

# DEFINING GOALS FOR COMMUNITY EMPOWERMENT



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# Outline

- The perspective of this presentation
- What is a goal?
- What is a community?
- Defining and achieving goals empowers which community and how?

# Perspectives

- Healthy communities require healthy fisheries.
- Healthy fisheries require healthy communities
- Healthy communities are comprised of interdependent persons.
- Healthy communities strive toward inclusion rather than exclusion.
- Healthy communities are characterized by mutual service.
- Community-based management is the best available model for attaining healthy communities and healthy fisheries.

# Definition of Community-Based Management

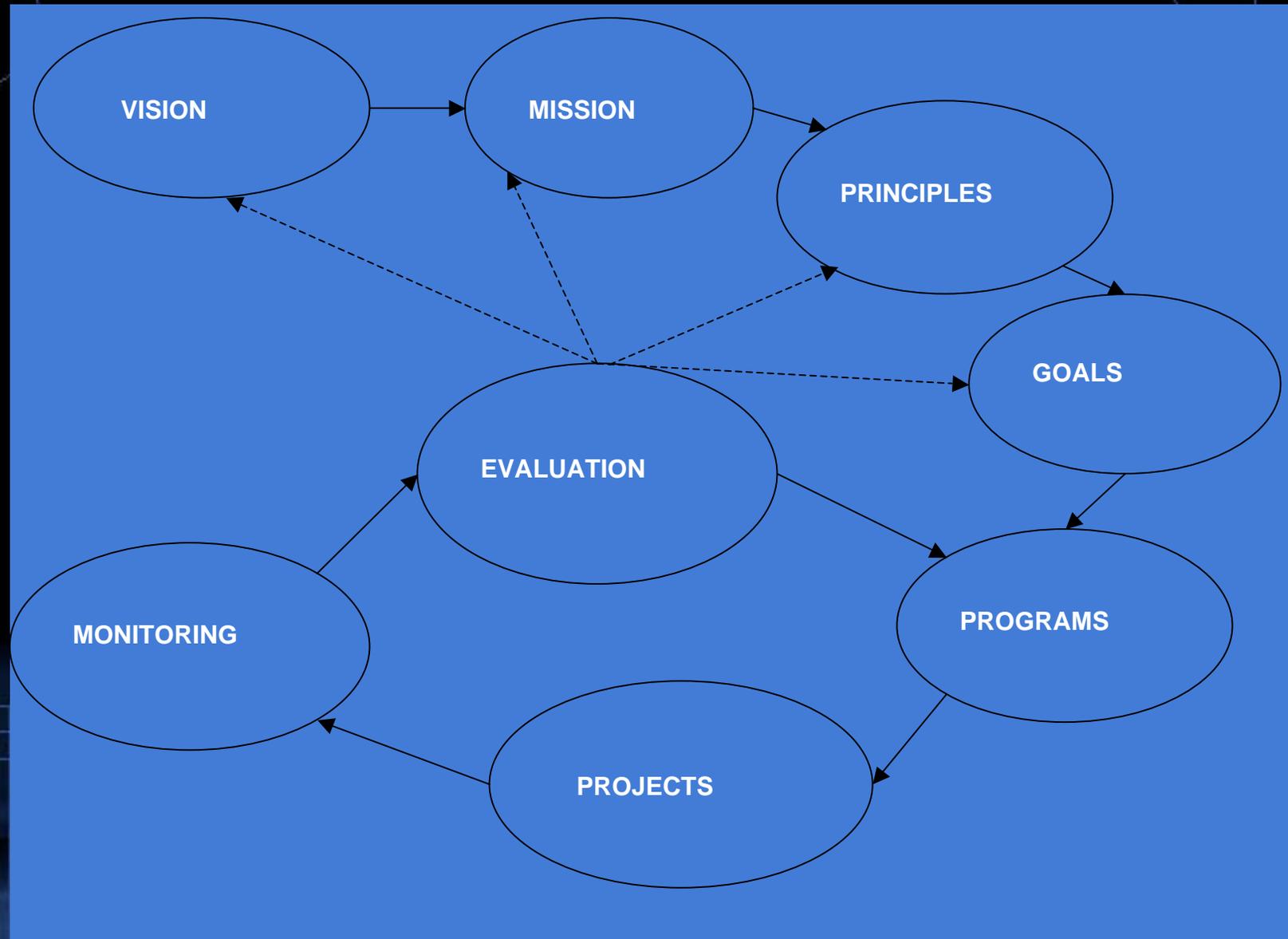
- People managing natural resources for the social and ecological benefit of place-based communities through a sharing of power.



