

**BUILDING CAPACITY FOR SOCIAL CHANGE  
CONCEPT PAPER**

**A STRATEGIC APPROACH  
TO COMMUNITY TRANSFORMATION  
2002**

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# NATIONAL COMMUNITY DEVELOPMENT INSTITUTE BUILDING CAPACITY FOR SOCIAL CHANGE

## OVERVIEW OF NCDI'S CAPACITY BUILDING MODEL<sup>1</sup>

*Neighborhoods grow because of development and planning but it is vision, organizing, and indigenous leadership that create communities.*

*- NCDI Consultant*

### INTRODUCTION

Perhaps the most salient problem in communities of color is the socio-economic disparity that exists as a result of the pervasive racism and poverty in this country.<sup>2</sup> In virtually every sphere of community life (e.g., employment, education, housing, public health and criminal justice), there is social inequity resulting in blighted living conditions in communities of color.<sup>3</sup> The fundamental causes and consequences of community dysfunction have been well-researched and documented in the literature. Many of the root causes stem from historical inequities that have resulted in systemic forms of political disenfranchisement, economic dependency and social disorganization.

While low-income communities of color are centers of chronic disadvantage, they are also resilient communities with a wealth of *untapped* resources that can be mobilized to address the complex socio-economic problems.<sup>4</sup> There is growing evidence that communities of color can facilitate their own transformation, but too often lack the indigenous capacity to successfully address the challenging issues that confront them. Change and empowerment can and do occur, however, where there is a shared vision, strong leadership, effective organizing, stable organizations and a dynamic community-building spirit.<sup>5</sup>

### DEFINITION OF SOCIAL CHANGE

There is a large body of work on the subject of social change. Following are several useful definitions of this concept offered by individuals and organizations engaged in social change work.

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<sup>1</sup> The literature review for this report was prepared by Cole and Associates Consulting in Oakland, California.

<sup>2</sup> Bruce Katz, "Enough of the Small Stuff: Toward a New Urban Agenda," *Brookings Review*, Summer, 2000, pp 8-9.

<sup>3</sup> Jack Levin et al., *Social Problems: Causes, Consequences, Interventions* (California: Roxbury Publishing Company, 2000) 68-69.

<sup>4</sup> Peterman, *Ibid.*

<sup>5</sup> William Traynor, "Community Building: Hope and Caution", *SHELTERFORCE*, Sept/Oct. 1995, p. 12.

1. Social change is working comprehensively to improve the physical, social, and economic conditions affecting the quality of life for residents.<sup>6</sup>
2. Social change is activity to change the social structure in order to promote social welfare, often by creating new, alternative institutions that will serve people compassionately.<sup>7</sup>
3. Social change is large-scale, widespread, continuing, elementary collective action in pursuit of an objective that affects and shapes the social order in some fundamental aspect.<sup>8</sup>
4. Social change is working to redistribute money, power and resources, and to eliminate barriers that keep people from participating fully in society. Social change also means focusing efforts on changing the circumstances and the social and institutional systems that create barriers, inequities, and oppression.<sup>9</sup>
5. Social change is self-conscious action directed toward changing the social structure and/or ideology of a society that is carried on outside of ideologically legitimized channels or uses these channels in innovative ways.<sup>10</sup>

Using the core themes in the above statements, our working definition of “social change” is as follows:

*Social change is comprehensive, large-scale, collective community action to improve physical, economic and social conditions; redistribute power and resources; and transform social structures that perpetuate racial injustice and social inequity.*

It is broadly recognized that achieving social change in communities of color is a very daunting challenge. As the community-building field matures, it becomes more apparent that capacity building is a fundamental pre-requisite for achieving *genuine* social change in communities of color and that conventional technical assistance programs are not effectively addressing their complex capacity-building needs. NCDI is now positioned to respond to this challenge by providing culturally-based, technical assistance services utilizing capacity-building principles and methodologies focused on the pervasive issues of race and social change.

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<sup>6</sup> Center for Urban Poverty and Social Change, Available on-line at [http://povertycenter.cwru.edu/urban\\_poverty/dev/research/change.asp](http://povertycenter.cwru.edu/urban_poverty/dev/research/change.asp) Retrieved 8/9/02.

<sup>7</sup> Randy Schutt, “Definitions and Dimensions of Social Change”, *The Vernal Project*, Available on-line at <http://www.vernalproject.org/Papers/ChangeDimen-23W.pdf> Retrieved 8/9/02.

<sup>8</sup> Kurt Lang and Gladys Engle Lang, *Collective Dynamics* (New York: Thomas Y. Crowell Company, 1961) p. 490.

<sup>9</sup> Crossroads Fund, “About Crossroads: Table of Contents” Available on-line at <http://www.crossroadsfund.org> Retrieved on 8/9/02.

<sup>10</sup> Roberta Ash, *Social Movements in America* (Chicago: Markham Publishing Company, 1972) p 1.

## **CULTURALLY-BASED APPROACH**

NCDI understands that individuals, organizations and communities experience the world through the lens of culture and that the cultural lens has multiple and diverse dimensions. With regard to the issues of culture and capacity building, NCDI utilizes the term “culturally-based” to describe its approach rather than the term “culturally competent”. In our view, cultural competency is an important skill set, but it is not a strategic methodology to build community capacity for social change.

NCDI defines “culturally-based” capacity building as providing *transformational* technical assistance and training services for individuals, organizations and communities in their unique cultural contexts based on knowledge, experience and sensitivity to the issues of race/ethnicity, language, gender, sexual identity, socio-economic status, age and religion. Our work is guided by this particular perspective which shapes and informs how we engage communities, how we facilitate the process of social transformation and how we leave communities with the resources and tools to continue their own processes of growth and development.

NCDI has developed the following guiding principles for providing culturally-based, capacity-building services in communities of color:

- We are conscious of the cultural dynamics in diverse organizational and community settings;
- We listen and show profound respect for the community’s voice;
- We function as enablers/facilitators/resources/co-creators with the community;
- We help build the capacity for individuals, organizations and communities to engage in their own cultural self-assessment and to solve their own problems;
- We help communities to think globally about the social change process and community building;
- We identify, document, synthesize and transfer knowledge about lessons learned and return it to the community, because it belongs to them; and
- We incorporate the lessons learned into our own institutional practices so that we continuously provide customized services that are relevant and responsive to community needs.

NCDI is engaged in an on-going developmental process to become an authentic culturally-based organization – i.e., one that can integrate and transfer knowledge about the cultural dynamics of organizations and communities into specific policies, practices and standards to enhance the quality and effectiveness of our technical assistance and training services.

## **THE TRADITIONAL PARADIGM**

The traditional approach to community development has focused on the planning and implementation of revitalization programs based on funding priorities set by foundations and governmental agencies. During the past decade, many funders also recognized the need to support capacity building and invested in technical assistance programs to promote organizational effectiveness among their grantees.

The first phase of engagement is usually the funding of a single organization or collaborative to implement a specific project often with technical assistance support. Typically, those projects have concrete goals and are designed to improve some aspect of community life. The technical assistance intervention for organizations tends to focus on improving effectiveness in the areas of governance, management/operations, finance, programs and services and/or community relations. Technical assistance activities for collaboratives normally focus on governance, structure/operations, program planning/development, relationship-building and communications. (See Chart I)

The second phase of engagement is usually a planning process where a broad cross-section of key stakeholders and other interested parties come together to develop a comprehensive program plan. The technical assistance intervention normally focuses on activities designed to support the community planning process.

The third phase of engagement typically involves the investment of financial resources to implement the priority projects in the program plan. In this phase, the technical assistance intervention is usually focused on both organizational effectiveness and program/project implementation.

The fourth phase of engagement is characterized by on-going implementation of community projects and the development of a sustainability or transition plan by the organization/collaborative. The technical assistance intervention tends to focus on organizational effectiveness, program/project implementation and transitional planning.

Despite the generous support of funders and the dedicated service of community leaders, the traditional paradigm for building capacity in communities of color has not worked. Of course, someone usually benefits in important ways whenever strong partnerships are formed to address community issues. However, there is little evidence that community organizations are stabilized, that community plans have enduring impact, or that genuine social change occurs as a direct result of conventional technical assistance programs.

## **OUR THEORY OF CHANGE**

The capacity-building model developed by NCDI is based on our 20 years of field experience<sup>11</sup> as a technical assistance provider in communities of color. Over the past two decades, NCDI has provided technical assistance services to more than one thousand organizations in thirty-two states.

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<sup>11</sup> NCDI was founded by the Community Development Institute (CDI), a community-based organization in East Palo Alto, California with more than two decades of on-the-ground experience in serving communities of color.

Based on our extensive experience, NCDI has developed the following theory of change to guide our capacity-building work in communities of color:<sup>12</sup>

- There is a critical need for communities of color to develop the *indigenous* capacity to achieve social change.
- Customized, culturally-based, capacity-building programs are a fundamental prerequisite for engaging communities of color in a genuine social change process.
- The three primary goals of capacity building are: (1) *organizing and engaging people*, (2) *strengthening institutions* and (3) *developing and transforming communities*.
- The four phases of the capacity-building process are: (1) Designing the Initiative, (2) Community Planning, (3) Community Revitalization, and (4) Community Sustainability.
- At each phase of the capacity-building process, the six focal areas of transformational activity are: (1) Community Outreach/Civic Engagement; (2) Community Infrastructure Development; (3) Relationship-Building, (4) Community Development, (5) Organizing and Advocacy for Institutional Change and (6) Community Research and Evaluation.<sup>13</sup>
- Working in partnership with NCDI and its network of culturally-diverse consultants, communities of color can achieve social transformation with the support of outcome-focused, results-oriented, capacity-building programs.
- As a result of NCDI's capacity-building model, there will be stronger, healthier, more resilient communities of color with the leadership, infrastructure, and civic participation to effect social change, shape public policy and influence the political economy in a diverse society.

#### **OUR MODEL: BUILDING CAPACITY FOR SOCIAL CHANGE**

Building Capacity for Social Change (BCSC) is a strategic approach to engaging communities of color in a transformational process to address chronic socio-economic disparities and significantly improve the quality of life. The BCSC model is the conceptual framework that defines and integrates the programs and services offered by NCDI. Within this framework, our firm is implementing new methodologies to improve the delivery, advance knowledge and establish professional standards for capacity-building work in communities of color.

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<sup>12</sup> See Attachment I for an unabridged statement of the NCDI Theory of Change.

<sup>13</sup> See Chart II: Building Capacity for Social Change Model, Six Focal Transformation Areas.

BCSC is a four-phased process designed to facilitate and support the social change process in communities of color. The four phases are (1) Designing the Initiative, (2) Community Planning; (3) Community Revitalization, and (4) Community Sustainability.

### ***Designing the Initiative through Project Development (3-6 Months)***

The design phase focuses on informing the community about the initiative, conducting an initial community assessment and developing a culturally-based, customized, capacity-building plan. The core activities are:

- *Community Outreach/Civic Engagement:* Doing targeted outreach to diverse community groups and engaging in public education activities to share information about the initiative and local community issues.
- *Community Infrastructure Development:* Developing an initial inventory of community assets by identifying local leadership, organizations, stakeholder groups and capacity-building programs.
- *Relationship Building:* Identifying and mapping existing community (people-to-people, organizational and institutional) networks and convening multi-issue community forums.
- *Community Development:* Reviewing previous/current planning projects and developing a culturally-based, participatory community planning process for the initiative.
- *Organizing and Advocacy for Institutional Change:* Reviewing historical information on the community and identifying existing advocacy organizations/campaigns.
- *Community Research and Evaluation:* Compiling information on community history, demography, organizations, leadership groups, networks, planning projects, advocacy campaigns and capacity-building programs.

#### *Social Change Indicators*

- ✓ Community Outreach/Education Activity
- ✓ Community Research/Assessment:
  - Leadership, Organizations, Stakeholder Groups and Capacity-Building Programs (Community Infrastructure)
  - People-to-People, Organizational and Institutional Networks (Relationship-Building)
  - Social Justice History and Advocacy Campaigns (Organizing/Advocacy for Institutional Change)
- ✓ Community Planning Process

## ***Community Planning through Visioning and Strategy Development (Years 1 –2)***

The community planning phase focuses on engaging diverse groups in a comprehensive visioning and strategy development process. The core activities are:

- *Community Outreach/Civic Engagement:* Doing effective outreach and organizing to involve constituency groups in formulating a comprehensive strategy for community change and implementing a public education program on community building and neighborhood revitalization.
- *Infrastructure Development:* Providing leadership training to effectively engage residents in community planning and mapping organizational assets as part of the planning process.
- *Relationship Building:* Initiating a long-term process of cross-cultural bridge-building through community planning, multi-cultural dialogue and cultural events; and promoting inter-agency communications and networking.
- *Community Development:* Implementing an inclusive, culturally-based planning process including visioning and goal-setting; program development; resource planning and partner identification.
- *Organizing and Advocacy:* Sharing stories about community life for purposes of issue and strategy identification and conducting an environmental scan for community mapping.
- *Community Research and Evaluation:* Compiling community stories, conducting an environmental scan and doing community mapping.

### *Social Change Indicators:*

- ✓ Community Participation
- ✓ Leadership Training Activities
- ✓ Multi-Cultural Communication
- ✓ Community Planning Process/Products
- ✓ Environmental Scan/Asset Map

## ***Community Revitalization thorough Neighborhood Renewal (Years 2-5)***

The community revitalization phase focuses on implementing the comprehensive plan to develop leadership, strengthen organizations, improve social and material conditions and address key policy issues. The core activities are:

- *Community Outreach/Civic Engagement:* Doing targeted outreach to priority populations based on community goals and implementing a public education program on community empowerment and social change.



