Community Building

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1. Definitionen

- „A community building process aims to build capacity in neighborhood institutions, strengthen ties among residents, and assist residents to work individually and collectively toward neighborhood change. Community building encompasses a number of dimensions, including: community participation; capacity building; neighborhood governance; collaboration; social capital development; an asset orientation; strengthening civic practices; and addressing deep-rooted issues of race and racism." (www.combuild.org)

- "An ongoing process where members of a community share skills, talents, knowledge and experiences that strengthen or develop themselves and the community." (www.ncbn.org = National Community Building Network)

- "Community building has come to refer to a variety of intentional efforts to (a) organize and strengthen social connections or (b) build common values that promote collective goals (or both). Literally, community building means building more community (an interim goal) as a way of achieving some set of desired outcomes (safer neighborhoods, healthier children and families, better-preserved cultural traditions, more profitable businesses, and so forth). While specific meanings vary widely depending on context, community building emphasizes the beneficial aspects of key processes (actions) that shape relationships, values, psychological attachment, and other aspects of community. As such, community building bears important connections to community organizing and community development.
  One popular form of community building is civic action to improve quality of life or promote social justice. Another form involves the commercial use of the power of human community, as in building community around a product or market concept, often to promote customer loyalty. Both imply the use of social capital, that is, networks, trust, or other features of community life that can serve as important resources for action." (www.ncbn.org = National Community Building Network)

- „Community building has emerged as a key policy theme as governments around the world seek ways of addressing increasingly complex issues facing contemporary society. It is a process whereby communities, government, business and philanthropy work together to achieve agreed social, economic and environmental outcomes. It works by government listening to what local people believe could improve their community and sharing ideas about how these changes can be achieved. Community building can be relevant to any community but often targets communities that are characterised by inequity and disadvantage.
  The word 'community' here usually means a local area, neighbourhood, suburb or town. But a community might also be a group of people who have common interests or problems they want to address. They may share social or cultural backgrounds, or hold similar aspirations.
  Community building places particular emphasis on the role of social capital and partnerships. It seeks to strengthen relationships within communities and between communities and government.
  Processes that are closely related to, or may be part of, community building include community capacity building, community renewal and place management." (www.communitybuilding.vic.gov.au)

2. Durchführung

2.1 Ebenen

Zunächst muss man sich natürlich festlegen auf welcher Ebene bzw. welchen Ebenen *community building* betrieben werden soll (lokal bis global), da dies das weitere Vorgehen entscheidend beeinflußt. Jede Ebene hat ihren eigenen Vor- und Nachteile. Grundlage für diese Entscheidung bilden die Ziele, die man verfolgt und die man vorher konkret definieren sollte.

Beispiel für Vor- und Nachteile einiger Ebenen: (BARTON)

Level	Pros	Cons
County	• More 'manageable' from a national viewpoint • Substantial existing infrastructure • Significant County Council funding at present • Best level for certain functions • Critical mass	• More distant from local communities • Often there is strong district infrastructure in place • All counties a mixture of urban and rural
District	• Closer & more relevent to local communities • Often significant local funding • Best level for certain functions • Often significant district council funding at present	• No universal district infrastructure (approx 85% district CVS coverage) • Would need to co-ordinate with County level • Many very small and lacking capacity/ critical mass

2.2 Analyse der Ebenen

Wenn man sich entschieden hat, auf welchen Ebenen *community building* betrieben werden soll, besteht der nächste Schritt darin, eine detaillierte Analyse der entsprechenden Ebenen durchzuführen.

Dies hat zum Ziel, bereits bestehende (community fördernde) Strukturen und Potentiale zu erkennen, da:

1. das Nutzen bestehender Strukturen die eigene Arbeit fundamental erleichtern kann.
2. man diese Strukturen im Laufe der eigenen Arbeit nicht zerstören oder beschädigen sollte und somit Rücksicht auf sie nehmen kann.

KRETZMANN beschreibt in seinem Text drei verschiedene Analysen. Sie sind so wohl nicht 1 zu 1 auf allen Ebenen umsetzbar. Ich denke aber, dass sie eine gute Grundlage bieten.

Im Zentrum der Analyse steht eine sog. „Assets Map", auf der versucht wird die Gemeindestruktur darzustellen: Welche Potentiale liegen bei den Bewohnern, Vereinen und Institutionen? Das Ziel ist zu erkennen, dass eigentlich immer Potential vorhanden ist, das man für seine Ziele nutzen kann, auch wenn es auf den ersten Blick nicht so aussieht.

„This Assets Map points to one way of thinking about the basic kinds of building blocks that exist in every community. At the center of the map, and of the community building process, lie the "gifts" of **individual residents** – their knowledge, skills, resources, values, and commitments.

Beyond individuals and their families, the second basic set of community-building assets can be found in those **groups and organizations, sometimes called "associations,"** in which local citizens come together to pursue a wide range of activities. These associations, whether primarily organized to promote religious, cultural, civic,

recreational, or other ends, are both more ubiquitous and more willing to adopt community building tasks than many community leaders expect.

Finally, the Assets Map points to the potential power of **institutions** located in virtually every community schools, parks, libraries, police, human service agencies, community colleges when those institutions can refocus at least part of their considerable resources on community building.

