Community Efficacy and Competence

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Collective Efficacy
A Third Framework for Understanding Communities

- Social control
  - Enforcing norms
- Cohesion
  - Social interaction
Collective Efficacy

- **Identity**
  - Sense of belonging

- **Serves as an indicator of**
  - Levels of violence
  - Commitment to community action
  - Inter-group relations
Efficacy Scores
At the Lower End of the Scores

- **Ajegunle — 42**
  - People in this community know each other well but do not cooperate
  - One should not trust people in this community
Efficacy Scores
At the Lower End of the Scores

Lagos Island — 42
- No quick action, and islanders want quick action for them to be mostly interested
- The most terrible and sensitive
- Rely on cost-benefit efforts
Higher Efficacy Scores

- Mushin — 47
- Surulere — 45

Results seen:
- More outreach to community resources and beyond
- Higher perception of good organizational functioning
- Greater success at fundraising efforts
Community Competency: A Fourth Framework

- Community organization increases the problem-solving capacity of a group
  - Making them less vulnerable to outside manipulation in future encounters (Ross, 1955)
Community Competency

- In a competent community, members
  - Collaborate effectively in identifying the problems/needs of the community
  - Achieve a working consensus on goals and priorities
  - Agree on ways and means to implement the agreed-upon goals
  - Collaborate effectively in the required actions (Cotrell, 1976)
Social Change Component of Competency

- Cultural values influence —
- Social control which determines —
- Levels of community participation —
- And enhances community capacity/competence —
- Resulting in community development outcomes
Individual Change Component of Competency

- Perceived risks and benefits lead to —
- Intentions to take health actions such that —
- People engage in health-seeking behavior —
- And sustain these behaviors —
- Resulting in health outcomes
Mediating Influences to Competency

- Social support networks provide context for —
- Social interaction and organizational development, which leads to —
- Organizational competence and capacity
Community Change

Goals

- Strengthen basic characteristics
- Enhance collective efficacy
- Enhance community competence
Community Competency

An Interaction Between Social Change and Individual Change

- Change approaches and theories at community level
  - Adaptive
  - Conflict
  - External driven
  - Internal driven
  - Reactive
  - Proactive
Community Competency

An Interaction Between Social Change and Individual Change

- Social change moves from
  - Examination of community values
  - Community participation in directing change
  - Building community capacity/competence
  - Resulting in community development outcomes
Community Competency

- Individual change moves from
  - Perceptions of risk and benefit
  - Intention to take health actions
  - Trial of health-seeking behaviors
  - Maintenance of these behaviors
  - Resulting in health outcomes
Community Competency

- The inter-relationship between individual and community change
- Mediated by social support networks
- Social interaction with organizations and institutions
- Resulting in organizational/social group capacity to address health and development problems
Community Competency

Social Change

Cultural Values → Social Control

Social Support Networks

Community Participation → Social Interaction with Organizational Structures

Perceived Risks & Benefits → Intention to Take Health Actions

Engaging in Health Seeking Behavior → Sustaining Healthy Behavior

Health Outcomes

Community Capacity/Competence

Organizational Competence/Capacity

Development Outcomes

Individual Change
A Competent Community

*Can Survive Disasters*

- Oxfam worked on community organization in Central America during the 1980s
- Local associations grew
- After Hurricane Mitch, these associations went into action

*Continued*
A Competent Community
*Can Survive Disasters*

- Committees were formed, decisions were made
- Urgent needs were met, daily self-evaluations were made
- There was a strong sense of responsibility for neighbors