# Implications of this Definition

- Re-embedding of economic institutions, i.e., the market, into a more comprehensive network of social and cultural institutions.
- More equitable distribution of the wealth produced by natural resource use.
- Ecosystem management.
- Ecological and cultural diversity.
- Recognition and use of multiple kinds of knowledge and systems of thought.
- Greater emphasis on inter-personal, communal, and spiritual values in addition to material values.
- Participatory, transparent, and inclusive decision-making processes.
- Scaling-up of grass roots governance to regional, national, and international levels.

# What is a Goal?



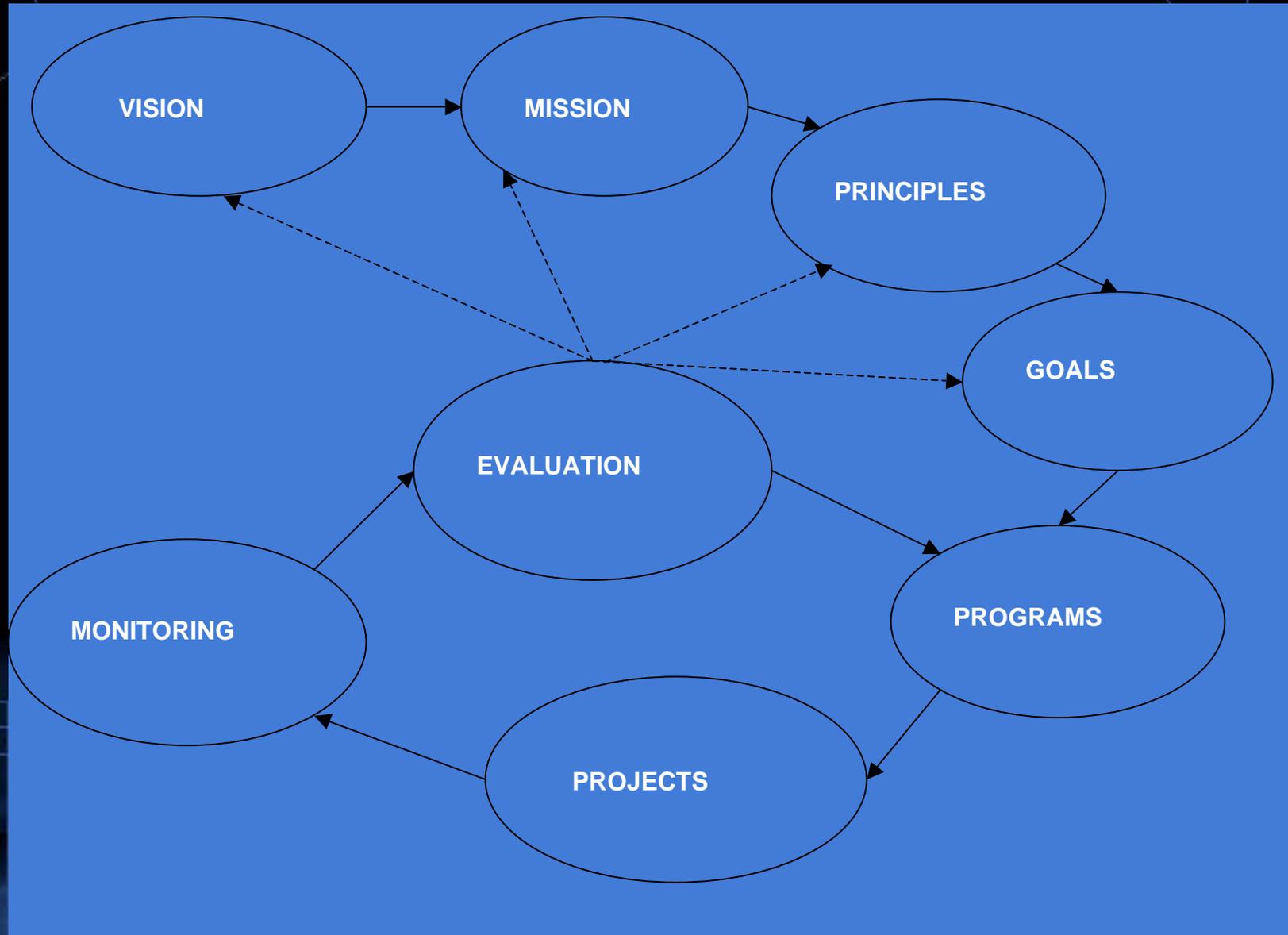
# Setting Goals

- Vision: a short statement on what the future should look like, e.g., “healthy communities and healthy fisheries.”
- Mission: a short statement on how the community or group will attain the vision, e.g., “empowerment of fishing communities.”
- Principles: a set of guidelines governing the behavior of the community in achieving the mission, e.g., “transparency, inclusion, consensus building.”
- Goals: a set of expected outcomes for realizing the vision and mission of the community or group, e.g., “sustainable livelihoods, ecosystem management, life-long learning.”

# Achieving Goals

- Programs: the mobilization of human and financial resources to achieve goals, e.g., “participatory research, community organizing, developing management plans.”
- Projects: specific and coordinated actions in the implementation of programs, e.g., “documenting traditional ecological knowledge, establishing a licence bank.”
- Monitoring: collecting information about the effectiveness of projects, e.g., “degree of participation in a project, quality of information”
- Evaluation: analysis and reflection on monitoring data to assess the success of programs in achieving goals.

# Re-evaluation



# Goals and Community

- The setting of goals will be greatly determined by our understanding of:

What is a community?



# What is Community?

- Essential elements of being in community
- Basic elements of community mobilization



# Elements of Community

- Trust and Forgiveness
- Friendship and Critical Challenge
- Dialogue and Justice
- Diversity and Openness



# The Challenge of Community

- The notion of interdependent, inclusive communities is very different from the notion of communities of interest composed of a like-minded group of independent individuals.
- Which understanding of community we choose will greatly affect how we organize community and what we mean by community-based management or co-management.
- Who do we wish to empower?