- *Infrastructure Development:* Implementing leadership development programs and providing technical assistance and training to strengthen and stabilize community-based organizations/networks/collaboratives/service delivery systems.
- *Relationship Building:* Promoting cross-cultural bridge-building through program development/implementation, community dialogues, cultural celebrations and multi-cultural education programs; and promoting inter-agency collaboration/partnerships.
- *Community Development:* Implementing community projects to change local conditions through physical/economic/social development, service delivery coordination, resource leveraging and program monitoring/review.
- *Organizing and Advocacy:* Doing community research, developing a policy agenda and engaging in policy/advocacy campaigns with regional support.
- *Community Research and Evaluation:* Assessing program/project outcomes, identifying best practices and engaging in comparative neighborhood analysis.

*Social Change Indicators:*

- ✓ Community Leadership/Involvement
- ✓ Leadership Development and Organizational/Collaborative Effectiveness
- ✓ Cross-Cultural Relationships
- ✓ Socio-Economic Changes
- ✓ Advocacy Campaigns

***Community Sustainability through Comprehensive Community Development (Years 5-7)***

The community sustainability phase emphasizes capacity transfer and social transformation through comprehensive community development. The core activities are:

- *Community Outreach/Civic Engagement:* Doing constituent-led outreach to priority populations based on community goals and implementing a public education program on community empowerment and social change.
- *Infrastructure Development:* Identifying leadership transition strategies and implementing capacity building programs to develop sustainable and accountable community-based institutions.
- *Relationship Building:* Promoting higher levels of social organization through community development programs, mutual support networks, institutional diversity, and inter-agency partnerships/networks.
- *Community Development:* Implementing physical/economic/social development programs, establishing service delivery networks, forming funding partnerships, and monitoring programs/projects.

- *Organizing and Advocacy:* Doing community research, forming strategic alliances/regional partnerships, and implementing policy initiatives/campaigns that promote systemic institutional change with community accountability.
- *Community Research and Evaluation:* Documenting program/project impacts, disseminating information about lessons learned and replicating programs.

*Social Change Indicators:*

- ✓ Civic Engagement
- ✓ Institutional Development & Organizational Effectiveness/ Accountability
- ✓ Cross-Cultural Partnerships/Networks
- ✓ Systems and Services
- ✓ Quality of Life Indices

**OUTCOME-FOCUSED/RESULTS ORIENTED METHODOLOGY**

Outcome-based, results-oriented planning and evaluation is a systematic way of designing and implementing programs in order to assess the extent to which they achieve the desired goals and produce the intended results.<sup>14</sup>

As an essential part of the program design for the BCSC model, NCDI developed a set of social change outcomes linked to the six focal transformational areas of the BCSC model.<sup>15</sup> In summary, these outcomes are:

- *Organizing and Engaging People*
  - Social awareness and civic participation
  - Leadership development
  - Social relationships among diverse groups
  - Constituent involvement in project planning/implementation/evaluation
  - Constituent involvement in policy advocacy
  - Knowledge of community history/demography and best practices/lessons learned in the community building field
- *Strengthening Institutions*
  - Organizational effectiveness
  - Sustainable resources
  - Strong Partnerships

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<sup>14</sup> Jane Reisman and Judith Clegg, Outcomes for Success! (Seattle: The Evaluation Forum, 2000) p 9.

<sup>15</sup> See Chart III: Building Capacity for Social Change Model, Summary of Outcomes for Six Focal Transformation Areas.

- Developing and Transforming Communities
  - Civic engagement in the community-building process
  - Capacity-building programs to develop sustainable community-based institutions
  - Multi-ethnic/multi-issue/multi-sector partnerships and institutional diversity
  - Neighborhood revitalizations programs and service delivery networks
  - Strategic alliances and local/regional policy reform
  - Documentation/dissemination of community lessons and replication of programs in the field

## **PROJECT MANAGEMENT**

Project management is the process of planning, organizing, and managing tasks and resources to accomplish a well-defined objective, usually within constraints on time, resources, or cost. A project management process usually consists of a series of concrete tasks including start-up, design, implementation, assessment and re-design activities that are informed by continuous data gathering and supported by effective communication procedures. Normally, the successful completion of these tasks results in achievement of project goals.<sup>16</sup>

NCDI has developed a project management system for implementing culturally-based, technical assistance programs in communities of color. For each project, NCDI selects a project team, creates a project plan, provides technical assistance services, tracks and documents activities, and prepares periodic reports indicating progress toward achieving project goals and outcomes.

## **CONCLUSION**

We stand at the gateway of a new millennium. On the one hand, we are living in an era of unprecedented human achievement with astonishing developments in science, technology, medicine, communications and other fields of human endeavor. On the other, we are witnessing a profound human crisis in communities of color evidenced by institutional forms of political, economic, social and cultural inequities.

It seems likely that the future of communities of color will largely depend on whether they are able to develop the capacity to chart their own future by articulating a vision, developing a social infrastructure and speaking with one strong voice to influence policy, improve services and change institutional practices. NCDI invites our partners in the philanthropic sector to invest in a promising capacity-building model to achieve these strategic goals.

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<sup>16</sup> “Expert Logic: Definition of Project Management”, Internet and IT Business Solutions, Available on-line at <http://www.expertlogic.com.au/projdefinition.htm>

## ATTACHMENT I NCDI THEORY OF CHANGE FOR THE BCSC MODEL

The National Community Development Institute (NCDI) has developed the following theory of change to guide our capacity-building work in communities of color:

- There is a critical need to develop the *indigenous* capacity to achieve social change in communities of color.
- Customized, culturally-based, capacity-building programs are a fundamental prerequisite for engaging communities of color in a genuine social change process.
- The three primary goals of capacity building are (1) *organizing and engaging people*, (2) *strengthening institutions* and (3) *developing and transforming communities*.
- The four phases of the capacity-building process are:
  - Designing an initiative through project development;
  - Community planning through visioning and strategy development;
  - Community revitalization through neighborhood renewal programs;
  - Community sustainability through comprehensive community development.
- At each phase of the capacity-building process, the six focal areas of transformational activity are:
  - Community Outreach and Education: Informing and engaging constituents and key stakeholder groups;
  - Community Infrastructure Development: Training indigenous leadership; developing stable organizations and building the institutional capacity for social change;
  - Relationship Building: Establishing relationships and forging strong partnerships across racial and cultural fault lines;
  - Community Development: Improving the quality of life by changing material and social conditions; and
  - Organizing and Advocacy for Institutional Change: Empowering the community to achieve institutional change and policy reform.
  - Community Research and Evaluation: Documenting stories and disseminating information about lessons learned in the community-building field.
- Working in partnership with NCDI and its network of culturally-diverse consultants, communities of color can achieve social transformation with the

support of outcome-focused, results-oriented, capacity-building programs focusing on:

- Building social awareness and engaging diverse constituency groups in a comprehensive community-building process (Outreach and Education);
  - Establishing capacity building programs to develop indigenous leadership and sustainable community-based institutions (Community Infrastructure Development);
  - Achieving higher levels of social organization evidenced by positive people-to-people relations, multi-ethnic/multi-issue/multi-sector partnerships, and institutional diversity (Relationship Building);
  - Implementing neighborhood revitalization programs and forming service delivery networks to change physical, economic and social conditions (Comprehensive Community Development);
  - Forming strategic alliances and implementing local/regional policy initiatives that promote systemic institutional change with community accountability (Organizing and Advocacy for Institutional Change).
  - Documenting and disseminating information to promote accountability, improve program quality, and market successful programs.<sup>17</sup>
- As a result of NCDI's capacity-building model, there will be stronger, healthier, more resilient communities of color with the leadership, community infrastructure, and civic participation to effect social change, shape public policy and influence the political economy in a diverse society.

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<sup>17</sup> Reisman and Clegg, *Ibid.*, P. 12.

## **ATTACHMENT II NCDI COMMUNITY-LEVEL OUTCOMES FOR THE BCSC MODEL**

The National Community Development Institute (NCDI) has identified the following community-level outcomes for our capacity-building work in communities of color. These are the primary outcomes for the three main goals of the BCSC capacity-building process.

- *Organizing and Engaging People*
  - Community Outreach/Civic Engagement
    - ✓ Constituent-led outreach and education programs to build social awareness and increase civic participation
  - Community Infrastructure Development
    - ✓ Capacity building programs to develop indigenous leadership
  - Relationship Building
    - ✓ People-to-people relationships and support networks
  - Comprehensive Community Development
    - ✓ Cross-cultural bridge building activities
  - Organizing and Advocacy for Institutional Change
    - ✓ Resident leadership in developing/advocating a policy agenda
  - Community Research and Evaluation
    - ✓ Documenting stories and disseminating information about lessons learned in the community-building field.
  
- *Strengthening Institutions*
  - Organizational Effectiveness
    - ✓ Governance, management/operations, finance, programs/services and community relations
  - Sustainable Resources
    - ✓ Funding, people and capital assets
  - Strong Partnerships
    - ✓ Local collaborations, regional networks and state/national affiliations

- *Developing and Transforming Communities*
  - Community Outreach/Civic Engagement
    - ✓ Civic engagement in the community-building process
  - Community Infrastructure Development
    - ✓ Capacity building programs to develop sustainable community-based institutions
  - Relationship Building
    - ✓ Multi-ethnic/multi-issue/multi-sector partnerships
    - ✓ Institutional diversity
  - Comprehensive Community Development
    - ✓ Neighborhood revitalization programs and service delivery networks to change physical, economic and social conditions
  - Organizing and Advocacy for Institutional Change
    - ✓ Strategic alliances and local/regional policy initiatives that promote systemic institutional change with community accountability
  - Community Research and Evaluation
    - ✓ Documenting and disseminating information to promote accountability, improve program quality, and market successful programs

**INSERT CHART I, II AND III**



**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
DESCRIPTION OF BCSC PROGRAM MODEL  
2005**

**BUILDING CAPACITY FOR SOCIAL CHANGE  
IN COMMUNITIES OF COLOR**

The mission of National Community Development Institute is to build capacity for social change in communities of color and other underserved communities in a culturally-based way. Our guiding vision is to build strong, healthy, resilient communities of color with the leadership, social infrastructure and civic participation to effect social change in a diverse society.

NCDI offers capacity building support in four key areas:

*Organizational Services*

Providing technical support in culturally-based way to improve organizational effectiveness

*Community Building*

Co-designing and implementing capacity-building initiatives that have the potential to change social conditions and inform the community-building field.

*Education and Training*

Designing and implementing professional development programs for organizational leaders, consultants and other practitioners working in communities of color.

*Community-Based Research and Evaluation*

Documenting and disseminating information about best practices in the community-building field.

**Culturally-Based Capacity Building**

NCDI understands that individuals, organizations and communities experience the world through the lens of culture and that the cultural lens has multiple and diverse dimensions. NCDI defines “culturally-based” capacity building as providing *transformational* technical assistance and training services for individuals, organizations and communities in their unique cultural contexts based on knowledge, experience and sensitivity to the issues of race/ethnicity, language, gender, sexual identity, socio-economic status, age and religion. Our work is guided by this particular perspective that shapes and informs how we engage communities, how we facilitate the process of social transformation, and how we leave community members with the resources and tools to continue their own processes of growth and development.

**Guiding Principles**

NCDI has developed the following guiding principles for providing culturally-based, capacity building services in communities of color:

- We are conscious of the cultural dynamics in diverse organizational and community settings;
- We listen to and show profound respect for the community’s voice;

- We co-design the social change process with the community;
- We focus on building indigenous capacity in communities;
- We help communities to think globally, to see the big picture;
- We identify, document, synthesize and transfer knowledge about lessons learned and return it to the community, because it belongs to them; and
- We incorporate the lessons learned into our own institutional practices so that we continue to grow as an organization.

### **Capacity-Building Approach**

NCDI has developed a strategic approach for promoting social change in communities of color through its capacity-building programs. Our approach, called *Building Capacity for Social Change (BCSC)*, is summarized below:

- The three primary goals of the capacity building process are:
  - Organizing and engaging people.
  - Strengthening organizations and networks.
  - Developing and transforming communities.
- The four main phases of the capacity-building process are:
  - Co-designing an initiative with the community.
  - Community visioning and strategy development to define and guide the social change process.
  - Implementing community revitalization projects to develop leadership, strengthen organizations/networks, solve problems, improve conditions and address key policy issues.
  - Building a sustainable community by developing the social infrastructure and regional partnerships to sustain the local revitalization process.
- The six core areas of social transformation (at each capacity-building phase) are:
  - Community Engagement: organizing, training and involving community members and key stakeholder groups in the social change process.
  - Infrastructure Development: developing effective organizations/networks and building institutional capacity for social change.
  - Relationship Building: establishing relationships and forging strong partnerships across identity, sector and geographic fault lines.
  - Community Development: improving the quality of life by changing the material and social conditions in communities.

- Organizing and Advocacy for Institutional Change: mobilizing and empowering community residents to voice their interests and advocate for policy change and institutional accountability.
- Community Research and Evaluation: documenting and disseminating information about the social change process in communities.

When conducting our capacity building activities, we are constantly examining how to strategically build individual, organizational and community capacity for social change.

### **Developing Sustainable Organizations**

Each year, NCDI provides services to more than 100 nonprofit organizations and neighborhood-based coalitions across the nation. Our target population is primarily community organizations serving low-income, communities of color. A fundamental goal of our capacity building work is to transform these indigenous groups into stable organizations that can manage and sustain the community building process over time. NCDI utilizes the following framework for assessing and strengthening organizational capacity in seven key areas:

1. ***Organizational Identity (Vision, Mission, Values, Strategies and Niche):*** Defining the basic purposes, strategic aims, operating principles, core functions and unique role of an organization.
2. ***Leadership and Governance:*** Developing effective boards that govern with vision, competence, and compassion.
3. ***Organizational Planning:*** Developing long-term and short-term plans to achieve the strategic goals of an organization.
4. ***Finance:*** Developing a feasible resource development strategy and sound fiscal management practices.
5. ***Systems and Infrastructure:*** Establishing policies and procedures in the areas of human resources, office operations, facility management and technology to support the ongoing functioning of an organization.
6. ***Human Resources:*** Recruiting, training and maintaining an effective staff team.
7. ***Program Development/Management/Evaluation:*** Developing and implementing program planning, management and evaluation systems.

