



Enabling African Action for Better Health



**Centre for Health Sciences Training, Research and
Development**

Milestones in Community Empowerment
O. O. Dare, A. O. Lucas



TICADIV Follow-Up Ministerial Meeting
Satellite Seminar on Health and Human Security in Africa
Dakar, Senegal
2-3, May 2011



Outline



- The Four phases of empowerment
- Pathway to Empowerment
 - Partnership Roles
 - Skills set and learning activities
 - Measuring and Monitoring
- Our lessons and experiences - The Oriade Initiative (now the African Learning Sites on HRH and HSS for the MDGs)
- Enduring Issues

The Four Phases of Empowerment





“.....an empowered community is one in which individuals and organizations have access to the information and other inputs to apply their skills and resources in collective efforts to effectively and sustainably respond health priorities they have identified in the wider context of their local development”.

Through such engagement, individuals and organizations within an empowered community provide support for health and development efforts in partnership with others, address conflicts, strengthen leadership, gain increased influence and control over the determinants of health and development in their community.

5/19/2011

5

The Four Phases Empowerment

- Euphoria (“They” phase)
- Realism (“Blame phase”)
- Consolidation (“Us” phase)
- Engagement (“We phase”)

5/19/2011

6

Pathway to Empowerment – 1

- **Euphoria (“They” phase)**
 - Expectations high
 - Local partnerships ineffective
 - Participation limited to those with a voice
 - Community organization official driven
 - Limited relevance of data and evidence

5/19/2011

7

Pathway to Empowerment – 2

- **Realism (“Blame phase”)**
 - Recognition of partnership roles increases
 - Recognition that responsibility and voice are bed mates
 - Limited definition of roles and responsibilities
 - High levels of frustration:- official & community

5/19/2011

8

Pathway to Empowerment – 3

- **Consolidation (“Us” phase)**
 - Expectations relate to local capacity
 - Participation expands to the vulnerable and socially excluded
 - Community organization increases with clear roles and responsibilities btw the community and officials
 - Increased responsiveness of official to local leadership
 - Collaborative/transformational leadership styles btw partners

5/19/2011

9

Pathway to Empowerment – 4

- **Engagement “We phase”**
 - Contribution in cash and kind increase
 - Appreciation of data needs for planning and evaluation
 - Increased capacity for planning & negotiation of assistance

5/19/2011

10

Pathway to Empowerment



11

Pathway to Empowerment: Partnership Roles

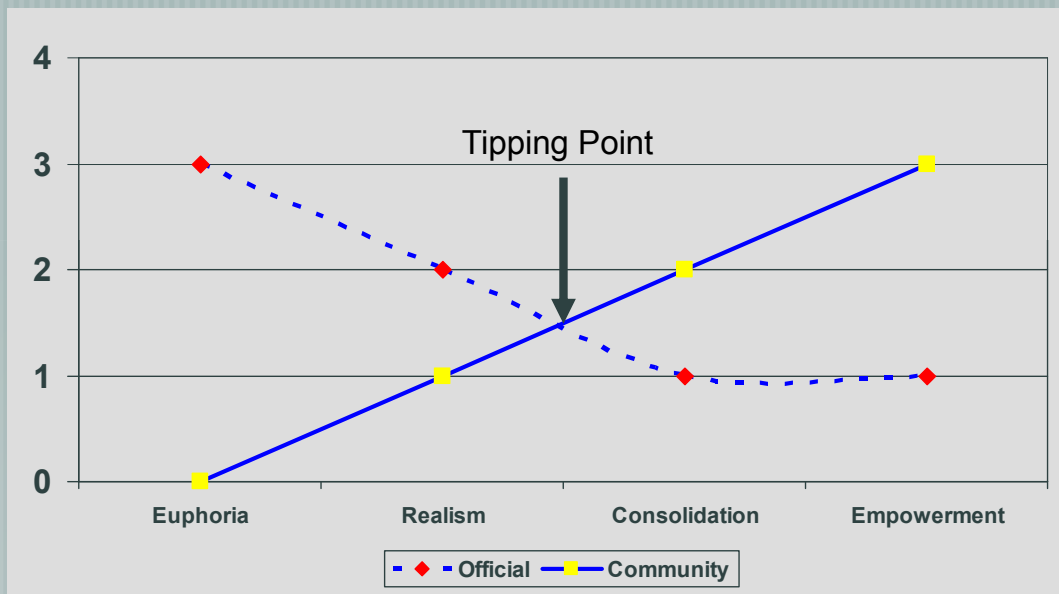
Phase of Empowerment	Who sets priorities?		Who designs and plans programs?		Who implements and evaluates?	
	Official	Community	Official	Community	Official	Community
Un-empowered	+++	-	+++	-	+++	-
Euphoria	++	+	++	+	+++	-
Realism	++	+/-	++	+	++	+/-
Consolidation	+	++	+	++	++	+
Empowerment	+	+++	+	+++	+	+++

