- **Community feels supported by the collaboration**
- **Collaboration designed to mobilize the community**
- **Partners openly communicate about community issues and how they will be addressed**
- **Collaboration communicates its processes and successes to customer groups in community**
- **Collaboration understands the community, including its needs, concerns, assets, and opportunities**
- **Political climate is “friendly” to issues the collaboration addresses**
- **No known political or cultural issues that will jeopardize the partnership**

Partnership Planning

- Partners have developed and support a common mission
- There are partnership goals, in addition to goals of individual organizations
- Responsibility for resource development is determined and agreed upon
- Partnership members have built an interdependent approach to their work
- History of partners in collaboration is known, including successes and difficulties
- Past difficulties between partners addressed/resolved
- Collaboration includes diverse organizations
- Collaboration intentional about what it takes to sustain
- Sustainability plan is periodically revisited

Partnership Operations

- **Collaborator roles are defined and collaborators understand respective roles**
- **Roles are subject to revision**
- **Decision-making processes agreed upon regarding membership, leadership, and resource use**
- **Agency representatives can make decisions on behalf of their organizations**
- **Leadership is results-oriented and action-oriented**
- **Overall collaboration also oriented toward results and action**

Evaluation and Assessment

- **Collaboration collects information to assess its effectiveness**
- **Collaboration periodically revisits its mission, goals, desired results, and activities**
- **Collaboration results are reported out to key constituents**

Prevention Science

Implications

- **Social organization theory portrays multiple levels in communities**
 - Suggests leverage points
 - Avenues of change toward resilience
- **Building community capacity requires engines**
 - Collaborative partnerships a primary one
- **Collaboration requires intentionality and intensity**
 - Program indicators are action-oriented
 - Provide parts of a roadmap that gives direction to a collection of agencies and organizations

Building Community Capacity

- **Ultimately about resilience of individuals, families, and communities**
- **The key is mobilizing communities to solve problems and to enhance community assets**
 - Promoting sense of shared responsibility
 - Promoting collective competence
 - Supporting informal networks of social care
 - Engineering formal networks (collaborations) to strengthen networks of friends, associates, colleagues, and neighbors
- **Community change occurs when informal networks are activated and mobilized**

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