These seven capacity areas are generally accepted in the management services field as the core elements for building a sustainable organization. NCDI differs from other management service organizations by providing capacity-building services that are rooted in the culture and context of the community.

## *WHO DO WE WORK WITH?*



### Three Primary Goals:

- Organizing and engaging people
- Strengthening organizations and networks
- Developing and transforming communities

## HOW DO WE WORK WITH THEM?



**Culturally-Based Capacity Building: *providing transformative technical support and training services in cross-cultural contexts based on knowledge of, experience with and sensitivity to the issues of race, language, ethnicity, gender, religion, sexual orientation, ability, geography, age, socio-economic status and other key aspects of culture.***

**CULTURALLY-BASED CAPACITY-BUILDING  
HOW WE WORK WITH INDIVIDUALS, ORGANIZATIONS AND COMMUNITIES**

	<b>WE WORK FROM THE COMMUNITY</b>	<b>WE WORK WITH THE COMMUNITY</b>	<b>WE WORK TO INFORM COMMUNITIES</b>	<b>WE WORK TO CHANGE COMMUNITIES</b>
<b><i>Operating Principles</i></b>	We honor indigenous wisdom and value community assets.	We share power and form equal partnerships.	We learn new ways to address old problems.	We use indigenous knowledge to change communities.
<b><i>Core Beliefs</i></b>	People have a wealth of knowledge/expertise and the potential to change communities.	Community residents must define the social change strategy and capacity-building plan.	Continuous learning is essential for dynamic social change.	Community change occurs when there is vision, leadership, organization and a dynamic spirit.
<b><i>Key Strategy</i></b>	We empower people, organizations and communities to be agents of their own change process.	We co-design and customize the capacity-building process.	We focus on the root causes of problems, not the current crisis or short-term issues.	We develop local leadership and effective organizations with the capacity to build capacity for social change.
<b><i>Basic Approach</i></b>	We listen to and learn from our clients. We value and are guided by indigenous knowledge in our work with communities.	We perform a cultural assessment, conduct asset inventories and co-author the design and implementation processes.	We are co-learners with our clients. We create learning partnerships to inform our analysis and our actions.	We develop management and leadership capacities, then organizational change capacities, and then community transformation capacities.
<b><i>Key Challenges</i></b>	Communities have a history of being marginalized. Valuing indigenous knowledge and self-responsibility are not the norm.	Communities view the NCDI team as “the expert”. They lack confidence in their ability to chart their own destiny.	Communities lack experience in results-based program planning and data management systems.	Communities want “quick fix” solutions to problems. They often lack or do not sustain interest in long-term social change initiatives.

**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
BCSC “WAYS OF WORKING” SUMMARY**

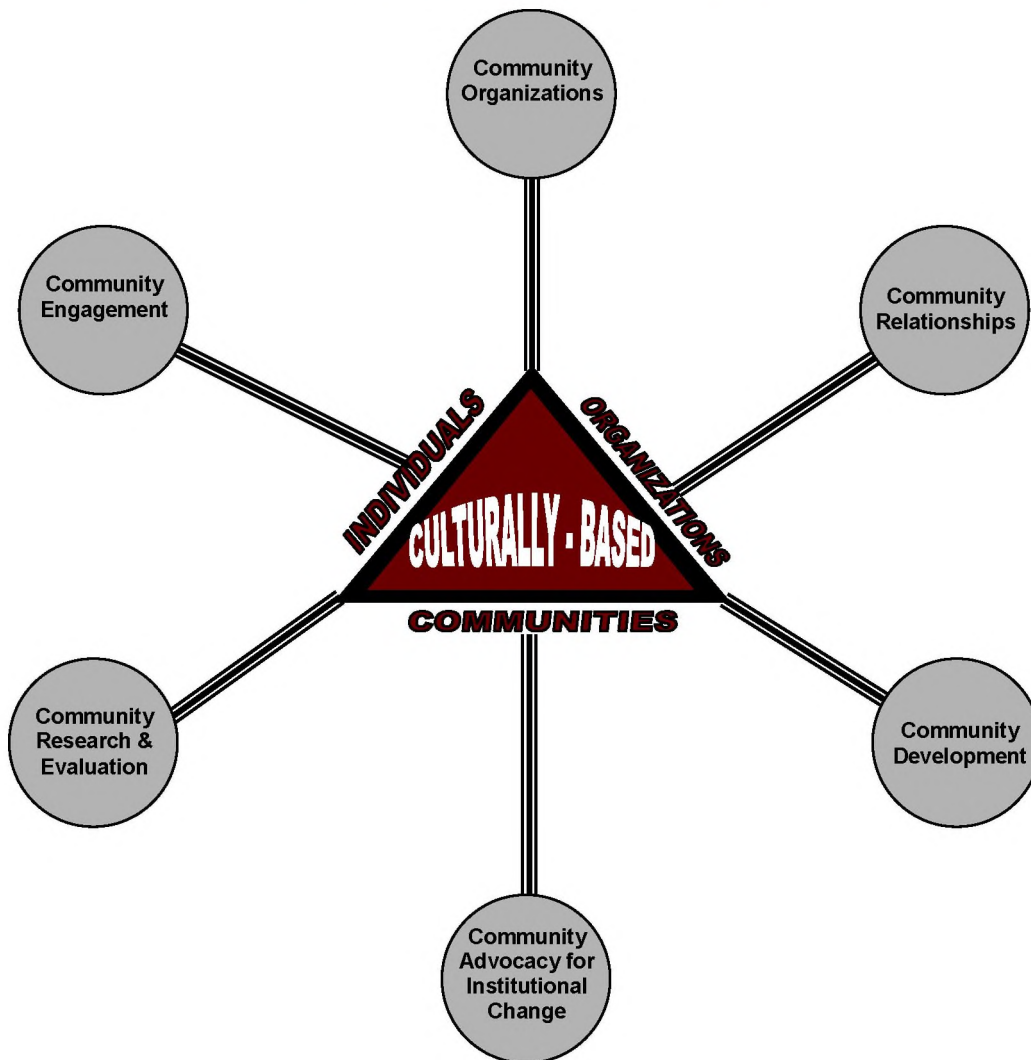
<b>CORE PRINCIPLES</b>	<b>WAYS OF WORKING</b>	<b>THE SELF THAT ONE BRINGS TO THE WORK</b>
We work from the community by listening and learning.	<ul style="list-style-type: none"> <li>• Listen to and learn from community voices</li> <li>• Gather information from multiple community sources</li> <li>• Build trust with community members</li> <li>• Use project teams who understand the cultural norms in communities</li> <li>• Leave personal assumptions and biases at home</li> </ul>	<ul style="list-style-type: none"> <li>• Be humble</li> <li>• Have an open heart and an open mind</li> </ul>
We work with the community by co-designing the change strategy.	<ul style="list-style-type: none"> <li>• Work as a peer, not as an expert</li> <li>• Be community-driven</li> <li>• Form genuine partnerships</li> <li>• Co-design the social change process</li> <li>• Adapt methods based on changing community needs</li> <li>• Be mindful of race, class and power dynamics at play in every organization and community</li> </ul>	<ul style="list-style-type: none"> <li>• Put the community first rather than yourself</li> <li>• Be transparent</li> </ul>
We work in the community by facilitating action and learning.	<ul style="list-style-type: none"> <li>• Develop core strategies and action plans with the community</li> <li>• Develop a learning agenda with the community and promote continuous learning</li> <li>• Collect and share information on best practices</li> <li>• Utilize peer learning techniques</li> <li>• Document and disseminate information on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Be a co-learner in the capacity-building process and be willing to learn from mistakes</li> <li>• Be the best community servant possible</li> </ul>
We work for the community to build capacity for social transformation.	<ul style="list-style-type: none"> <li>• Promote diverse participation</li> <li>• Develop a shared vision and common goals</li> <li>• Develop results-oriented community plans</li> <li>• Focus on building capacity in six areas: informing/engaging people, strengthening organizations, building cross-cultural relationships, improving conditions, advocating for policy change and documenting/telling the community’s story.</li> </ul>	<ul style="list-style-type: none"> <li>• Be a neutral facilitator and a people connector</li> <li>• Practice tough love... challenge people to do the right thing</li> </ul>

<p style="text-align: center;"><b>NATIONAL COMMUNITY DEVELOPMENT INSTITUTE</b> <b>BCSC STANDARDS OF PRACTICE</b></p>
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1. **Listen and learn.** Deep and true listening is an attitude that is fundamentally driven by the belief that there is much to learn from community voices. Listening as an attitude comes from the heart, by caring, respecting and honoring the stories that are being shared.
2. **Allow residents to lead.** Residents have the basic right to decide. They must define their own goals, develop their own plans and make their own decisions about the future direction of their community.
3. **Allow organizational leaders to lead.** The primary role of the consultant team is to assist key stakeholders to develop a broad consensus and dynamic strategy for resolving problems and achieving their organizational and community goals.
4. **Develop authentic partnerships that include honesty and communication.** This is the foundation of trust which in turn enables change.
5. **Know your own culture.** Knowing one's own culture and respecting differences go hand in hand as important steps against judging others from one's own limited frame of reference.
6. **Respect differences.** Build bridges across racial and cultural identity groups in the community by addressing and celebrating our cultural differences.
7. **Learn and respect our community partner's history.** The histories of communities of color have been misrepresented, misappropriated, exploited and denied. Make the space for community leaders to share their stories.
8. **Encourage participation.** Be sensitive to different modes of communication and different personality styles. Create spaces for community voices and allow everyone to take responsibility for his or her own learning.
9. **Collaborate with the client at all levels.** The consultant is not the problem-solver. The client's voice, perspectives, timing and insights are crucial to the learning process and to sustaining the community change work.
10. **Develop institutional capacity.** Institutional capacity is necessary for long-term, sustained success.
11. **Respect client confidentiality.** Honor the trust that the client places in you.
12. **Be transparent about how we work.** Maintain trust through clear and open communication.



## WHAT DO WE DO?



We believe that building capacity in these six transformational areas is necessary for social change to occur.

## What Do We Do?

NCDI focuses on building capacity for social change in six key areas in communities of color:

- *Community Engagement.* Informing, connecting and engaging people in the social change process.

It is common for policy-makers and funders to not involve residents and/or constituents, other than board members, in strategic roles. This is simply a waste of valuable community talent in these challenging times. Resident leaders can help community organizations plan, design and implement programs to meet community needs. They can play a lead role in implementing outreach, education and leadership development programs for residents. They can also assist with setting evaluation benchmarks to measure progress toward achieving community-defined goals. Success with any community engagement process will be greatly enhanced when community members are deliberately engaged and when they see themselves as owners and drivers — the solution-makers — not merely as observers and passive consumers.

- *Community Organizations.* Building strong organizations and networks and developing institutional capacity for social change.

Community organizations often play an indispensable role in communities of color. They organize residents, provide a wide array of critical services, implement community development programs and advocate for better policies and practices. They are often seen by policy-makers and those outside of the community as important information and knowledge gateways to the inner life of the community. These are some of the main reasons why community leaders and members need to focus on strengthening community organizations and ensuring that they are accountable.

- *Community Relationships.* Building relationships and forming viable partnerships across racial, social and cultural communities.

Across the country, communities are struggling with racial, ethnic and cultural dynamics that result from fighting over scarce resources; language differences; different cultural norms; and prejudice and stereotypes that are perpetuated in mass media. When strong relationships are built in communities of color, people from different cultural backgrounds are more likely to overcome conflicts and continue working together during good times and bad. Building community relationships is perhaps the most important factor in sustaining community transformation; yet it is a need that usually is not understood, not valued, and not addressed.

- *Community Development:* Improving the quality of life by changing material and social conditions in the areas of economics, education, health, housing, public safety and family life.

In a very practical sense, capacity-building work is about improving the quality of life for children, youth and families living in communities of color. This is not just about providing social services in communities. More importantly, it's about changing the social conditions, power relationships, cultural norms and institutional practices that keep our people oppressed. Too often, community development decisions about complex issues like land-use planning, affordable housing, economic development and public transportation, are not made in the best interests of communities of color and don't involve a significant number of residents. Capacity building can play an important role in enabling residents to lift their voices to advocate for social change in the community development process.

