


Arkansas Local Advisory Council Summit
March 19-20, 2019

Capacity Building Training

**Arkansas
Prevention
Training**
Catherine Brunson
CADCA Trainer



March 19th & 20th, 2019

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Training Objectives

Participants will be able to:

- Understand the fundamentals of capacity building to assist coalition's development of a sustainable organization
- Gain knowledge of how to recognize capacity gaps and develop an action plan to recruit new members to fill identified gaps

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Definition of Capacity Building

"Increasing the ability and skills of individuals, groups and organizations to plan, undertake and manage initiatives."

The approach also enhances the ability of those individuals, groups and organizations to deal with future issues or problems.



-CADCA Capacity Building Primer

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Why is the involvement of community sectors critical to the work of the coalition in achieving community-level change?

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Coalition Capacity Building

- **Building Coalition Membership**
- Organizing the Coalition
- Enhancing Leadership
- Fostering Cultural Competence in Coalition Work

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Activity

Discuss and record:

Challenges with membership and recruitment/retention

Have a note taker at each table (collect for parking lot)

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Coalition Capacity—Membership

Targeted Recruitment and Engagement

1. Identify specific work to be done by the coalition
2. Identify who can do the work
3. Recruit the individuals and organizations

Getting the right person to the right meeting at the right time.



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Identify the “Work to be Done”

Identify specific tasks (work) the coalition needs to do:

- What SPF-related activities are the coalition engaged in?
- What strategies are the coalition currently working on?
- What knowledge, skills or resources are needed?

Develop the list based on the SPF and Strategic and Action Plans.





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Identify Who Can Do the Work

Individuals and Organizations can be identified by examining:

- Identify specific skills and resources needed
- Existing initiatives and coalitions
- Current and potential Sector involvement
- Community Map and “communities within communities”



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Engage Existing Coalitions & Initiatives

Find out what other coalitions and initiatives address ATOD, health, safety family and youth issues:

- What other efforts address substance use and related issues?
- What other organizations have similar goals, vision, mission, objectives and/or strategies?



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Identify Community Sectors

Determine which organizations and individuals from the sectors can work with the coalition on the tasks.

- Youth
- Parent
- Business
- Media
- Schools
- Government

- Youth Serving Organizations
- Religious / Fraternal Orgs.
- Civic / Volunteer Groups
- Healthcare Professionals
- Law Enforcement
- Others involved in ATOD



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Identify Skills and Resources

The coalition can identify the, knowledge, skills and resources the coalition needs to "do the work".

- Identify which are needed for your coalition's efforts.
- Determine which are not currently possessed by your coalition.




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Who should you ask to participate?


Take special care to reach out to populations who are generally overlooked, discriminated against, and excluded.

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How can people affected by a problem get involved?


- Planning processes
- Donating or fundraising
- Volunteering to staff the office, answer phones, etc.
- Research or writing
- Attending public events
- Serving on committees
- Taking leadership roles in a community partnership

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Recruit Individuals & Organizations to “Do the Work”

- Prioritize individuals and organizations to be recruited.
- For each potential member, identify
 - How they can contribute?
 - Identify their WIFM – How they will benefit from joining?

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Recruiting New Members

When preparing to ask an individual to join the coalition:


- Prepare talking points
- Identify an “influencer” to go with you
- If possible - ask their boss first
- Clarify expectations & provide options for their involvement
- Provide a range of “options for involvement”
- Describe the WIFM
- Anticipate their objections



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Overcoming Objections



I don't have the skills you want


I don't have time

My boss won't let me

I'm involved in other causes

I don't think drugs are a problem

I'm already on four community boards

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How do you get people involved?

- Know your audience
- Recognize strengths
- Recognize needs
- Support other interests of these groups
- Recognize that groups are made up of individuals
- Ask people individually for their participation
- Remain organized
- Match individual talents with the group's needs
- Make participants feel welcome
- Show appreciation for each person's contributions
- Know yourself

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How do you get people involved? (cont.)


- Define & clarify your plans, goals, and purposes
- Establish good communication
- **Use meeting time wisely!**
- Above all, keep a positive attitude

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Who are potential stakeholders?

