

ECED7008

Assessing the Need for Advocacy in the Community

S.W.O.T

- ▶ Technique used for strategic planning and analysis
- ▶ Used to identify Strengths, Weaknesses, Opportunities and Threats
- ▶ Related to business competition and project planning
- ▶ Helps to specify the objectives of a specific project or venture
- ▶ Helps you look at the internal and external factors that are favourable or unfavourable to the achieve the objectie

S.W.O.T Continued

Why we use them;

- ▶ Explore new solutions to problems
- ▶ Identify barriers that can limit goals and objectives
- ▶ Decide on directions that will be most effective
- ▶ Reveal possibilities and limitations for change
- ▶ Devise to best navigate systems
- ▶ Act as a brainstorming device

Sometimes shown like this...

How to Do a SWOT Analysis

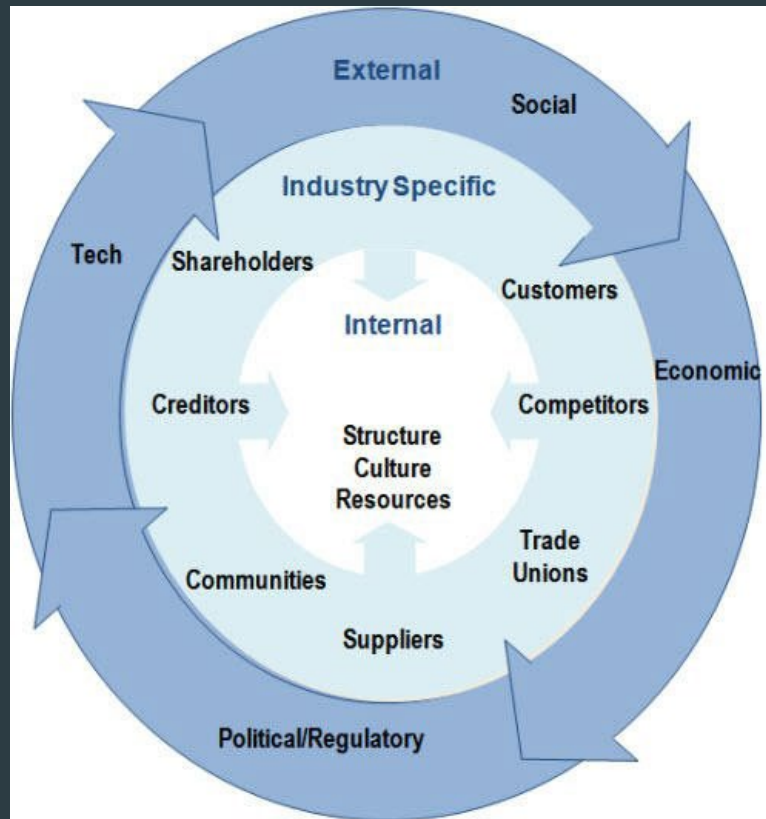


Or This ...

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
• Things your company does well • Qualities that separate you from your competitors • Internal resources such as skilled, knowledgeable staff • Tangible assets such as intellectual property, capital, proprietary technologies etc.	• Things your company lacks • Things your competitors do better than you • Resource limitations • Unclear unique selling proposition	• Underserved markets for specific products • Few competitors in your area • Emerging need for your products or services • Press/media coverage of your company	• Emerging competitors • Changing regulatory environment • Negative press/media coverage • Changing customer attitudes toward your company

 WordStream

Circle of Control



A photograph of a community meeting. A man in a red shirt stands in the center, holding a folder and gesturing with his hands. He is addressing a group of people seated around a long table. The room has large windows in the background, and the atmosphere appears to be a formal yet collaborative discussion.

How to Conduct a Community Needs Assessment

Who Should be Involved

- ▶ Community Members Experiencing the Needs
- ▶ Staff and Trustees/Board Members
- ▶ Other Professionals
- ▶ Subject Matter Experts



Whether you're developing a new volunteer program or reviewing an existing project, it's important to know what your community actually needs and the resources available to you

How do I Know People What Service People need?

- ▶ Understand key problems that need to be addressed
 - ▶ What is the size and nature of the need?
 - ▶ How big an issue is it?
 - ▶ How many people are affected?
 - ▶ How are they affected?

Stages of Assessing Needs: 1

Understand from experience

- ▶ Talk to people about their problems, what are the issues, what may solve them?
- ▶ Hear their stories, their real life experiences - this is real evidence.