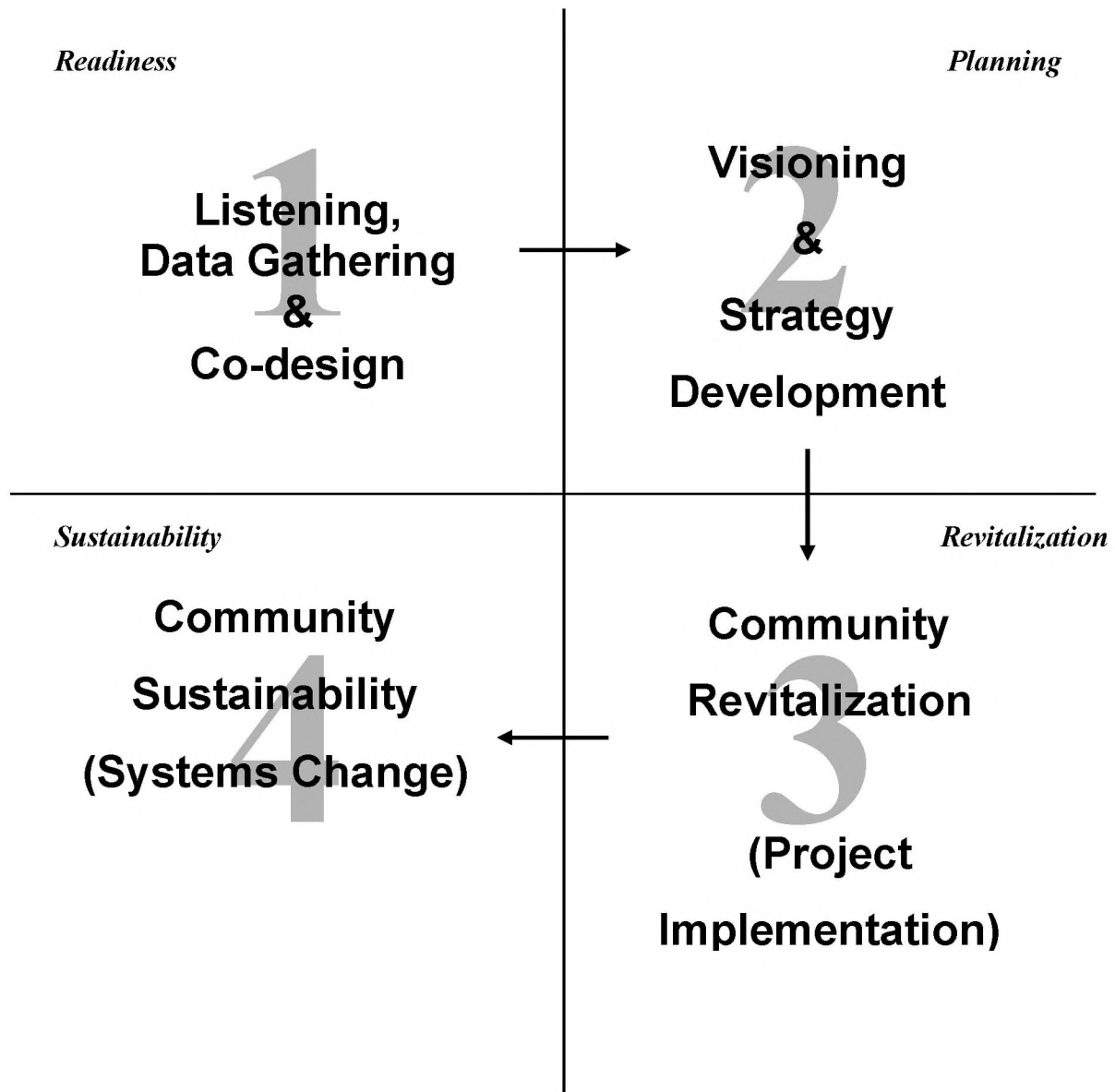
- *Community Advocacy for Systems Change:* Changing institutional policies, practices and modes of investment.

Community leaders and residents often find the policy decision-making process an alienating and foreign practice that is full of its own language, protocols and set of assumptions. The most challenging yet critical aspect of advocacy and systems change work is to help develop a community-based process that will be used to hold community organizations and public institutions accountable to attaining shared goals. Including and expanding the voices of citizens and residents in advocacy and systems change work will help lead to more sensible, relevant and meaningful public policies — an indispensable step in establishing a truly democratic civil society.

- *Community Research and Evaluation:* Documenting and telling the community-building story from the perspective of the community.

Unfortunately, the work of research and evaluation, much like community development and policy advocacy, has been consigned by and large to academics and other “professionals” who are external to communities of color. However, old research and evaluation paradigms are beginning to shift. Residents and leaders need to be involved in evaluation processes not only as consumers of final reports, but also as active researchers, data gatherers, focus group facilitators, door-to-door surveyors, report writers, picture takers, meeting documenters, graphic recorders and the like.

## HOW DO WE DO IT?



## **Capacity Building for What?**

Below is a list of suggested indicators/benchmarks for each phase of the capacity-building process -- which have been called the “8 P's of capacity building”. In other words, when capacity building works, the following types of things have to happen:

### Community Engagement

- Participation – A critical mass of people are more aware and actively engaged in the community change process.

### Community Organizations

- Place: There are anchor community organizations which are more stable, share a common sense of purpose and work together for community change.

### Community Relationships

- Partnerships – People and organizations are better connected and work together more consistently and more effectively.

### Community Development

- Plan – Community members are moving in the same direction and working toward a common goal.
- Programs – Programs and services are more accessible, better coordinated and have greater impact.

### Community Advocacy for Systems Change

- Policy – Public policies are changed with a positive impact on the community.
- Power – Community members have a voice and a place at the decision-making table.

### Community Research and Evaluation

- Promotion – Community members are able to document their work and tell their story in compelling ways to key audiences.

## BCSC PHASES AND FOCAL TRANSFORMATION AREAS

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING AND CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	COMMUNITY REVITALIZATION Years 2-5	COMMUNITY SUSTAINABILITY Years 5-7
	Project Development	Visioning/Strategy Development	Neighborhood Renewal	Comp. Community Development
Community Outreach and Education	<ul style="list-style-type: none"> <li>Targeted outreach to diverse populations and civic groups</li> <li>Public education on local community issues</li> <li>Community orientation/feedback</li> </ul>	<ul style="list-style-type: none"> <li>Targeted outreach to under-represented/served populations</li> <li>Public education on community building and neighborhood revitalization</li> </ul>	<ul style="list-style-type: none"> <li>Targeted outreach to priority populations/organizations based on community goals</li> <li>Public education on community empowerment and social change</li> </ul>	<ul style="list-style-type: none"> <li>Constituent-led outreach to target groups based on community goals</li> <li>Public education on community empowerment and social change</li> </ul>
Community Infrastructure Development	<ul style="list-style-type: none"> <li>Identification of community leadership, organizations and stakeholder groups</li> <li>Inventory of capacity building programs</li> </ul>	<ul style="list-style-type: none"> <li>Leadership training/skill-building activities for residents</li> <li>Organizational inventory and asset mapping</li> </ul>	<ul style="list-style-type: none"> <li>Leadership development programs</li> <li>Organizational assessment and technical assistance programs</li> <li>Infrastructure development: collaboratives, networks and service delivery systems</li> </ul>	<ul style="list-style-type: none"> <li>Leadership transition/renewal</li> <li>Institutional sustainability: organizations, collaboratives, and service delivery systems</li> <li>Institutional development: community-controlled media and communication networks</li> </ul>
Relationship Building	<ul style="list-style-type: none"> <li>Identification of existing people-to-people, organizational and institutional networks</li> <li>Multi-issue community forums with diverse populations</li> </ul>	<ul style="list-style-type: none"> <li>Cross-cultural bridge building via community planning, dialogue about diversity issues and cultural events</li> <li>Inter-agency communications and networking</li> </ul>	<ul style="list-style-type: none"> <li>Cross-cultural bridge building via program/project implementation, neighbor-to-neighbor/community dialogues, and cultural celebrations</li> <li>Community education about cultural practices of diverse groups</li> <li>Inter-agency collaboration/ partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Cross-cultural bridge building via community devel. programs, mutual support networks and neighbor-to-neighbor relations</li> <li>Institutional practices reflecting cultural diversity of community</li> <li>Inter-agency partnerships/networks</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>Review of previous/current planning projects</li> <li>Development of culturally-based community planning process</li> </ul>	<ul style="list-style-type: none"> <li>Community visioning/goal setting</li> <li>Program Development</li> <li>Resource Planning</li> <li>Identification of organizational/ institutional partners</li> </ul>	<ul style="list-style-type: none"> <li>Program/project implementation</li> <li>Service delivery coordination</li> <li>Resource leveraging</li> <li>Program/project monitoring/review</li> </ul>	<ul style="list-style-type: none"> <li>Physical, economic and social development</li> <li>Service delivery systems/ networks</li> <li>Funding partnerships</li> <li>Program/project monitoring/review</li> </ul>
Organizing and Advocacy for Institutional Change	<ul style="list-style-type: none"> <li>Review of community history including struggles/victories</li> <li>Identification of existing advocacy organizations/campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Issue and strategy identification</li> <li>Review/assessment of organizational/neighborhood advocacy projects/campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Power mapping</li> <li>Defining policy agenda</li> <li>Policy/advocacy campaigns</li> <li>Regional linkages</li> </ul>	<ul style="list-style-type: none"> <li>Policy initiatives</li> <li>Multi-issue policy campaigns</li> <li>Community accountability mech.</li> <li>Regional partnership/networks</li> </ul>
Community Research and Evaluation	<ul style="list-style-type: none"> <li>Compilation of information on community history, demography, organizations, leadership groups, networks, development projects, advocacy campaigns and capacity-building programs.</li> </ul>	<ul style="list-style-type: none"> <li>Community story telling</li> <li>Environmental scan</li> <li>Community mapping</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of program/project outcomes</li> <li>Identification of best practices</li> <li>Comparative neighborhood analysis</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of program/ project impact</li> <li>Disseminating information about lessons learned</li> <li>Program replication</li> </ul>

**CHART I**  
**BUILDING CAPACITY FOR SOCIAL CHANGE (BCSC) MODEL**  
**STANDARD CAPACITY-BUILDING APPROACH OF FUNDERS**

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<b><i>BUILDING CAPACITY FOR SOCIAL CHANGE (BCSC)™ MODEL</i></b> <b>BCSC OUTCOMES, INDICATORS &amp; IMPLEMENTATION STRATEGIES</b>
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**Chart I:** Standard Capacity-Building Approach of Funders

**Chart II:** BCSC Phases & Focal Transformation Areas

**Chart III:** BCSC Phases & Outcomes for Focal Transformation Areas

**Chart IV:** BCSC Phases & Evaluation Indicators for Focal Transformation Areas

**Chart V:** BCSC Phases & Strategies for Engaging People, Organizations & Communities

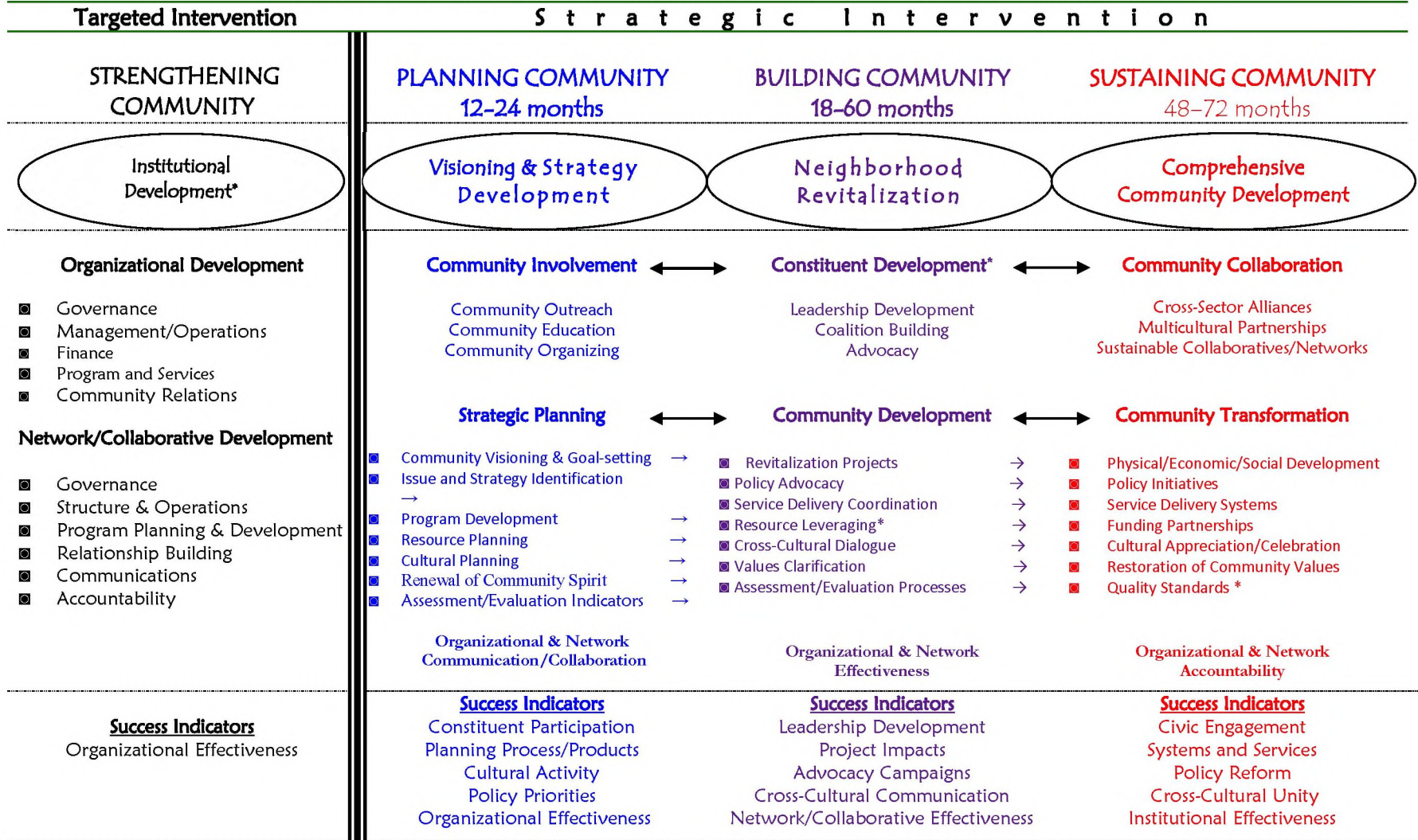
**Chart VI:** BCSC Phase I: Listening and Co-Design Strategies