# Mobilizing the Community

- Once we have determined our vision, mission, and goals based on our understanding of community, there are a number of broad programs areas that need to be developed.



# Elements of Community Mobilization

- Community Organizing
- Organizational Development
- Alliance and Coalition Building
- Communications and Networking
- Participatory Research
- Development of Management Plans
- Monitoring and Enforcement
- Enhancement and Restoration
- Policy Development
- Creation of Sustainable & Alternative Livelihoods
- Establishment of Cooperatives and Alternative Trade
- Creation of Governance and Knowledge Institutions



# Moving Beyond the Local Community

Two additional components in the setting of goals is especially important in the context of globalization.

1. Establishing cross-scale linkages
2. Developing learning communities

# The Challenge of Cross-Scale Linkages

- Horizontal Linkages: organizing across geographic space, e.g., coalitions and alliances
- Vertical Linkages: organizing across decision-making levels, e.g., co-management, regional governance.

Cross-scale linkages are difficult but crucial to success. Community-based management begins in the community but does not end there.

# The Importance of Life-Long Learning & a Learning Community

- Learning communities are inclusive, place-based groups that solve governance problems through collaborative, iterative processes of learning by doing.



# The Nature of Learning Communities

- Learning communities seek to enhance local world views with the insights to be gained from external influences.
- Learning communities bring together a wide range of social actors, e.g., community organizations, industry and environmental groups, government officials, scientists, women, youth, and indigenous people.
- Learning communities develop a social learning process that identifies critical problems, issues, and opportunities, analyzes the underlying causes, takes actions for their solution, learns from these actions, and makes needed changes.



# Conclusions

- Defining goals can be achieved only after there is an understanding of the vision, mission, and principles of the community.
- Goals must be translated into effective programs and projects
- Monitoring, evaluation, and reflection are on-going processes for the achievement of goals.

# Conclusions

- Community empowerment derives from goals built upon a notion of interdependence that fosters trust, dialogue, diversity, and mutual service.
- Community empowerment results from goals that increase the organizational capacity of the community.
- Community empowerment is enhanced by inclusive processes of cross-scale linkages and life-long learning.