Stages of Assessing Needs: 1

Look for existing research undertaken by;

- ▶ Undertaken by think tanks
- ▶ large charities
- ▶ government agencies
- ▶ Other Funders

Stages of Assessing Needs: 2

Understand what the public and private sector may be doing in this area

- ▶ Is there existing support? Or does that support only cover some of the need?

Are other charities in the area working in this field

- ▶ Are they offering the service you wish to offer?
- ▶ Have they completed a 'charity impact evaluation'.

Take Action ... Seek the Funding



Politics and Power in Advocacy

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Session 4.2

Foucault's Theory of Power

‘Power operates at all levels of social interaction, in all social institutions and through all people’

(Giddens *et al*, 2017)

POWER

- ▶ Power refers to a capacity that A has to influence the behaviour of B, so that B acts in accordance with A's wishes.



Politics – sociological definition

- ▶ The art of the exercise of power
- ▶ Activities that are associated with making decisions in groups;
- ▶ Forms of power relations among individuals
- ▶ Can relate to the distribution of resources or status

‘Striving for a share of power or for influence on the distribution of power’

(Weber,

The Relationship between dependency and power

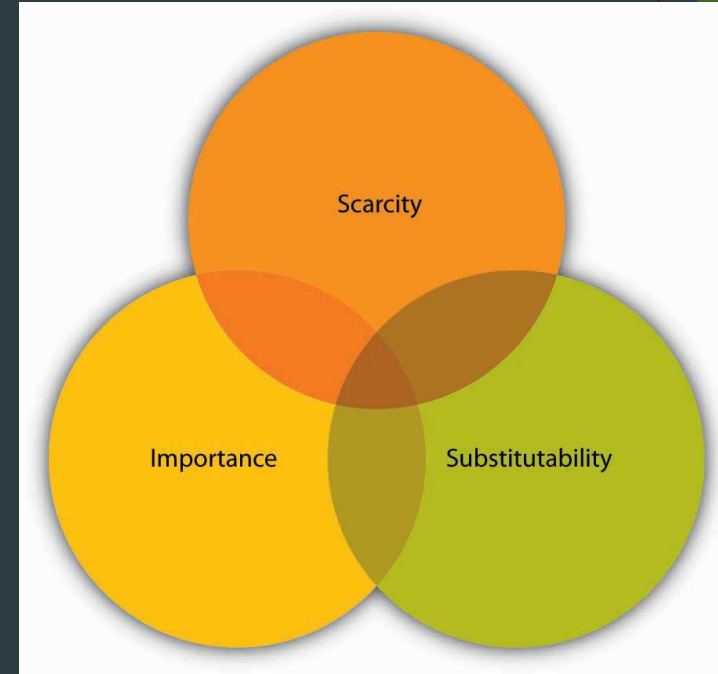
DEPENDENCY

- ▶ directly related to power
- ▶ The more that a person or unit is dependent on you, the more power you have

How Dependent?

How dependent you are relates to;

- ▶ Scarcity
- ▶ Importance
- ▶ Substitutability



(Krauss, 2009)

Conformity.

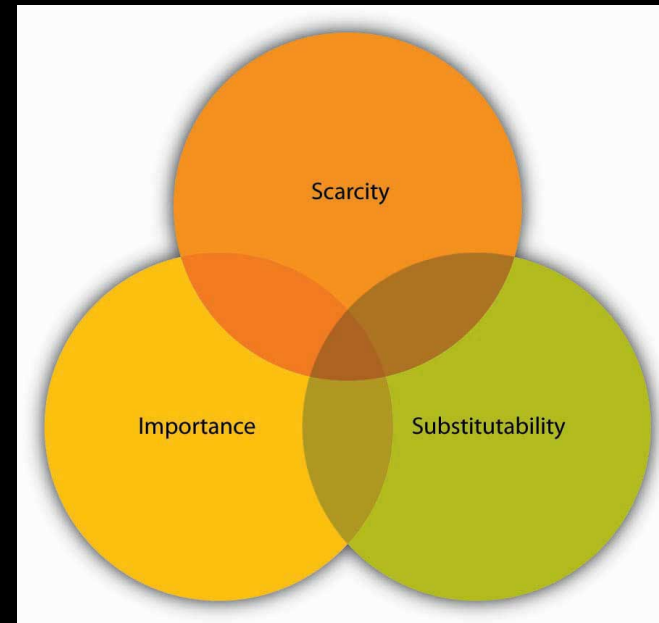
- ▶ People's tendencies to behave consistently with social norms
- ▶ Conformity can result in engaging in unethical behaviors, because you are led by someone you admire and respect who has power over you.
- ▶ People conform because they want to fit in with and please those around them.