**Chart VII:** BCSC Phase II: Community Planning Strategies

**Chart VIII:** BCSC Phase III: Neighborhood Revitalization Strategies

**Chart IX:** BCSC Phase IV: Sustainable Communities Strategies

**CHART I: BUILDING CAPACITY FOR SOCIAL CHANGE (BCSC) MODEL  
STANDARD CAPACITY-BUILDING APPROACH OF FUNDERS**





**CHART II**  
**BCSC PHASES & FOCAL TRANSFORMATION AREAS**

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING & CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	NEIGHBORHOOD REVITALIZATION Years 2-5	SUSTAINABLE COMMUNITIES Years 6-10
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>Targeted outreach to diverse populations and civic groups</li> <li>Public education on local community issues</li> <li>Community orientation/feedback</li> </ul>	<ul style="list-style-type: none"> <li>Targeted outreach to under-represented/served populations</li> <li>Public education on community building and neighborhood revitalization</li> </ul>	<ul style="list-style-type: none"> <li>Targeted outreach to priority populations/organizations based on community goals</li> <li>Public education on community building and social change</li> </ul>	<ul style="list-style-type: none"> <li>Constituent-led outreach to target groups based on community goals</li> <li>Public education on community building and social change</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>Identification of community leadership, organizations and stakeholder groups</li> <li>Inventory of capacity building programs</li> </ul>	<ul style="list-style-type: none"> <li>Leadership training/skill-building for residents</li> <li>Organizational inventory and asset mapping</li> </ul>	<ul style="list-style-type: none"> <li>Resident leadership programs</li> <li>Organizational assessment and technical assistance programs</li> <li>Infrastructure development: collaboratives, networks and service delivery systems</li> </ul>	<ul style="list-style-type: none"> <li>Leadership transition/renewal</li> <li>Sustainability: organizations, collaboratives, and service delivery systems</li> <li>Institutional development: community-controlled media, communication networks and research/evaluation</li> </ul>

**CHART II**  
**BCSC PHASES & FOCAL TRANSFORMATION AREAS**

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING & CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	NEIGHBORHOOD REVITALIZATION Years 2-5	SUSTAINABLE COMMUNITIES Years 6-10
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>▪ Identification of existing people-to-people, organizational and institutional networks</li> <li>▪ Multi-issue community forums with diverse populations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via community planning, dialogue about diversity issues and cultural events</li> <li>▪ Inter-agency communications and networking</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via program/project implementation, neighbor-to-neighbor/community dialogues, and cultural celebrations</li> <li>▪ Community education about cultural practices of diverse groups</li> <li>▪ Inter-agency collaboration/partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via community development programs, mutual support networks and neighbor-to-neighbor relations</li> <li>▪ Institutional practices reflecting cultural diversity of community</li> <li>▪ Inter-agency partnerships/networks</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>▪ Review of previous/current planning projects</li> <li>▪ Development of culturally-based community planning process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community visioning/goal setting</li> <li>▪ Program Development</li> <li>▪ Resource Planning</li> <li>▪ Identification of organizational/institutional partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program/project implementation</li> <li>▪ Service delivery coordination</li> <li>▪ Resource leveraging</li> <li>▪ Program/project monitoring/review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Physical, economic and social development</li> <li>▪ Service delivery systems/ networks</li> <li>▪ Funding partnerships</li> <li>▪ Program/project monitoring/review</li> </ul>

**CHART II  
BCSC PHASES & FOCAL TRANSFORMATION AREAS**

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING & CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	NEIGHBORHOOD REVITALIZATION Years 2-5	SUSTAINABLE COMMUNITIES Years 6-10
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Community Advocacy for Institutional Change</b>	<ul style="list-style-type: none"> <li>Review of community history including struggles/victories</li> <li>Identification of existing advocacy organizations and campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Issue and strategy identification</li> <li>Review/assessment of organizational and neighborhood advocacy projects/campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Power mapping</li> <li>Defining policy agenda</li> <li>Policy/advocacy campaigns</li> <li>Regional linkages</li> </ul>	<ul style="list-style-type: none"> <li>Policy initiatives</li> <li>Multi-issue policy campaigns</li> <li>Community accountability mech.</li> <li>Regional partnership/networks</li> </ul>
<b>Community Research and Evaluation</b>	<ul style="list-style-type: none"> <li>Compilation of information on community history, demography, organizations, leadership groups, networks, planning projects, advocacy campaigns and capacity-building programs.</li> </ul>	<ul style="list-style-type: none"> <li>Community story telling</li> <li>Environmental scan</li> <li>Community mapping</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of program/project outcomes</li> <li>Identification of best practices</li> <li>Comparative neighborhood analysis</li> </ul>	<ul style="list-style-type: none"> <li>Documentation of program/ project impact</li> <li>Disseminating information about lessons learned</li> <li>Program replication</li> </ul>

**CHART III  
BCSC PHASES & OUTCOMES FOR FOCAL TRANSFORMATION AREAS**

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING & CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	NEIGHBORHOOD REVITALIZATION Years 2-5	SUSTAINABLE COMMUNITIES Years 6-10
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>Orientation meetings with major stakeholders</li> <li>Knowledge of capacity-building initiative and key community issues</li> </ul>	<ul style="list-style-type: none"> <li>Diverse stakeholder participation in community planning process</li> <li>Constituent knowledge of community building and neighborhood revitalization principles/issues</li> </ul>	<ul style="list-style-type: none"> <li>Diverse stakeholder participation in community revitalization projects</li> <li>Constituent knowledge of community empowerment and social change principles/issues</li> </ul>	<ul style="list-style-type: none"> <li>Community-driven outreach and stakeholder participation</li> <li>Constituent knowledge of community empowerment and social change principles/issues</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>Profile of community leadership, organizations, stakeholder groups and capacity-building programs</li> </ul>	<ul style="list-style-type: none"> <li>Constituent knowledge of community planning process</li> <li>Organizational asset map</li> </ul>	<ul style="list-style-type: none"> <li>Frequency/type of constituent leadership involvement in program/project planning, implementation and evaluation</li> <li>Indigenous organizational capacity in the areas of governance, finance, programs and community relations</li> </ul>	<ul style="list-style-type: none"> <li>Leadership transition/renewal programs</li> <li>Sustainable community institutions with stable resources, effective operations and strong partnerships</li> </ul>
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>Inventory of existing people-to-people, organizational and institutional networks</li> </ul>	<ul style="list-style-type: none"> <li>Diversity of constituent groups who actively participate in the initiative</li> <li>Frequency/type of inter-agency dialogue about community planning issues</li> </ul>	<ul style="list-style-type: none"> <li>Cooperative relations among diverse groups participating in the initiative</li> <li>Partnerships formalized by CBO's and other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood mutual support networks</li> <li>Institutional diversity based on community demographics</li> <li>Sustainable partnerships/networks with shared mission, adequate resources, effective governance/operations and key community impacts</li> </ul>

**CHART III  
BCSC PHASES & OUTCOMES FOR FOCAL TRANSFORMATION AREAS**

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING & CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	NEIGHBORHOOD REVITALIZATION Years 2-5	SUSTAINABLE COMMUNITIES Years 6-10
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Community Development</b>	<ul style="list-style-type: none"> <li>Inventory of community-development projects and processes</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive community plan</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of program /project milestones for political/economic/ social development</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of program/ project impacts for political/economic/ social development</li> </ul>
<b>Community Advocacy for Institutional Change</b>	<ul style="list-style-type: none"> <li>Documentation of advocacy issues, organizations and campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Prioritization of key community issues</li> </ul>	<ul style="list-style-type: none"> <li>Level/type of advocacy for priority policy issues</li> </ul>	<ul style="list-style-type: none"> <li>Level/type of advocacy via multi-issue policy campaigns</li> </ul>
<b>Community Research and Evaluation</b>	<ul style="list-style-type: none"> <li>Database on community history, demography, leadership groups, networks, planning projects, advocacy campaigns and capacity-building programs.</li> </ul>	<ul style="list-style-type: none"> <li>Baseline community profile</li> <li>Organizational directory</li> </ul>	<ul style="list-style-type: none"> <li>Community report card on civic engagement, capacity-building, cross-cultural bridge building, community development, social change and community research and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Community research program to compile, document, report and replicate best practices and lessons learned</li> </ul>

**CHART IV**  
**BCSC PHASES AND EVALUATION INDICATORS FOR FOCAL TRANSFORMATION AREAS**

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING & CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	NEIGHBORHOOD REVITALIZATION Years 2-5	SUSTAINABLE COMMUNITIES Years 5-7
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>▪ Number of orientation and outreach activities</li> <li>▪ Amount/number and diversity of constituent participation in project design</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number and diversity of participation in community planning meetings</li> <li>▪ Training activities and community planning meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversity and type of participation in project implementation</li> <li>▪ Political education activities</li> <li>▪ Range and number of projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Venues for sustaining constituents development for community building</li> <li>▪ Political education programs are institutionalized</li> <li>▪ Number and diversity of civic action activities</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>▪ Community profile of leadership, organizations, stakeholder groups, and capacity building programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Venues for resident participation in community planning</li> <li>▪ Level/type of participation</li> <li>▪ Level/type of organizational participation</li> <li>▪ Organizational engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number and type of constituent leadership involved in project planning, implementation and evaluation</li> <li>▪ Organizational effectiveness (Cortez index)</li> <li>▪ Number, type and diversity of organizational involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diverse and sustainable organizations and networks (Cortez tool)</li> <li>▪ Leadership transition processes</li> <li>▪ Leadership renewal processes</li> </ul>

**CHART IV  
BCSC PHASES AND EVALUATION INDICATORS FOR FOCAL TRANSFORMATION AREAS**

FOCAL TRANSFORMATION AREAS	PHASE I	PHASE II	PHASE III	PHASE IV
	LISTENING & CO-DESIGN 3-6 Months	COMMUNITY PLANNING Years 1-2	NEIGHBORHOOD REVITALIZATION Years 2-5	SUSTAINABLE COMMUNITIES Years 5-7
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>▪ Inventory of existing people-to-people, organizational and institutional networks, including multi-issue community forums with diverse populations</li> </ul>	<ul style="list-style-type: none"> <li>• Type of venues for cross cultural interaction</li> <li>• Diversity and number of organizations participating in planning process</li> </ul>	<ul style="list-style-type: none"> <li>• Type and degree of multi-cultural constituent relationships</li> <li>• Accessibility and accountability of organizations</li> <li>• Number and type of linkages and partnerships in community building initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Type of relationships among diverse groups (people/people; people/organizations; organizations/networks)</li> <li>• Sustainable relationships among diverse groups (people/people; people/organizations; organizations/networks)</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>▪ Demographic profile</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community plan based on identified constituent needs, endorsed by residents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demographic indicators for signature programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainability of improvements in quality of life, based on community-defined indices</li> </ul>
<b>Community Advocacy for Institutional Change</b>	<ul style="list-style-type: none"> <li>▪ Profile of advocacy issues; campaign history</li> </ul>	<ul style="list-style-type: none"> <li>• Identified community priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Policy agenda and advocacy strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presence of community-based institutional processes for creating policy change</li> </ul>
<b>Community Research and Evaluation</b>	<ul style="list-style-type: none"> <li>▪ Community database</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community-defined profile</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documentation of lessons/ community stories to sustain/ promote community change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documenting and disseminating systems for lessons/community stories</li> </ul>

**CHART V**  
**BCSC PHASES & STRATEGIES FOR ENGAGING PEOPLE, ORGANIZATIONS AND COMMUNITIES**





	<b>PHASE I</b> <b>LISTENING &amp; CO-DESIGN</b> <b>3-6 Months</b>	<b>PHASE II</b> <b>COMMUNITY PLANNING</b> <b>Years 1-2</b>	<b>PHASE III</b> <b>NEIGHBORHOOD REVITALIZATION</b> <b>Years 2-5</b>	<b>PHASE IV</b> <b>SUSTAINABLE COMMUNITIES</b> <b>Years 5-7</b>
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Organizing &amp; Engaging People</b>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to diverse populations and civic groups</li> <li>▪ Community education with feedback with diverse populations</li> <li>▪ Relationship building with community leadership</li> <li>▪ Identification of existing people-to-people networks</li> <li>▪ Culturally-based community planning</li> <li>▪ Review of community history including struggles/victories</li> <li>▪ Compilation of information on community leadership groups and advocacy campaign</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to under-represented/served populations</li> <li>▪ Leadership training/skill-building activities for residents</li> <li>▪ Cross-cultural bridge building via community planning, dialogue about diversity issues</li> <li>▪ Community visioning/goal-setting</li> <li>▪ Program development</li> <li>▪ Resource planning</li> <li>▪ Issue and strategy identification</li> <li>▪ Community story telling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to priority populations/organizations based on community goals</li> <li>▪ Public education on community issues</li> <li>▪ Leadership development programs</li> <li>▪ Cross-cultural bridge building via program services, community dialogues, and cultural celebrations</li> <li>▪ Community education about culture of diverse groups</li> <li>▪ Community research</li> <li>▪ Power mapping</li> <li>▪ Policy/advocacy campaigns</li> <li>▪ Regional linkages</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constituent-led outreach to target populations</li> <li>▪ Public education on community issues</li> <li>▪ Leadership transition/renewal processes</li> <li>▪ Cross-cultural bridge building via program services, community dialogues and cultural celebrations</li> <li>▪ Institutional practices reflecting cultural diversity of the community</li> <li>▪ Policy initiatives/campaigns</li> <li>▪ Community accountability mechanisms</li> <li>▪ Regional networks</li> </ul>