**+++ (Sole Responsibility) ++ (Senior/Lead partner),
+ (Junior/supportive partner), +/-Limited/transient**

5/19/2011

12

Pathway to empowerment: Role Reversal



5/19/2011

13

Pathway to Empowerment: Skills Set & Learning Activities I

Phase	Skills Set	Learning Activities
Euphoria	Community Organization Social Mapping Risk Assessment	Information Education Leading change Managing expectations
Realism	Conflict management Communication Response capacity assessment	Vision sharing Values clarification Team building Managing expectations Conflict management

5/19/2011

14

Pathway to Empowerment: Skills Set & Learning Activities II

Phase	Skills Set	Learning Activities
Consolidation	Negotiation of development assistance Mapping of activities and resources Priority setting	Leadership styles Managing development assistance Managing records and information
Empowerment	Monitoring, evaluation and impact assessment Resource mobilization and targeting	Building coalitions Managing partnerships Sharing power

5/19/2011

15

Progress of Empowerment: Measuring & Monitoring (some indicators)

- % of the community members participating at meetings
- % of community who are regular members of the financial contribution scheme (mutual fund)
- % increase in community participation in skills set learning activities
- Balance between official and community leadership
- Transition from gap to sustainability financing of community mutual fund
- Indicators that link empowerment to intended outcome measures e.g. research, health improvement, poverty reduction

5/19/2011

16

Experience from the Oriade Initiative (now the African Learning Sites on HSS for the MDGs)