Positive and Negative Consequences of Power

- ▶ Powerful leaders can align an entire organization to move together to achieve goals.
- ▶ The phrase, “Power tends to corrupt, and absolute power corrupts absolutely” was first said by English historian John Emerich Edward Dalberg, who warned that power was inherently evil and its holders were not to be trusted
- ▶ One reason that power can be so easily abused is because individuals are often quick to conform.

Organisation/Manager and Funder Dynamic

- ▶ **Funder** holds the purse strings
- ▶ **Funding** assigned to services that most appropriately address the needs and wishes of the individual services user (making use of market intelligence and research, planning) (Lent et al, 2019)
- ▶ **Organisation/Manager** needs the money to offer service, pay staff and continue to service its 'community'



Political Power

‘The ability to influence the behaviour of people and valued resources to influence policies, functions and culture of a society ‘

(Lukes, 2005)

3 Faces of Political Power - (the political

- ▶ Decision Making - considers the situation and acts upon the course they have determined
- ▶ Agenda Setting - controlling the parameters of discussion
- ▶ Thought Control - preventing discussion by accepting the status quo as 'natural'

(Lukes, 2005)

Power Relationships in Advocacy

Viewing power relationships between;

- ▶ Manager and funder/governance
- ▶ Manager and Advocate
- ▶ Advocate and Advocacy Partners/Clients
- ▶ Advocate and other Professionals
- ▶ Organisation and government/legislators

Manager and Advocate

- ▶ Positional Power - The Managers Rank or Title (Can be easily taken away)

3 Types of Positional Power

- ▶ Legitimate Power - earned through honest and transparent means - right skills
- ▶ Coercive Power - uses threats, force and intimidation
- ▶ Reward Power - can be used positively - salary/benefits or negatively - favouritism

Manager and Advocate

- ▶ Personal Power - given to an individual because of recognition from their followers

2 types

- ▶ Referent Power - earned - based on admiration, respect or identification. Worthy.
 - ▶ Influences
- ▶ Expert Power - Level of experience, education or talent
- ▶ Informational - when a person has information others want or need (sometimes short term)
- ▶ Connection Power - having an association or relationship with a powerful person
 - ▶ Provides access to important information or crucial resources.
 - ▶ Can be gained through professional networking.

Types of Power - Formal

- ▶ Formal
 - ▶ Legitimate
 - ▶ Coercive
 - ▶ Reward

Types of Power - Personal

- ▶ Personal
 - ▶ Expert
 - ▶ Information
 - ▶ Referent

Effective Bases of Power

- ▶ Expert and referent power are positively related to;
 - ▶ Employee satisfaction
 - ▶ Organisational Commitment
 - ▶ Performance

Advocate and Advocacy Partner

Bourdieu asserted

- ▶ Power can be ascribed by the social institution (eg. Medicine, advocacy, education)
- ▶ 'Habitus' - a set of learned 'dispositions' , inclines individuals to act and react in certain way.

Advocate and Advocacy Partner

- ▶ Power is a 'relational and co-constructed process with a potential to exert influence'
- ▶ Individuals interact in a specific social context, shaping their practices, perceptions and attitudes.

Advocate and Other Professionals

Referent
Information
Expert

- ▶ Advocates sometimes perceived as too adversarial (can prompt complaints or disengagement). - when it is actually strong and effective
- ▶ Advocates should stay focused on their advocacy partner and not be afraid to challenge or 'upset'

Government and Legislators

- ▶ Legislation supporting advocacy. - legitimacy
- ▶ Legislation regulating advocacy - legitimacy and coercion?
- ▶ ‘Thought Control’? - other areas requiring advocacy ignored - treated as normal.
- ▶ Taking control of qualifications
- ▶ Delegitimising Independent Advocacy

Organisations and Government - Taking Back Control

- ▶ Lobbying Government
- ▶ Using reporting systems to analyse issues and feed back to local government
- ▶ Questionnaires and community meetings to feed back issues
- ▶ Daily challenges (advocate/advocacy partner)
- ▶ Work in collaboration with other advocacy providers

Organisation and Government/Legislators - Taking Back Control



A Changing Landscape?

- ▶ Questions
- ▶ How has advocacy changed over time in Wales and England?
- ▶ How has the emergence of Advocacy related legislation impacted on the role of managers and advocates?
- ▶ Does an advocate need to be qualified in order to advocate?
- ▶ How are advocacy services paid for?
- ▶ How is need identified?
- ▶ Who decides what gets paid for?
- ▶ Is independence important for all advocacy services/advocates?
- ▶ Discussion:
- ▶ What do you understand to be the difference between 'Independent' and advocacy in other roles?

References

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