- Primary stakeholders:
 - Beneficiaries or targets of the effort.
- Secondary stakeholders:
 - Those directly involved with or responsible for beneficiaries or targets of the effort.
 - Those whose jobs or lives might be affected by the process or results of the effort.
- Key stakeholders:
 - Government officials and policy makers.
 - Those who can influence others.
 - Those with an interest in the outcome of an effort.

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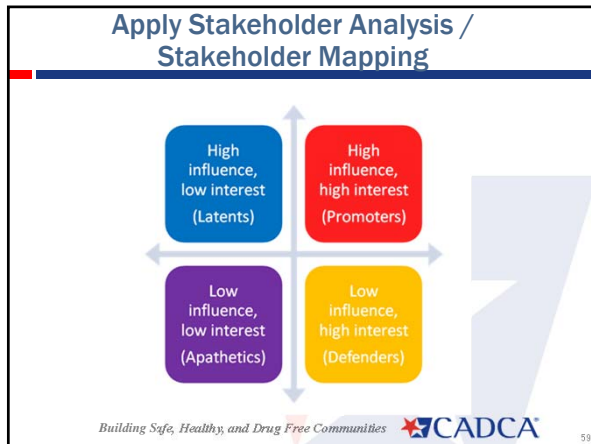
Why identify and analyze stakeholders and their interests?

- It strengthens your position if there's opposition.
- It creates bridging social capital for the community
- It increases the credibility of your organization.
- It increases the chances for the success of your effort.

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Stakeholder Analysis

- *Promoters* have both great interest in the effort and the power to help make it successful (or to derail it).
- *Defenders* have a vested interest and can voice their support in the community, but have little actual power to influence the effort in any way.
- *Latent* have no particular interest or involvement in the effort, but have the power to influence it greatly if they become interested.
- *Apathetic* have little interest and little power, and may not even know the effort exists.


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Engaging Youth

Considerations for Engaging Youth:

- **Opportunities must be real and meaningful**
- **Clearly define youth roles in coalition work**
- **Assess time and transportation requirements for youth involvement**
- **Ensure sufficient staff support**
- **Be prepared to act on the youth input**
- **Provide appropriate recognition**



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Retaining Coalition Members

To keep people involved in the coalition:

- Clarify their role (e.g., Job Description, Memorandum of Understanding (MOU) ?)
- Engage them immediately & appropriately (e.g., Subcommittee, Work Group, Key Leader Group)
- Share the coalition's goals and successes
- Ensure their WIFM is fulfilled
- Celebrate and acknowledge their contributions





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Building the Capacity for a Sustainable Coalition

- Building Coalition Membership
- **Organizing the Coalition**
- Enhancing Leadership
- Fostering Cultural Competence in Coalition Work




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“Form Follows Function”

Build the capacity to “do the work” of the coalition

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Coalition Capacity Building

Organizing for Success

Organization Chart

Timelines

Action Orientation

Decision Making

Organizational Structure

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Action Orientation

Develop a coalition culture of action by developing "action oriented":

- Meetings
- Agenda and minutes
- Planning

Coalition leadership must commit to supporting a culture of action.

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Fostering Cultural Competence

Cultural Competence:

" A set of **behaviors, attitudes and policies** that come together in a system, agency or program or among individuals, enabling them to function effectively in diverse cultural interactions and similarities within, among and between groups."

U.S. Dept. of Health and Human Services

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Fostering Cultural Competence


Understanding Cultural Competence is a process:

Cultural competence

Cultural sensitivity

Cultural awareness

Cultural knowledge

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Fostering Cultural Competence

Ways to build cultural competence:

- Affirm a coalition-wide commitment
- Assess coalition strengths and weaknesses
- Discuss within the coalition
- Engage in outreach with the community
- Address specific culture-related issues
- Provide information in different languages




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Activity

Make a list of tasks you need to accomplish in the next 3-6 months.

Identify an individual(s) or organization(s) who can contribute to the successful completion of the task.

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How Do I Access These Services?



Email: training@cadca.org

Phone: 1-800-54-CADCA ext. 240

Online: <http://www.cadca.org/webform/national-coalition-institute-technical-assistance-request-form>

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