**CHART V**  
**BCSC PHASES & STRATEGIES FOR ENGAGING PEOPLE, ORGANIZATIONS AND COMMUNITIES**

	<b>PHASE I</b> <b>LISTENING &amp; CO-DESIGN</b> <b>3-6 Months</b>	<b>PHASE II</b> <b>COMMUNITY PLANNING</b> <b>Years 1-2</b>	<b>PHASE III</b> <b>NEIGHBORHOOD REVITALIZATION</b> <b>Years 2-5</b>	<b>PHASE IV</b> <b>SUSTAINABLE COMMUNITIES</b> <b>Years 5-7</b>
	Project Development	Visioning/ Planning	Neighborhood Renewal	Comprehensive Community Development
<b>Strengthening Institutions</b>	<ul style="list-style-type: none"> <li>▪ Relationship building with community-based organizations/agencies</li> <li>▪ Inventory of capacity building programs</li> <li>▪ Identification of existing organizational networks</li> <li>▪ Multi-issue inter-agency forums</li> <li>▪ Review of previous/current organizational planning projects</li> <li>▪ Identification of existing advocacy organizations</li> <li>▪ Compilation of information on community organizations, networks and capacity-building programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to community-based organizations</li> <li>▪ Organizational inventory</li> <li>▪ Asset mapping</li> <li>▪ Inter-agency communications and networking</li> <li>▪ Identification of organization partners</li> <li>▪ Review/assessment of organizational advocacy projects/campaigns</li> <li>▪ Environmental scan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organizational assessment and technical assistance programs</li> <li>▪ Inter-agency collaboration/partnerships</li> <li>▪ Infrastructure development: collaboratives, networks and service delivery systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organizational sustainability: CBO's, collaboratives, and service delivery systems</li> <li>▪ Inter-agency partnerships/networks</li> <li>▪ Institutional development: community-controlled media, communications networks and research/evaluation</li> </ul>

**CHART V**  
**BCSC PHASES & STRATEGIES FOR ENGAGING PEOPLE, ORGANIZATIONS AND COMMUNITIES**

	<b>PHASE I</b>	<b>PHASE II</b>	<b>PHASE III</b>	<b>PHASE IV</b>
	<b>LISTENING &amp; CO-DESIGN</b> <b>3-6 Months</b>	<b>COMMUNITY PLANNING</b> <b>Years 1-2</b>	<b>NEIGHBORHOOD REVITALIZATION</b> <b>Years 2-5</b>	<b>SUSTAINABLE COMMUNITIES</b> <b>Years 5-7</b>
				
<b>Developing &amp; Transforming Communities</b>	<ul style="list-style-type: none"> <li>▪ Public education programs on local community issues</li> <li>▪ Community education and feedback</li> <li>▪ Identification of stakeholder groups</li> <li>▪ Identification of existing institutional networks</li> <li>▪ Review of previous/current planning projects</li> <li>▪ Identification of existing advocacy campaigns</li> <li>▪ Compilation of information on community history, demography and planning projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public education programs on community building and neighborhood revitalization</li> <li>▪ Multi-issue community forums with key stakeholder groups</li> <li>▪ Cross-cultural bridge building via community dialogues and cultural events</li> <li>▪ Identification of institutional partners</li> <li>▪ Review/assessment of neighborhood advocacy projects/campaigns</li> <li>▪ Community mapping</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program/project implementation</li> <li>▪ Service delivery coordination</li> <li>▪ Resource leveraging</li> <li>▪ Program monitoring and review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Physical/economic/social development</li> <li>▪ Service delivery systems/networks</li> <li>▪ Funding partnerships</li> </ul>

**CHART VI**

**BCSC PHASE I: LISTENING AND CO-DESIGN STRATEGIES**

<b>FOCAL TRANSFORMATION AREAS</b>	<b>ORGANIZING &amp; ENGAGING PEOPLE</b>	<b>STRENGTHENING INSTITUTIONS</b>	<b>DEVELOPING &amp; TRANSFORMING COMMUNITIES</b>
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to diverse populations and civic groups</li> <li>▪ Constituency group orientation/feedback</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications and networking with community-based organizations/agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Public education programs on local community issues</li> <li>• Community orientation/feedback</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>▪ Identification of community leadership</li> <li>▪ Inventory of leadership development programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of community organizations</li> <li>▪ Inventory of capacity-building programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of stakeholder groups</li> </ul>
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>▪ Identification of existing people-to-people networks</li> <li>▪ Multi-issue community forums with diverse populations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of existing organizational networks</li> <li>▪ Multi-issue inter-agency forums</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of existing institutional networks</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>▪ Development of culturally-based community planning process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of previous/current organizational planning projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of previous/current community-wide planning projects</li> </ul>
<b>Community Advocacy for Institutional Change</b>	<ul style="list-style-type: none"> <li>▪ Review of community history including struggles/victories</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of existing advocacy organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of existing advocacy campaigns</li> </ul>
<b>Community Research and Evaluation</b>	<ul style="list-style-type: none"> <li>▪ Compilation of information on community leadership groups and advocacy campaigns</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compilation of information on community organizations, networks and capacity-building programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compilation of information on community history, demography and planning projects</li> </ul>

**CHART VII  
BCSC PHASE II: COMMUNITY PLANNING STRATEGIES**

<b>FOCAL TRANSFORMATION AREAS</b>	<b>ORGANIZING &amp; ENGAGING PEOPLE</b>	<b>STRENGTHENING INSTITUTIONS</b>	<b>DEVELOPING &amp; TRANSFORMING COMMUNITIES</b>
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to under-represented/served populations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to community-based organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public education programs on community building and neighborhood revitalization</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>▪ Leadership training/skill-building activities for residents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organizational inventory</li> <li>▪ Asset mapping</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multi-issue community forums with key stakeholder groups</li> </ul>
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via community planning and dialogue about diversity issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inter-agency communications and networking</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via community dialogues and cultural events</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>▪ Community visioning/goal setting</li> <li>▪ Program Development</li> <li>▪ Resource Planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of organizational partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of institutional partners</li> </ul>
<b>Community Advocacy for Institutional Change</b>	<ul style="list-style-type: none"> <li>▪ Issue and strategy identification</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review/assessment of organizational advocacy projects/campaigns</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review/assessment of neighborhood advocacy projects/campaigns</li> </ul>
<b>Community Research and Evaluation</b>	<ul style="list-style-type: none"> <li>▪ Community story telling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental scan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community mapping</li> </ul>

**CHART VIII**  
**BCSC PHASE III: NEIGHBORHOOD REVITALIZATION STRATEGIES**

<b>FOCAL TRANSFORMATION AREAS</b>	<b>ORGANIZING &amp; ENGAGING PEOPLE</b>	<b>STRENGTHENING INSTITUTIONS</b>	<b>DEVELOPING &amp; TRANSFORMING COMMUNITIES</b>
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>▪ Targeted outreach to priority populations/organizations based on community goals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications and networking with community-based and external organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public education on community empowerment and social change</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>▪ Leadership development programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organizational assessment and technical assistance programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure development: collaboratives, networks and service delivery systems</li> </ul>
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via neighbor-to-neighbor/community dialogues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via program/project implementation</li> <li>▪ Inter-agency collaboration/partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community education about cultural practices of diverse groups and cultural celebrations</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>▪ Program/project monitoring and review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program/project implementation</li> <li>▪ Resource leveraging</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service delivery coordination</li> </ul>
<b>Community Advocacy for Institutional Change</b>	<ul style="list-style-type: none"> <li>▪ Defining policy agenda</li> </ul>	<ul style="list-style-type: none"> <li>▪ Power mapping</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy/advocacy campaigns</li> <li>▪ Regional linkages</li> </ul>
<b>Community Research and Evaluation</b>	<ul style="list-style-type: none"> <li>▪ Identification of best practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessment of program/project outcomes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comparative neighborhood analysis</li> </ul>

**CHART IX**  
**BCSC PHASE IV: SUSTAINABLE COMMUNITIES STRATEGIES**

<b>FOCAL TRANSFORMATION AREAS</b>	<b>ORGANIZING &amp; ENGAGING PEOPLE</b>	<b>STRENGTHENING INSTITUTIONS</b>	<b>DEVELOPING &amp; TRANSFORMING COMMUNITIES</b>
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>▪ Constituent-led outreach to target groups based on community goals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications and networking with community-based and external organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public education on community empowerment and social change</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>▪ Leadership development programs</li> <li>▪ Leadership transition/renewal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutional sustainability: organizations, collaboratives, and service delivery systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutional development: community-controlled media, communication networks and research/evaluation</li> </ul>
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via mutual support networks and neighbor-to-neighbor relations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cross-cultural bridge building via community development programs</li> <li>▪ Inter-agency partnerships/networks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutional practices reflecting cultural diversity of the community</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>▪ Program/project monitoring and review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Physical, economic and social development projects</li> <li>▪ Funding partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quality of life improvements: social and material conditions</li> <li>▪ Service delivery systems/networks</li> </ul>
<b>Community Advocacy for Institutional Change</b>	<ul style="list-style-type: none"> <li>▪ Policy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community accountability mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multi-issue policy campaigns</li> <li>▪ Regional partnership/networks</li> </ul>
<b>Community Research and Evaluation</b>	<ul style="list-style-type: none"> <li>▪ Disseminating information about lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documentation of program/project impact</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program replication</li> </ul>

<p style="text-align: center;"><b>BUILDING CAPACITY FOR CHANGE</b> <b>COMMUNITY CHARACTERISTICS AT DIFFERENT BCSC PHASES</b> <b>2002</b></p>
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From our broad experience serving in/with/for communities of color, we have found that the following community characteristics exist during the early phases of engagement:

**PHASE 2: Pre-Planning**

- Negative social conditions
- Agencies not working together
- Large gaps in services
- Many unmet needs
- Surrounded by affluent communities
- High resident turnover
- Changing demographics
- No cross-cultural communication
- Lack of community wealth

**PHASE 2: Solutions**

- High resident involvement
- Active participation on city boards and commissions
- More involvement in neighborhood block clubs
- More involvement in civic affairs
- More hope...more energy...high spirits
- More empowerment
- Stronger city/community partnership
- More collaboration by non-profit organizations

**PHASE 3: Causes of Dissention/Dysfunction**

- Money issues
- Complexity of the challenge (things not easily fixed)
- Unresolved conflicts (personal, intra-organizational, inter-organizational)
- Self-interests (race, gender, age, area of work)
- Inadequate communication
- Power conflicts
- Role confusion (among various stakeholders)
- Individual and organizational resistance to change
- Burn out
- Unfulfilled promises/expectations
- No common agenda

**PHASE 3: Solutions**

- Educate people about the community-building process
- Evaluate work and give feedback
- Bring agencies together to develop a common agenda



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# BUILDING CAPACITY FOR SOCIAL CHANGE TOOLKIT





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## **BUILDING CAPACITY FOR SOCIAL CHANGE**

**Prepared By**

**Frank J. Omowale Satterwhite, Ph.D., President & Andrea Wise, Program Assistant**

### **INTRODUCTION**

Building Capacity for Social Change (BCSC) is a strategic approach to engaging communities of color in a transformational process to address chronic socio-economic disparities and significantly improve the quality of life. The BCSC model is the conceptual framework that defines and integrates the programs and services offered by the National Community Development Institute (NCDI). Within this framework, our firm is implementing new methodologies to improve the delivery, advance knowledge and establish professional standards for capacity-building work in communities of color.

### **BUILDING CAPACITY FOR SOCIAL CHANGE**

#### **Who Do We Work With?**

The BCSC approach enables NCDI to work with a variety of players, including:

1. Individuals
2. Organizations and Networks
3. Neighborhoods and Communities

NCDI does not work with these partners in isolation. A main component and goal of our work is to create synergy among and between these players to ultimately increase effectiveness of social justice work. The basic premise is that sustainable community development occurs when leadership programs are linked to organizational development programs to establish the social infrastructure needed to implement sustainable community building projects.

While it is very important to implement leadership development and organizational development and community development programs in communities of color, there is only limited value in conducting such programs as independent capacity-building activities. To the contrary, the capacity-building process works best when these core elements are strategically linked and interconnected throughout the community transformation process.

In each of these areas, NCDI has developed specific social change outcomes:

- *Organizing and Engaging People*
  - Social awareness and civic participation
  - Leadership development
  - Social relationships among diverse groups
  - Constituent involvement in project planning/implementation/evaluation
  - Constituent involvement in policy advocacy

- Knowledge of community history/demography and best practices/lessons learned in the community building field
- *Strengthening Organizations and Networks*
  - Organizational effectiveness
  - Sustainable resources
  - Strong Partnerships
- *Developing and Transforming Communities*
  - Civic engagement in the community-building process
  - Capacity-building programs to develop sustainable community-based institutions
  - Multi-ethnic/multi-issue/multi-sector partnerships and institutional diversity
  - Neighborhood revitalizations programs and service delivery networks
  - Strategic alliances and local/regional policy reform
  - Documentation/dissemination of community lessons and replication of programs in the field

**BUILDING CAPACITY FOR SOCIAL CHANGE (BCSC)**

**WHO DO WE WORK WITH?**



**Three Primary Goals:**

- 1. Organizing and engaging people**
- 2. Strengthening organizations and networks**
- 3. Developing and transforming communities**

## **How Do We Work With Them?**

NCDI understands that individuals, organizations and communities experience the world through the lens of culture and that the cultural lens has multiple and diverse dimensions. With regard to the issues of culture and capacity building, NCDI utilizes the term “culturally-based” to describe its approach rather than the term “culturally competent”. In our view, cultural competency is an important skill set, but it is not a strategic methodology to build community capacity for social change.

### *Cultural competency*

NCDI defines “culturally-based” capacity building as providing *transformational* technical assistance and training services for individuals, organizations and communities in their unique cultural contexts based on knowledge, experience and sensitivity to the issues of race/ethnicity, language, gender, sexual identity, socio-economic status, age, disability and religion. Our work is guided by this particular perspective which shapes and informs how we engage communities, how we facilitate the process of social transformation and how we leave communities with the resources and tools to continue their own processes of growth and development.

