

# How to track community changes effected by OFFS

Manual for OFFS instructors

CCPA/ American University

## Introduction

In order to explain the extend to which CCPA's objectives of...

**GREATER SOCIAL COHESION**

**STRONGER CIVIL SOCIETY**

**HIGHER TOLERANCE**

...are being achieved, one must identify changes in the perceptions, attitudes, and biases of the relevant participants.

The purpose of this guide is to assist the OFFS instructors and OFFS leaders to recognize the core purposes of the OFFS activities together with the local coaches and volunteers. By analysing the needs, selection of participants, core objectives, barriers and assets of the society as well as determining how progress in the community should look like, OFFS staff is able to systematically trace and assist the process of change.

The following process steps are a guide for ensuring the highest level of applicability for evaluations in each region/country. On the base of needs-analysis and group talks with local volunteers and coaches, CCPA is able to design a customized impact analysis tool, including questionnaires and interviews, build on the base of different local communities needs.

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## Step 1. Needs analysis – Community status

Core questions: **What are the needs off the community? What is the current state of the community?**

The needs-analysis for the OFFS schools is being conducted to make the OFFS the best fit for different locations and individual conditions. In other words, with the needs-analysis we are able to recognize the individual needs of different communities. The wanted change inside a community has to start from inside the community itself, an therefore we need to make the targets of the program realistic, acceptable and understood by all the parties involved.

The key challenges in the local communities that CCPA has previously been able to have an impact on, are formulated as indicators, which can be seen in detail at Step 7.

Identifying the current state – conditions on the ground within each community targeted for OFFS – is essential. It will help CCPA determine the challenges that participant’s face, which programs must address. Trough the following sets of questions, CCPA can begin mapping their ”theory of change” for each OFFS program.

### *Questions to be discussed:*

1. What key challenges does this community face, and what is the nature of these challenges?
2. What key issues in this community/region does OFFS want to address, and which does it make little sense to raise?
3. How are these challenges unique in this community/region? Which are local and which are regional?

## Step 2. Needs-analysis – Participants

Core questions: **Who are the participants, and why are they targeted for change?**

In order to have an impact on the key issues discussed before, it is essential to target the program to participants who are agents of the change we have decided to aim for. By reviewing the demographics of the community we will get a better picture of who the participants of OFFS should be. In the other hand, when OFFS staff knows who is participating and what their needs are, we create a higher potential in reaching the in common goals. The participants involved in the OFFS program should be those, who have direct involvement at the local level, as opposed to those with indirect involvement.

### *Questions to be discussed:*

1. Who is the community(s)? Local demographics of the community(s)?
2. Who are the participants?
3. How does the community(s) identify or delineate people (religion, economic, ethnic etc.)?
4. What are they facing in their community that will contribute to the OFFS?
5. What made CCPA choose this particular group of participants?

### **Step 3. Needs-analysis – The core objectives and realistic change**

**Core questions: What are the objectives of OFFS? What drives our impact? What are we addressing with this specific OFFS program?**

Besides that the program has its potential of creating impact or starting a positive change in the communities, it also has its limitations. The core objectives of the program should be conducted with consideration of what a realistic change potentially looks like. Success over the long term depends on tailoring the program to meet local needs. OFFS is not a catch-all for every condition CCPA targets.

*Questions to be discussed:*

1. For which goals is CCPA going to hold itself accountable?
2. How does a realistic change look like?

## Step 4. Preparation for OFFS intervention – Barriers

**Core question: What barriers to change are present?**

Following the completion of a thorough needs analysis, and identification of participants and objectives, it is time to begin digging deeper into the community. This step moves into identifying key barriers to change within the community, as well as the assets that can support change.

In the light of the change OFFS has chosen to aim for, it is important to analyse what kind of barriers for the change do exist in the local communities. Barriers to change refer to any circumstance, environment, context or problem which:

- a. Has held the community(s) back from accomplishing change on their own**
- b. Likely has held back other similar programs for creating change**
- c. Will likely hold CCPA back if not addressed.**

Only after recognizing barriers, can tools of breaking the barriers be introduced. The key point is that, in order to succeed, OFFS must do more than offer solutions to community needs.

### *Questions to be discussed:*

1. Based on the community(s) challenges, why haven't seemingly viable solutions worked – explain how the barriers to desired change arise and persist?
2. Why is an external third-party intervention the only option? If an external third-party intervention is not the only option, why is OFFS the BEST option?
3. What is going to motivate the community to participate, and what may not?

## Step 5. Preparation for OFFS intervention – Assets

**Core question: What assets are present that will assist change?**

Equally important it is to identify the strengths inside the community. When we are talking about assets we are talking about the strengths that the community possesses which CCPA can utilize to support OFFS's change initiative. The assets are not typically "financial", but rather, reflect the communities' motivations for change, or systems in place that can support OFFS.