When all these local community assets – the gifts of individuals, the power of citizens' associations, and the resources of local institutions – have been rediscovered, "mapped," and mobilized in relation to each other and their potential to solve problems, then a community previously regarded as empty and deficient will appear on the large civic stage as capable and powerful." (KRETZMANN 1995)

Die Informationen über *individual residents, associations* und *institutions* werden folgendermaßen gesammelt:

2.3.1 capacity inventory (individual residents)
Ziel ist es das Potential aller bzw. möglichst vieler Mitglieder der community zu erheben. Dies soll nach KRETZMANN durch Fragebögen erhoben werden. Meiner Meinung nach keine schlechte Idee, aber höchstens auf der lokalen Ebene und nur unter hohem Aufwand durchzuführen.

2.3.2 associational inventory
Hier geht es darum, alle in der community aktiven Vereine bzw. andere nicht staatliche Gruppen (religiös, kulturell, etc.) zu finden und versuchen, sie für *community building* zu gewinnen.
Die Erhebung soll durch Befragungen von Führungspersönlichkeiten und Literaturrecherche durchgeführt werden.

2.3.3 local institutions
„Along with the re-mobilized gifts of local residents and their associations, the third major section of the assets map points community builders toward those **institutions that are physically located in the community**. Though they vary, every community has some local institutions. The challenge involves re-focusing at least a part of their mission and resources on community building activity. How can local schools, parks, libraries, human service agencies, etc. contribute to the revitalization of community?

Frequently, what interests community builders most about the resources that local institutions bring to the table has very little to do with the central "missions" of the institutions, e.g. a school's "curriculum," an agency's "services." Rather, community builders often regard these institutions as "treasure chests" filled with potential community building resources. A school, for example, contains treasures such as: facilities and space, which would host and incubate a range of community groups and activities; materials and equipment, from computers to blackboards, all of which could be invaluable to community groups; purchasing power, with which to buy from local enterprises; hiring capacity, which could partly target local residents; teachers, who could bring their expertise to bear on community issues; and young people, most important of all, who could come back into the community as contributors to the rebuilding process. " (KRETZMANN 1995)

Als Ergebnis dieser Analysen sieht KRETZMANN dann:

„Once these combinations of local assets and capacities – individual residents, citizens' associations, and the resources of local institutions – have been mapped and mobilized, a community is well on its way to regenerating itself. Such a community may still, of course, require help from the outside. But it is now in a position to control and define that help, to focus and direct outside resources to the locally generated agenda and plans. Rather than existing as an object of charity, such a community will say to the outside world: we are mobilized and powerful; we are a sure-fire investment." (KRETZMANN 1995)

2.3 Schlüsselkomponenten
Von BARTON werden einige Schlüsselkomponenten angeführt. Minimalresourcen, ohne die ein *community building* – Prozeß wenig Erfolgschancen haben dürfte.

„The parallel ACU report on community capacity building identifies four key components for community level infrastructure:

· at least one **representative and inclusive forum or network** (e.g. a tenants and residents association, a parish council, a development trust with a majority of community representatives)

· at least one **physical 'hub'** or base for individual collective community activity (e.g. a community centre, school or village hall)

· access to generic **community capacity building workers** (e.g. long-term community development workers or others with an explicit capacity building brief)

· easy access to **small grants** to stimulate and support grass roots community activity and capacity building.

This forms a useful basis for considering desirable capacity at a village or parish level, whilst the wider voluntary sector infrastructure will have an important role, working with local authorities, primary care trusts and others, to assist in the development and support for these, building on what already exists." (BARTON 2003)

Außerdem ist eine Vernetzung aller community builder die an verschiedenen Orten arbeiten untereinander zum Erfahrungsaustausch, etc. unerläßlich.

„Countryside Agency's rural community development workers network and a national survey suggests that the widespread professional isolation of community workers is particularly acute in rural areas. Similarly NCVO's research identifies substantial need to strengthen training and learning support for rural volunteer and paid staff in the field." (BARTON 2003)

Ein weiterer grundlegender Punkt ist eine Vernetzung der verschiedenen Ebenen untereinander

„At the opposite end of the spectrum, it is important for Defra that it has effective channels of communication and representation between the community level grassroots action and its national and regional policymaking functions." (BARTON 2003)

2.4 Programm

Nach der detaillierten Analyse der *community* muss ein konkreter Plan aufgestellt werden, wie die gegebenen Ziele erreicht werden sollen.

Folgende Ziele könnten beispielsweise verfolgt werden:

- New partnerships between community members, organizations and government that lead to reform of government services
- Greater community capacity to address critical issues and develop action strategies
- Greater social cohesion and participation in community activities
- New opportunities for social, economic and environmental development (vgl. communitybuilding.vic...)

Mögliche Maßnahmen (sehr abhängig von den Zielen, die verfolgt werden):

Workshops, Gemeinsame Tätigkeiten, Informationsabende, Kommunikativen Austausch fördern, Beziehungen aufbauen bzw. intensivieren, Kontakte zwischen verschiedenen Gruppen aufbauen etc.

3. Evaluation

Literatur:
- BARTON, P. (2003): Community capacity building & voluntary sector in rural England.
- KRETZMANN J. (1995): Building Communities From the Inside Out.
  www.nhi.org/online/issues/83/buildcomm.html
- www.communitybuilding.vic.gov.au
- www.commbuild.org
- www.ncbn.org (National Community Building Network)