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JOHNS HOPKINS
BLOOMBERG
SCHOOL *of* PUBLIC HEALTH

Community Efficacy and Competence

William R. Brieger, MPH, CHES, DrPh
Johns Hopkins University

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

✦ **Ajgunle — 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

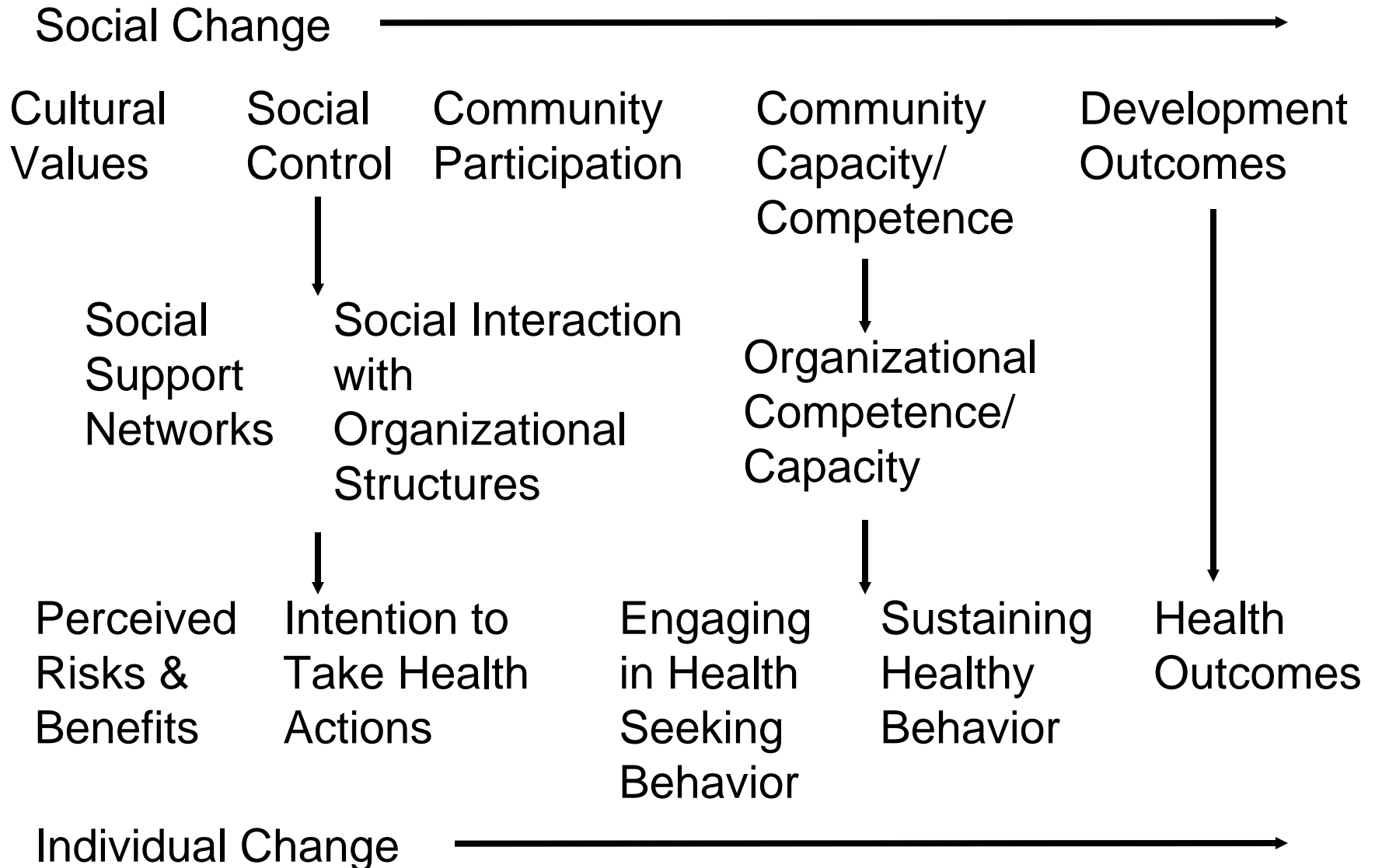
Community Competency

- ✦ 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



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

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