*Questions to be discussed:*

1. What assets does the community have that can support change, and how might CCPA utilize these assets to support OFFS?
2. What may have prevented these assets from being used to their fullest potential by community or by an external intervention before OFFS?



## **Step 6. Preparation for OFFS intervention – What does progress look like?**

Core question: **Why is the OFFS intervention the BEST method of addressing the needs?**

The critical next step is determining how progress can be measured. A critical question to keep in mind is: "how does progress look like?" Be aware that, in some cases, measures of progress may vary substantially across regions and communities.

### **What will community progress look like?**

Community impact measures indicate group progress, and can touch a group motivations to implement and sustain actions or changes.

#### *Questions to be discussed:*

1. If OFFS is working what will occur or change within the community after the 5 day training that wasn't happening before?
2. How will participants apply and use what they learned to make a difference? (Behaviors? Attitudes? Actions?)
3. What does sustained impact look like in 3 months? 6 months? 1 year?

### **What will individual progress look like?**

Participant impact measures speak to progress that takes place at the individual level, with or without the group influence. These include changes in perceptions, attitudes and behaviours of program participants

*Questions to be discussed:*

1. What new attitudes are forming and what new behaviors are taking place during the five-day OFFS? How and why will these be sustained?
2. When participants go back to their normal life, what will be different?
3. What will participants think or do differently after completing the program? How will this affect their interactions with others

1.

**What (if anything) can CCPA do to promote longevity of change?**

**– What can CCPA do to ensure sustainability of change and impact of OFFS?**

*Questions to be discussed:*

1. What can CCPA add to OFFS that will promote lasting impact after the OFFS program? At 3 months? 6 months? 1 year?
2. How can CCPA support participants in committing to action/change?
3. What barriers carried through the program to inhibit growth?
4. Would these measures be organizationally practical for CCPA to implement?

(hey Berit, I don't understand question 3 and 4)

## Step 7. The tracking of changes – Identifying impact

### indicators

At this stage we can start identifying the indicators we want to choose for the program to focus on.

CCPA advice that each OFFS chooses maximum 3-4 impact indicators they want to score on. In the box are listed 8 possible indicators, but new relevant ones can be, of course, added.

Below are listed the indicators and examples how they can be measured in the questionnaires and interviews.

#### INDICATORS:

1. Change in quantity/quality of ethnically or culturally different friendships
2. Change in perception of “enemy image” and “exceptional” thinking
3. Change in gender roles and gender equality perceptions
4. Willingness to collaborate/cooperate on a superordinate goal with a member of different (cultural/ethnic/social) background.
5. Change in civil society
6. Change in perceptions towards “social responsibility” (active and passive)
7. Change in perceptions towards life skills
8. Change in perceptions towards healthy lifestyle

	OFFS # 1	OFFS # 2	OFFS # 3
Indicator # 1	✓	✓	✓
Indicator # 2	✓	✓	
Indicator # 3	✓		
Indicator # 4	✓	✓	✓
Indicator # 5		✓	
Indicator # 6			✓
Indicator # 7			✓

INDICATOR	PROXIES	Questionnaire	Interview	Both
Change in quantity/quality of ethnically or culturally different friendships	Number of friends from other ethnic/cultural backgrounds	<i>Do you have friends from other ethnic/cultural backgrounds?</i>		
	Frequency of interactions with friends from other ethnic/cultural backgrounds	<i>How often do you communicate/meet with your friends from other backgrounds in a typical month?</i>		
	Nature of interactions with friends from other ethnic/cultural backgrounds	<i>Do you know what ethnicity/culture of your friends' background represent?</i>	<i>What does difference represent: Is it a source of conflict? Enriching experience? What does it change</i>	<i>How do you communicate with those friends most often? What is the value of these friendships for you?</i>

INDICATOR	PROXIES	Questionnaire	Interview	Both		
Change in perception of “enemy image” and “exceptional” thinking	Perceptions of other ethnic/cultural groups, or nations	<i>Do other ethnic/cultural groups (or communities) tend to behave generally the same/similar way?</i>		<i>Would contributions from other ethnic/cultural groups be valuable in the process addressing issues within your own community?</i>		
		<i>Is it safe for you/your child to have friends from other ethnic/cultural groups (and/or communities)?</i>				
	Perceived separation between the group and the individual	<i>Statement: People from other ethnic/cultural communities participating in OFFS are different from those in their communities who are not participating in OFFS (Agree/Disagree)</i>				
		<i>Would you feel comfortable with your child having friends from other ethnic/cultural backgrounds who are not OFFS participants?</i>				