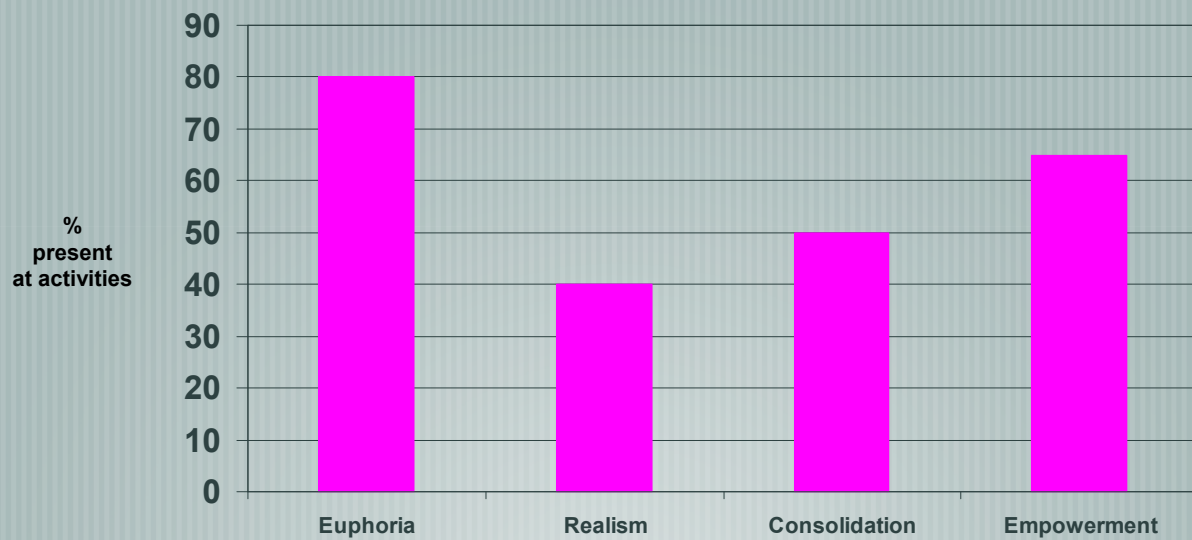
17

Our experience: Communities of the Oriade Initiative

Phase of Empowerment	Community experience	Determinant of Progress towards Community Empowerment
Realization	Ibonwon, Lagos State	Conflict management Negotiation of development assistance
	Iloko-Ijesha, Osun State	Autocratic local leadership Timing of aid investment
	Aramoko Ekiti, Ekiti State	Desire for economic benefit higher than social capital
Consolidation	Gidauniya Aliheri, Kano State	High levels of social capital Collaborative local leadership
Empowerment	Iju-Odo, Ondo State	Transformational local leadership Management of partnership and technical assistance High levels of social capital
5/19/2011		

18

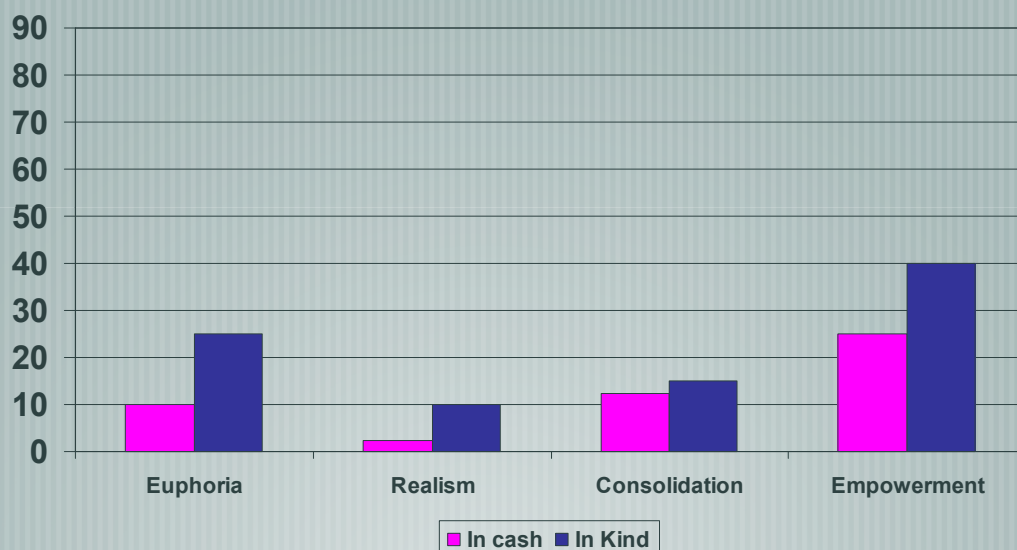
Pathway to empowerment: Presence at activities



5/19/2011

19

Pathway to Empowerment: % of community contributing in cash or kind



5/19/2011

20

Some determinants of Progress

- Responsiveness of official or donor
- Local leadership styles - autocratic, collaborative, transformational
- Balance btw the desire for economic benefit and levels of social capital
- Appropriate/acceptable facilitator
- Timing and size of external assistance and investments²¹

5/19/2011

Enduring Issues



Enduring Issues

- Definition
- Empowerment for what and of who?
 - Service delivery; Poverty reduction; Local development; Research; Priority disease control
- Managing the process of empowerment
 - Competence; Skills set; Learning activities; Outcome implications
- Measuring and monitoring empowerment
 - Process; Outcomes especially as it relates to the MDGs
- Implications/relevance for human security and health improvement

5/19/2011

23

Thank you!

Please send comments, requests for additional information or clarification to: communications@chestrad-int.org

5/19/2011

24