NCDI has developed the following guiding principles for providing culturally-based, capacity-building services in communities of color:

- We are conscious of the cultural dynamics in diverse organizational and community settings;
- We listen and show profound respect for the community’s voice;
- We function as enablers/facilitators/resources/co-creators with the community;
- We help build the capacity for individuals, organizations and communities to engage in their own cultural self-assessment and to solve their own problems;
- We help communities to think globally about the social change process and community building;
- We identify, document, synthesize and transfer knowledge about lessons learned and return it to the community, because it belongs to them; and
- We incorporate the lessons learned into our own institutional practices so that we continuously provide customized services that are relevant and responsive to community needs.

NCDI is engaged in an on-going developmental process to become an authentic culturally-based organization – i.e., one that can integrate and transfer knowledge about the cultural dynamics of organizations and communities into specific policies, practices and standards to enhance the quality and effectiveness of our technical assistance and training services.

**NATIONAL COMMUNITY DEVELOPMENT INSTITUTE  
CULTURALLY-BASED CAPACITY BUILDING**

	<b>WE WORK FROM THE COMMUNITY</b>	<b>WE WORK WITH THE COMMUNITY</b>	<b>WE LEARN WITH THE COMMUNITY</b>	<b>WE WORK WITH THE COMMUNITY FOR SOCIAL CHANGE</b>
<i><b>Operating Principles and Core Beliefs</b></i>	People of color have a wealth of knowledge and expertise and the capacity to change their communities; we therefore honor indigenous wisdom that are deeply rooted in the people.	Community residents must have the primary role in defining the social change agenda, setting the strategies, and the capacity-building process; we therefore find it essential to form equal partnerships with communities.	Continuous learning is essential for dynamic social change and that is why we emphasize the importance of learning and finding new ways to address old problems.	Long term, sustainable community transformation occurs when community members have a shared vision, strong leadership, stable organizations and a dynamic community-building spirit. We use knowledge and power to help communities transform themselves.
<i><b>Key Strategy</b></i>	We intentionally invest in developing the leadership potential in individuals, organizations and communities to be agents of their own change process.	We co-design and customize the capacity-building process without using a “cookie cutter” approach.	We focus on the root causes of problems, not the current crisis or short-term fixes.	We raise the bar and remind community members of their collective responsibility and individual leadership to bring about wholesale transformative change beyond any single organization or issue.
<i><b>Basic Approach and Methodology</b></i>	We listen to and learn from our communities and clients. We nurture, enable, and are culturally competent.	We conduct cultural assessments, asset inventories and co-author the design and implementation processes. We facilitate, catalyze, synthesize and guide.	We are co-learners in a reciprocal learning relationship with our clients. We create learning partnerships to use theory to guide our actions. We take data and knowledge and apply it to real life. We broker resources, bring information, and translate lessons so that they are applicable.	We focus first on developing management and leadership capacities, then on developing adaptive capacities. We are intentional about developing community transformation capacities.
<i><b>Key Challenges</b></i>	Communities of color have a history of being marginalized. Valuing indigenous knowledge and deep rooted beliefs in self-efficacy are often not the norm.	Community members often view external consultants as “experts.” On one hand, community members may lack confidence in their knowledge and/or ability to chart their own destinies. On the other, they are often weary of consultants truly able to understand and represent their best interests.	Communities often lack experience in results-based program planning and data management systems, and find theoretical knowledge irrelevant and hard to understand.	Communities want “quick fix” solutions to problems. It’s often difficult to sustain interest in long-term social change efforts. Survival often trumps social change involvement.

**BUILDING CAPACITY FOR SOCIAL CHANGE (BCSC)**

**HOW DO WE WORK WITH THEM?**



**Culturally-based Capacity Building: *providing effective technical assistance and training services in cross-cultural contexts based on knowledge of, experience with and sensitivity to the issues of race, language, ethnicity, gender, religion, sexual orientation, ability, geography, age, socio-economic status and other key aspects of culture.***

## **What Do We Do?**

NCDI has identified six different areas in which activity is necessary for transformational changes to occur. These focal transformation areas are:

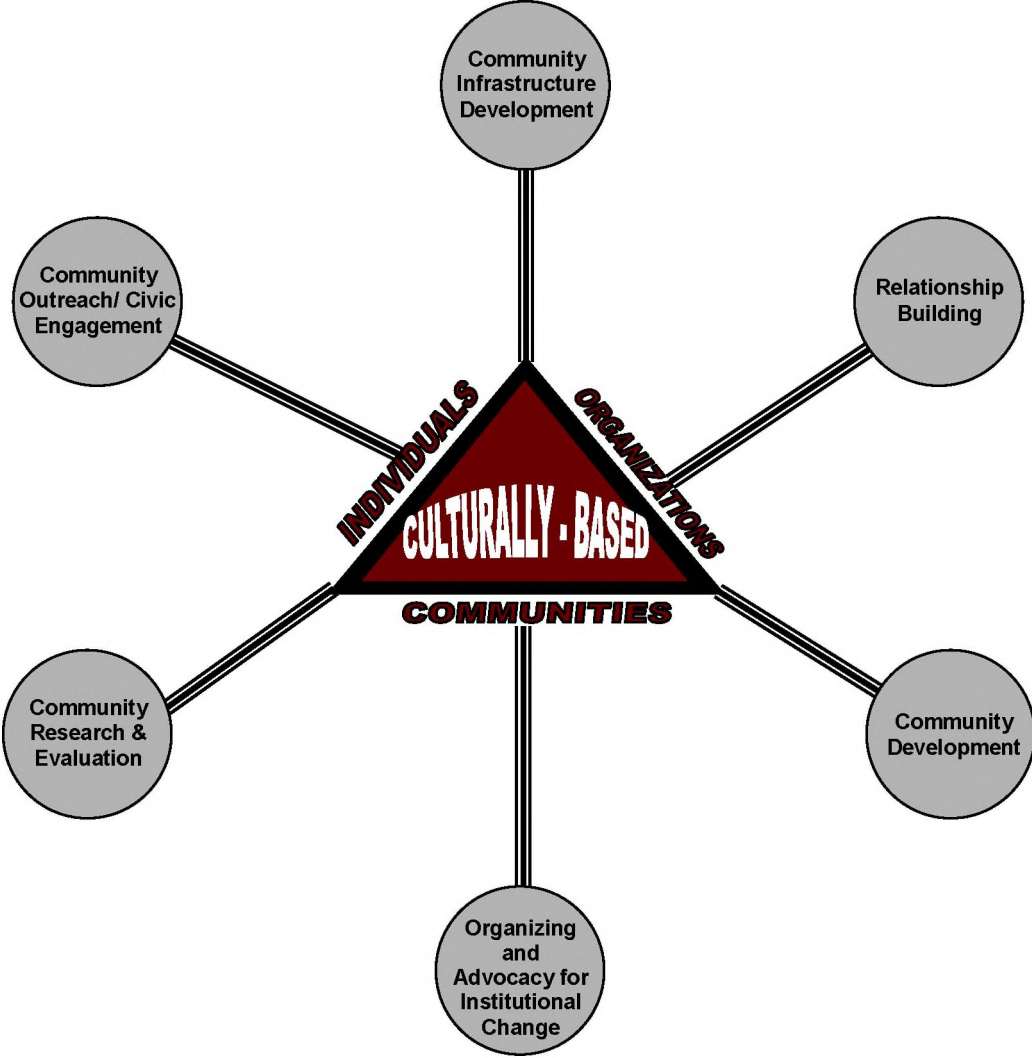
1. *Community Outreach/Civic Engagement*: Informing and engaging constituents and key stakeholder groups;
2. *Community Infrastructure Development*: Training indigenous leadership; developing stable organizations and building the institutional capacity for social change;
3. *Relationship Building*: Establishing relationships and forging strong partnerships across racial and cultural fault lines;
4. *Community Development*: Improving the quality of life by changing material and social conditions; and
5. *Organizing and Advocacy for Institutional Change*: Empowering the community to achieve institutional change and policy reform.
6. *Community Research and Evaluation*: Documenting stories and disseminating information about lessons learned in the community-building field.



**BUILDING CAPACITY FOR SOCIAL CHANGE (BCSC)**

**WHAT DO WE DO?**

**SIX FOCAL TRANSFORMATION AREAS**



## **How Do We Do It?**

BCSC is a four-phased process designed to facilitate and support the social change process in communities of color. The four phases are (1) Designing the Initiative, (2) Community Planning; (3) Community Revitalization, and (4) Community Sustainability where each of these phases occur in the six transformational areas, though not independent of each other.

Phase 1, the design phase, focuses on informing the community about the initiative, conducting an initial community assessment and developing a culturally-based, customized, capacity-building plan. The community planning phase, Phase 2, focuses on engaging diverse groups in a comprehensive visioning and strategy development process. Phase 3, the community revitalization phase, focuses on implementing the comprehensive plan to develop leadership, strengthen organizations, improve social and material conditions and address key policy issues. Finally, phase 4, the community sustainability phase, emphasizes capacity transfer and social transformation through comprehensive community development.

Below we have outlined the activities that occur during phases 1 through 4, in each of the six transformational areas.

### *Community Outreach/Civic Engagement*

- PHASE 1: Doing targeted outreach to diverse community groups and engaging in public education activities to share information about the initiative and local community issues.
- PHASE 2: Doing effective outreach and organizing to involve constituency groups in formulating a comprehensive strategy for community change and implementing a public education program on community building and neighborhood revitalization.
- PHASE 3: Doing targeted outreach to priority populations based on community goals and implementing a public education program on community empowerment and social change.
- PHASE 4: Doing constituent-led outreach to priority populations based on community goals and implementing a public education program on community empowerment and social change.

### *Community Infrastructure Development*

- PHASE 1: Developing an initial inventory of community assets by identifying local leadership, organizations, stakeholder groups and capacity-building programs.
- PHASE 2: Providing leadership training to effectively engage residents in community planning and mapping organizational assets as part of the planning process.
- PHASE 3: Implementing leadership development programs and providing technical assistance and training to strengthen and stabilize community-based organizations/networks/collaboratives/service delivery systems.
- PHASE 4: Identifying leadership transition strategies and implementing capacity building programs to develop sustainable and accountable community-based institutions.

### *Relationship Building*

- PHASE 1: Identifying and mapping existing community (people-to-people, organizational and institutional) networks and convening multi-issue community forums.
- PHASE 2: Initiating a long-term process of cross-cultural bridge-building through community planning, multi-cultural dialogue and cultural events; and promoting inter-agency communications and networking.
- PHASE 3: Promoting cross-cultural bridge-building through program development/implementation, community dialogues, cultural celebrations and multi-cultural education programs; and promoting inter-agency collaboration/ partnerships.
- PHASE 4: Promoting higher levels of social organization through community development programs, mutual support networks, institutional diversity, and inter-agency partnerships/networks.

### *Community Development*

- PHASE 1: Reviewing previous/current planning projects and developing a culturally-based, participatory community planning process for the initiative.
- PHASE 2: Implementing an inclusive, culturally-based planning process including visioning and goal-setting; program development; resource planning and partner identification.
- PHASE 3: Implementing community projects to change local conditions through physical/economic/social development, service delivery coordination, resource leveraging and program monitoring/review.
- PHASE 4: Implementing physical/economic/social development programs, establishing service delivery networks, forming funding partnerships, and monitoring programs/projects.

### *Organizing and Advocacy for Institutional Change*

- PHASE 1: Reviewing historical information on the community and identifying existing advocacy organizations/campaigns.
- PHASE 2: Sharing stories about community life for purposes of issue and strategy identification and conducting an environmental scan for community mapping.
- PHASE 3: Doing community research, developing a policy agenda and engaging in policy/advocacy campaigns with regional support.
- PHASE 4: Doing community research, forming strategic alliances/regional partnerships, and implementing policy initiatives/campaigns that promote systemic institutional change with community accountability.

### *Community Research and Evaluation*

- PHASE 1: Compiling information on community history, demography, organizations, leadership groups, networks, planning projects, advocacy campaigns and capacity-building programs.
- PHASE 2: Compiling community stories, conducting an environmental scan and doing community mapping.
- PHASE 3: Assessing program/project outcomes, identifying best practices and engaging in comparative neighborhood analysis.
- PHASE 4: Documenting program/project impacts, disseminating information about lessons learned and replicating programs.