INDICATOR	PROXIES	Questionnaire	Interview	Both
Change in gender roles and gender equality perceptons	Current role and status of women in the community (what it is)	<i>Do women help (or are allowed to help) solving community problems?</i>	<i>Do the current role of women cause conflict?</i>	
		<i>Do women have outlets for expressing needs and participating in decision making?</i>		
	Future role and status of women in the community (what it should be)	<i>Should women help solve community problems?</i>	<i>Should women be doing sports (professional or amateur)? Should women be playing football? Why? Or why not?</i>	
			<i>Assets or barriers for women to make progress in community?</i>	

INDICATOR	PROXIES	Questionnaire	Interview	Both
<p>Willingness to collaborate/cooperate on a superordinate goal with a member of different (cultural/ethnic/social) background.</p>	<p>Presence of inter-ethnic collaboration or cooperation (what it is now?)</p>	<p><i>Level of cooperating with whom? What are the barriers against or the assets for cooperation?</i></p>	<p><i>Were there any purposes to cooperate in the past? (Reference on the specific objective OFFS is trying to address?)</i></p>	
	<p>Attitudes, perspectives, desires about inter-ethnic collaboration and cooperation (Desire for change?)</p>	<p><i>If you have experience of past cooperation, what was the experience? How do they value the outcome?</i></p>	<p><i>Are there opportunities for you to cooperate now? If you want to cooperate, but have no opportunities, what can be changed to create those?</i></p>	<p><i>Any desire in the future inter-ethnic collaboration/cooperation? Why/why not?</i></p>

INDICATOR	PROXIES	Questionnaire	Interview	Both
Change in civil society	Civil dialogue	<i>Is there any conflict in the intra or inter-community level? Does dialogue play a role in the resolution of the conflict?</i>		<i>Do you discuss social issues with other members of your community? Does it lead to any action?</i>
	Friendships and association	<i>Have you made new friends during the program? Do you foresee the chance (or desire) to continue your ties with them? How?</i>		<i>Do you re-value any personal associations you have in your community (or across communities?)</i>
	Involvement: political, religious, social etc.	<i>How willing are you to do any of the following: Vote; Deal with court; Make donations; Volunteer; Engage a person in a position of power.</i>	<i>What are the barriers or benefits to such participation?</i>	



INDICATOR	PROXIES	Questionnaire	Interview	Both
Change in perceptions towards “social responsibility” (active and passive)	Avoidance of counterproductive behavior	<i>Are you satisfied with the level of Social Responsibility currently undertaken by other members in your community?</i>	<i>What are some of the counter-productive behaviours avoided in your community? Some examples?</i>	<i>What kinds of costs/benefits exist, to the individual and the community, when counterproductive behaviour is being avoided?</i>
	Engagement in productive behavior	<i>Participation in OFFS: - Seminars - Days - Hours</i>	<i>What are some of the productive behaviours undertaken? Example? Why do you engage?</i>	<i>What kinds of costs/benefits exist, to the individual in the community, when engaging in socially responsible behaviour?</i>

INDICATOR	PROXIES	Questionnaire	Interview	Both
Change in perceptions towards Life skills	Commitments	<i>Active participation in OFFS?</i>		
	Respect		<i>Do the participants respect and cherish and value themselves and the people around them?</i>	
	Teamwork		<i>Are the participants good at working in teams, and is it their general perception that they will achieve their objectives better through everyone's collaboration and involvement?</i>	
	Tolerance		<i>Are the participants tolerant towards others respecting the differences between people, their beliefs, opinions and behaviours without prejudices?</i>	

Responsibility		<i>Do the participants take responsibility to make the group function?</i>	
Empathy		<i>Do the participants listen and care for their team mates?</i>	
Conflicts		<i>Do the participants improve?</i>	

INDICATOR	PROXIES	Questionnaire	Interview	Both
Change in perceptions towards Healthy Lifestyle	Active lifestyle	<i>How often are you playing football or doing other sports?</i>	<i>Costs/benefits of physical activities for the individual well being?</i>	
	Healthy food	<i>Awareness of the food pyramid?</i>		

## Questions:

1. Should the guide include a short written introduction to the indicators?  
-> this can be easily done since that info exist in the manual
2. Should the questions presented in the indicator-tables be precicely what we are going to ask in the questionnaires and interviews?  
->Should the qualitative questions be designed by CCPA or the consultant  
-> Before I add the questions it should be collectively decided what is relevant to ask and how the questionnaire and the interview should look like  
->If we include everything the tables will become not very easy to comprehend.

As I see it, we don't need to design the questions at this point yet, but more set guidelines of what we want to know for the OFFS leaders and OFFS instructors so they will understand every indicator so that they have the capacity to introduce them and choose the valid ones for their OFFS's purposes? And the SPSS trallalla will come later?