# BUILDING CAPACITY FOR SOCIAL CHANGE (BCSC)

## HOW DO WE DO IT?

### FOUR CAPACITY-BUILDING PHASES

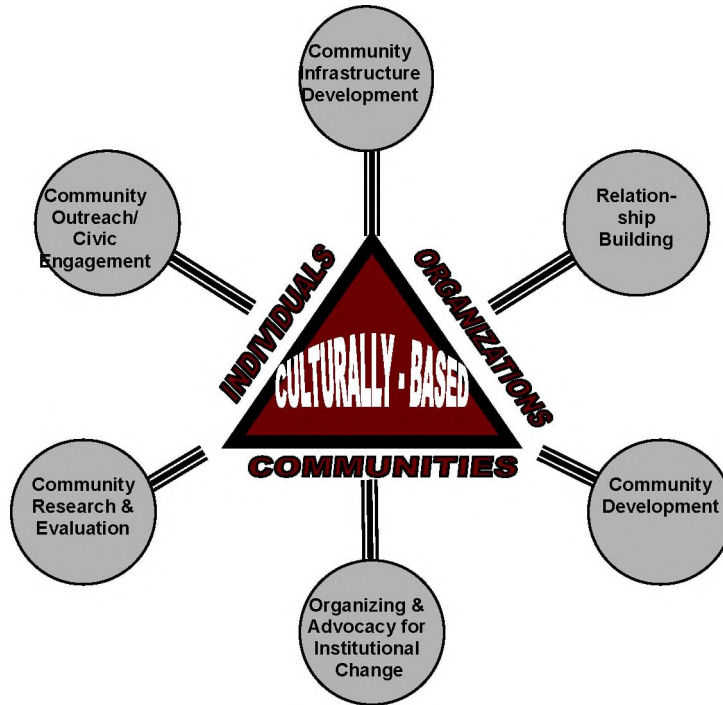
#### *Readiness*

**1**  
Listening, Data Gathering  
& Co-Design



#### *Planning*

**2**  
Visioning &  
Strategy Development



#### *Sustainability*

**4**  
Community Sustainability  
(Systems Development)



#### *Revitalization*

**3**  
Community Revitalization  
(Project Implementation)

## **Theory of Change for the BCSC Model**

NCDI has developed the following theory of change to guide our capacity-building work in communities of color:

- There is a critical need to develop the *indigenous* capacity to achieve social change in communities of color.
- Customized, culturally-based, capacity-building programs are a fundamental pre-requisite for engaging communities of color in a genuine social change process.
- The three primary goals of capacity building are (1) *organizing and engaging people*, (2) *strengthening institutions* and (3) *developing and transforming communities*.
- There are six focal areas of transformational activity where capacity building takes place:
  - Community Outreach and Education: Informing and engaging constituents and key stakeholder groups;
  - Community Infrastructure Development: Training indigenous leadership; developing stable organizations and building the institutional capacity for social change;
  - Relationship Building: Establishing relationships and forging strong partnerships across racial and cultural fault lines;
  - Community Development: Improving the quality of life by changing material and social conditions; and
  - Organizing and Advocacy for Institutional Change: Empowering the community to achieve institutional change and policy reform.
  - Community Research and Evaluation: Documenting stories and disseminating information about lessons learned in the community-building field.
- There are four phases of the capacity-building process that occur for each of the six transformational areas:
  - Designing an initiative through project development;
  - Community planning through visioning and strategy development;
  - Community revitalization through neighborhood renewal programs;
  - Community sustainability through comprehensive community development.
- Working in partnership with NCDI and its network of culturally-diverse consultants, communities of color can achieve social transformation with the support of outcome-focused, results-oriented, capacity-building programs focusing on:
  - Building social awareness and engaging diverse constituency groups in a comprehensive community-building process (Outreach and Education);
  - Establishing capacity building programs to develop indigenous leadership and sustainable community-based institutions (Community Infrastructure Development);

- Achieving higher levels of social organization evidenced by positive people-to-people relations, multi-ethnic/multi-issue/multi-sector partnerships, and institutional diversity (Relationship Building);
  - Implementing neighborhood revitalization programs and forming service delivery networks to change physical, economic and social conditions (Comprehensive Community Development);
  - Forming strategic alliances and implementing local/regional policy initiatives that promote systemic institutional change with community accountability (Organizing and Advocacy for Institutional Change).
  - Documenting and disseminating information to promote accountability, improve program quality, and market successful programs.<sup>1</sup>
- As a result of NCDI's capacity-building model, there will be stronger, healthier, more resilient communities of color with the leadership, community infrastructure, and civic participation to effect social change, shape public policy and influence the political economy in a diverse society.

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<sup>1</sup> Reisman and Clegg, Ibid., P.12.

## BCSC CHECKLIST

NCDI has created the following checklist to highlight the activity components of each part of the BCSC process.

### **We Work From the Community**

- We spend time up-front educating ourselves about the organization/community we are working with, including ethnicity, race, gender, economic status, sexual orientation, ability, religion, and other components that make up diversity.
- We research, read, ask lots of questions and gather data from many places. We listen to history, fears and aspirations, not just what they do.
- Based on the information we learn, we decide if we are a good fit for working with an organization.
- We go to people and meet with them in their communities.
- We listen.
- We are client-centered and provide customized services.

### **We Work With the Community**

- We form genuine partnerships with organizations and communities.
- We hold a co-design meeting with organizational/community members to plan together what needs to be accomplished, and how to do it.
- We adapt our methods in response to input from organizational/community members.
- We function as peers, not as outside experts.

### **We Learn with the Community**

- We transfer knowledge to communities.
- We collect and share information on best practices.
- We utilize a variety of peer learning techniques.
- We document and disseminate key lessons about the capacity building/community building process.

### **We Work with the Community for Social Change**

- We serve as a bridge and share qualitative stories with funders and policy makers.
- We give people a new perspective.
- We are a cheerleader and provide encouragement.
- We are solution oriented.

## PPENDIX: ABOUT NCDI

### **Organizational Profile**

The National Community Development Institute (NCDI) is a capacity-building support center for communities of color located in Oakland, California. Our mission is to build capacity for social change in communities of color and other underserved communities in a culturally-based way.

NCDI is a capacity building organization dedicated to the social transformation of communities of color by strengthening nonprofit organization working within those communities. We are a young organization, with a staff of nine, and a large network of consultants of color. We offer nonprofit organizations a menu of technical support services, including strategic planning, board development, program development/evaluation, community engagement and meeting facilitation. We work with mostly grassroots organizations in the fields of social justice, social services, and community building. We offer peer learning for consultants working in communities of color and we also work with foundations that believe in investing in capacity building of their grantees.

What makes NCDI special is our commitment to the social, political and economic transformation of communities of color, lead by indigenous leaders. We work from a culturally based framework and have a fundamental belief in the self-determination of communities. We respect and celebrate the innate wisdom, knowledge, and capacities within communities and organizations. We are a group of organizational/community helpers who come from communities of color and deeply honor our work.

NCDI offers a variety of programs and services geared toward enabling communities of color to attain social and economic equity. The core programs are:

- *Organizational Services:* Developing stable organizations, collaboratives, and service-delivery networks with the capacity to promote social change in communities of color. Our clients include social justice organizations, beighborhood associations, family resource centers and community development agencies working in communities of color.
- *Education and Training:* Designing and implementing professional development programs for organizational leaders, consultants and community-based practitioners serving communities of color. Our programs emphasize consciousness raising and skill building through popular education and critical reflection.
- *Community-Building:* Bringing together diverse individuals, organizations and communities to develop common solutions to chronic social problems. Our clients include regional/national foundation and diverse communities engaged in multi-year, capacity building initiatives.



- *Community Research and Evaluation:* Documenting and disseminating learnings about effective practices in the community-building field. Our clients are community organization, funders and public agencies with a strong interest in data-driven program planning and decision-making.

## **Organizational Accomplishments**

### SUMMARY

- Provided technical support to more than 1,000 organizations in thirty-two states.
- Trained more than 300 board members and staff in non-profit organizations.
- Trained more than 300 resident leaders in communities of color.
- Trained more than 120 consultants who serve communities of color.
- Provided technical support to more than 12 comprehensive community initiatives.
- Gained recognition throughout the country as one of the premier technical assistance providers for grassroots organizations in diverse, low, income communities.

### MANAGEMENT SERVICES

***Organizational Capacity-Building:*** CDI/NCDI assists organizations to improve their effectiveness in the areas of governance, finance, structure and operations, programs and services, planning and evaluation, and community relations.

- CDI/NCDI has assisted over 1,000 agencies to improve governance, administrative and program delivery systems.

***Establishing New Organizations:*** CDI/NCDI assists community-based groups to form new organization and apply for non-profit, tax-exempt status.

- CDI/NCDI has assisted over 500 community groups to establish new organizations.

***Grantsmanship:*** CDI/NCDI assists organizations to generate revenue through the effective solicitation of grant income from philanthropic organizations.

- CDI/NCDI has assisted over 50 organizations to develop grant proposals that were funded by foundations and corporations.

### NETWORKS AND PARTNERSHIPS

***Developing Collaboratives:*** CDI/NCDI assists local communities to form inter-agency partnerships whose purpose is to engage in coordinated planning and service delivery to address community needs.

- CDI/NCDI has assisted more than 560 collaboratives around the country.

***Project Management:*** CDI/NCDI assists local communities with the planning, design, implementations and evaluation of project activities that have broad community impact.

- CDI/NCDI has assisted more than 20 local communities to develop and implement local revitalization projects.

### **NCDI Philosophy**

NCDI is purposeful in its approach and its commitment to social change. We are neither a group of consultants nor a conventional consulting firm. A broader vision and mission guide us. Building capacity in and of itself is not enough. We see the end goal of our work as contributing to the realization of *democracy, equality, empowerment and justice* in communities of color across the globe.

We are about transformational work. We strive to engage communities in practical ways that lead to new insights, new structures, new modes of functioning and new ways of being. This is why it is essential to be consistent in our message, in our approach and in our systematic delivery of culturally-based services.

We recognize that communities of color—the people, organizations and institutions—face enormous challenges as a result of pervasive institutional racism, conservative public policy, economic exploitation, and cultural domination. As a result of these fundamental barriers, they must overcome incredible odds in striving to level the playing field and build a solid foundation for meaningful social transformation.

Too many conventional technical assistance providers approach their work from a deficit model based on the belief that communities of color have gross deficiencies and do not possess the natural wisdom to guide their own social transformation process.

NCDI's approach is fundamentally different. We consciously strive to break through traditional modes of capacity-building. We help communities of color learn how to take charge and change their social conditions – in a word, to fish for themselves. We strengthen their capacity to overcome the challenges and capitalize upon their own wisdom and potential to bring about social change. We assist them with identifying strategic outcomes, developing a cogent theory of change, identifying best practice strategies, and implementing results-based program plans.

We approach our work from the point of view that capacity-building is part of a much larger and more purposeful journey. For this reason, we challenge our clientele to think beyond their own survival and to remember their larger purpose as an agent of social change.

### **Identity Statement**

#### ***Vision***

By 2007, NCDI will be widely recognized as a leading technical support and training center in assisting communities of color to create enduring social change through culturally-based planning, policy making and community building strategies.

Our guiding aim is to develop strong, resilient communities of color with the collective capacity to promote democratic participation, equitable distribution of resources, and social and economic justice in this country and around the world.

## ***Mission***

Our mission is to build capacity for social change in communities of color and other underserved communities in a culturally-based way.

## ***Values***

- *We work from the community:* We honor indigenous wisdom and value community assets. We listen to and learn from the community. We believe that residents have the knowledge and expertise to change the community and that they should be the primary agents of the social change process.
- *We work with the community:* We form authentic partnerships with the community. We co-design and customize the capacity-building process. We believe that residents must have the primary role in developing a social change strategy for the community and in defining their own capacity-building needs.
- *We work to inform the community:* We are co-learners with the community. We continuously learn about and with the community. We believe that the community must develop its own learning agenda and that continuous learning is essential to bring about dynamic social change that addresses the root causes of community problems.
- *We work to transform the community:* We focus on building capacity for social change by organizing and engaging residents, developing stable institutions and networks, and implementing revitalization programs with the potential for broad social impact. We believe that long-term, transformative community solutions must come from within and that community change is more likely to occur when there is strong resident leadership (people), stable community institutions (indigenous organization/networks), and viable community building programs (community action) to address chronic social problems.

## ***Guiding principles***

- Based on a strong and enduring commitment to these core values, our guiding principles are:
- We are conscious of the cultural dynamics in diverse organizational and community settings;
- We listen and show profound respect for the community's voice;
- We function as enablers/facilitators/resources/co-creators with the community;
- We focus on building indigenous capacity in communities;
- We help communities to think globally, to see the big picture;
- We identify, document, synthesize and transfer knowledge about lessons learned and return it to the community, because it belongs to them; and
- We incorporate the lessons learned into our own institutional practices so that we continue to grow as an organization.

### ***Basic Strategies***

- To achieve its strategic aims, NCDI will implement the following basic strategies in working with individuals, organizations and communities:
- Developing sustainable organizations and building institutional capacity for social change in communities of color and other underserved communities.
- Bringing together diverse individuals, organizations and communities to define their common needs, identify their common interests and formulate common solutions to chronic social problems.
- Facilitating knowledge transfer and increasing opportunities to communicate lessons important to advance the field of culturally-based capacity-building.

### ***Core Activities***

- ✓ We provide technical support, training and coaching to improve organizational effectiveness,
- ✓ We connect and engage people and organizations from different identities, sectors and places to promote community building.
- ✓ We disseminate information to share what we know and dialogue with others to build the field of culturally based capacity building.

### ***Niche***

We want to be known and recognized for providing effective technical support services in communities of color, training consultants to serve communities of color, building strategic alliances across diverse organizations and communities, and advancing the culturally-based capacity-building field.

# NATIONAL COMMUNITY DEVELOPMENT INSTITUTE

## LESSONS FROM THE FIELD

### BUILDING CAPACITY FOR SOCIAL CHANGE

NCDI has developed a strategic approach for promoting social change in communities of color through its capacity-building programs. Our approach, called *Building Capacity for Social Change (BCSC)*, is summarized below:

#### Three Primary Goals

The three primary goals of the capacity building process are:

- Organizing and engaging people
- Strengthening organizations and networks
- Developing and transforming communities

#### Four Capacity-Building Phases

The four main phases of the capacity-building process are:

- **Designing an Initiative:** Informing the community about the initiative, conducting an initial community assessment and developing a culturally-based, customized, capacity-building plan.
- **Community Planning:** Engaging diverse groups in a comprehensive visioning and strategy development process.
- **Community Revitalization:** Implementing a comprehensive plan to develop leadership, strengthen organizations, improve conditions and address key policy issues.
- **Community Sustainability.** Doing community research, forming strategic alliances/regional partnerships, and implementing policy initiatives/campaigns that promote systemic institutional change with community accountability.

#### Six Focal Transformational Areas (in each capacity-building phase)

The six primary areas of social transformation are:

- Community Engagement: Informing and engaging constituents and key stakeholder groups in the social change process;
- Community Infrastructure Development: Training indigenous leadership; developing sustainable organizations and building institutional capacity for social change;
- Relationship Building: Establishing relationships and forging strong partnerships across racial and cultural fault lines;
- Community Development: Improving the quality of life by changing material and social conditions;
- Organizing and Advocacy for Institutional Change: Mobilizing and empowering the community to achieve policy change and institutional accountability; and
- Community research and evaluation. Documenting and disseminating community-centered lessons learned and best practices.