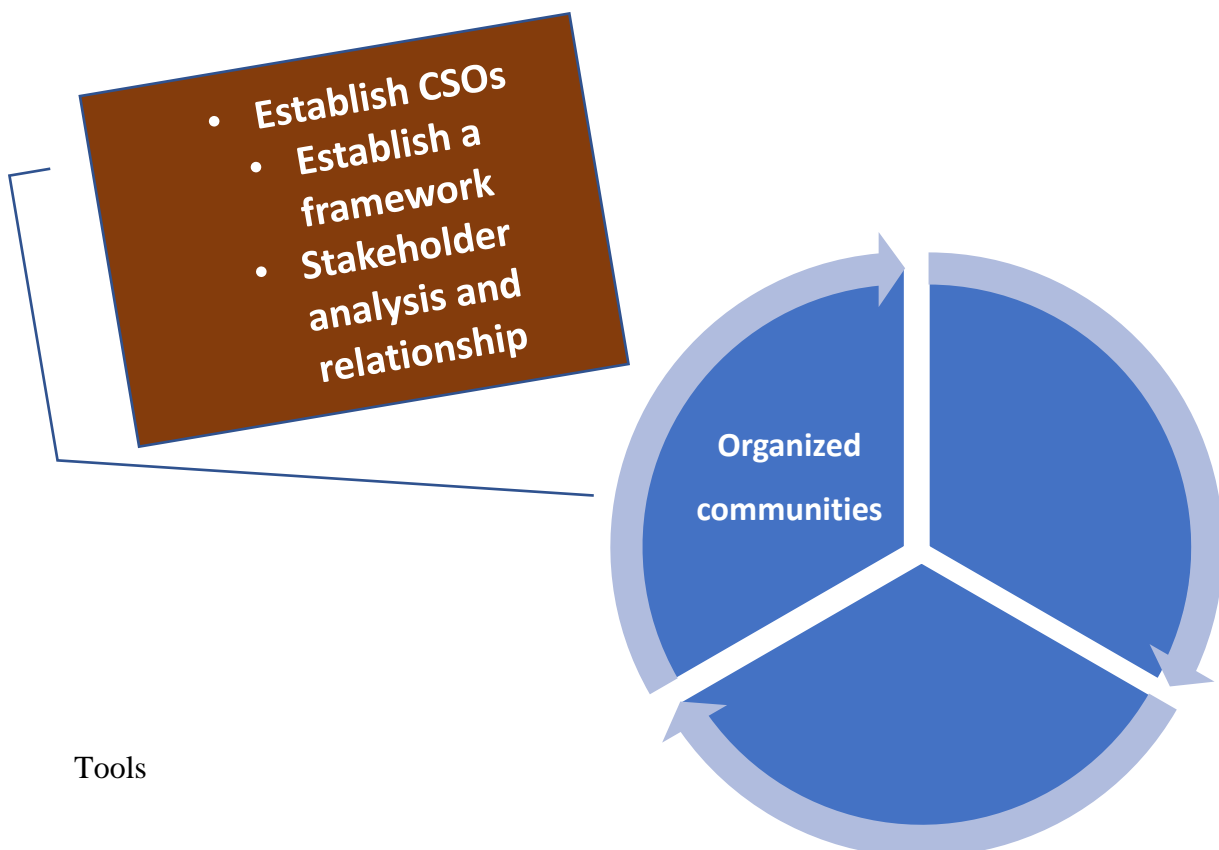# Social Development Commission's

Strategic Framework

- One component of SDC's **Integrated Community Development Strategy (ICDS)** is

Improving local governance by building and strengthening CSOs (CBOs, CDCs, DACs, and

PDCs) **to engage in dialogue, decisions, and actions that promote development**

Definition

- **Integrated Community Development Strategy**: a people centered approach in which the intended beneficiaries direct and own the processes and outcomes aimed at empowerment for positive sustainable outcomes.

How does the Integrated Community Development Strategy work for sustainable outcomes

- Establish CSOs
- Establish a framework
- Stakeholder analysis and relationship

Organized communities

Tools

Establish CSOs
- Tool for demonstration: Constitution

  Definition
  Constitution: It is a set of formally agreed fundamental principles by which an organisation is governed.

- **Stakeholder Analysis and Relationship**
  Tool for demonstration: Stakeholder Analysis Matrix
  The purpose of stakeholder analysis is to inform the strategies of the organization in the implementation of its proposed policy initiatives, programmes and projects.
  In using the matrix the evaluation should be based on the level of involvement and/or consideration of the stakeholders' interests, influence, needs, wants and expectations.

LOCAL ECONOMIC DEVELOPMENT SUPPORT PROGRAMME

1. Definition and Objectives

The Local Economic Development Support Programme (LEDSP) is designed to create a platform from which local economic activities/initiatives can develop. It aims to bolster viable economic enterprises and shape a culture of productivity that will result in growth in the local economy primarily at the community level.

2. Aim

The LEDSP responds strategically to the SDC's Act 1965 Section 7, {Subsection [1A] (ii)} that identifies economic development as a focal objective of the functions of the organization. Thus, activation of the SDC's LEDSP has one primary aim *that is,*

> *To advance economic development of communities through the institution of an integrated community development strategy (ICDS) as a platform for local economic development*

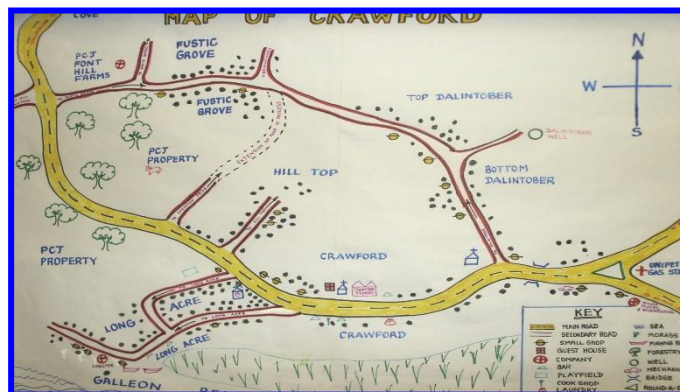| TOOLS	DEFINITION
L.E.D Support Plan	The LED Support Plan identifies the types of interventions that are required for a specific community and LEI under the LEDSP. It is a signed agreement between the governance structure, the LEI and the respective SDC Officer to undertake a set of agreed tasks /**actions.** The LED Support plan is the work plan done for each LEI - *L.E.D Support Plan Questionnaire* - *L.ED. Support Plan Template* - *L.E.D Grant Templates (x2)*
Database	The LEI database is an electronic record of *local economic initiatives (LEIs)* in communities. It provides information on the business' product or service, and a profile of the community governance organization that owns/ manages or affiliates to the LEI; demographic data of the business owners, sector grouping, business registration status, estimated income / revenue etc. - Database template - LEI Story Template - GIS Map

Tools that will be Displayed

2024 Best Practice Symposium

1. Community Maps

The SDC utilizes community maps to represent the spatial layout of communities. The main approach used by the SDC is Participatory Mapping or Community Based Mapping which is a general term used to define a set of approaches and techniques that combines the tools of modern cartography with participatory methods to represent the spatial knowledge of local communities.

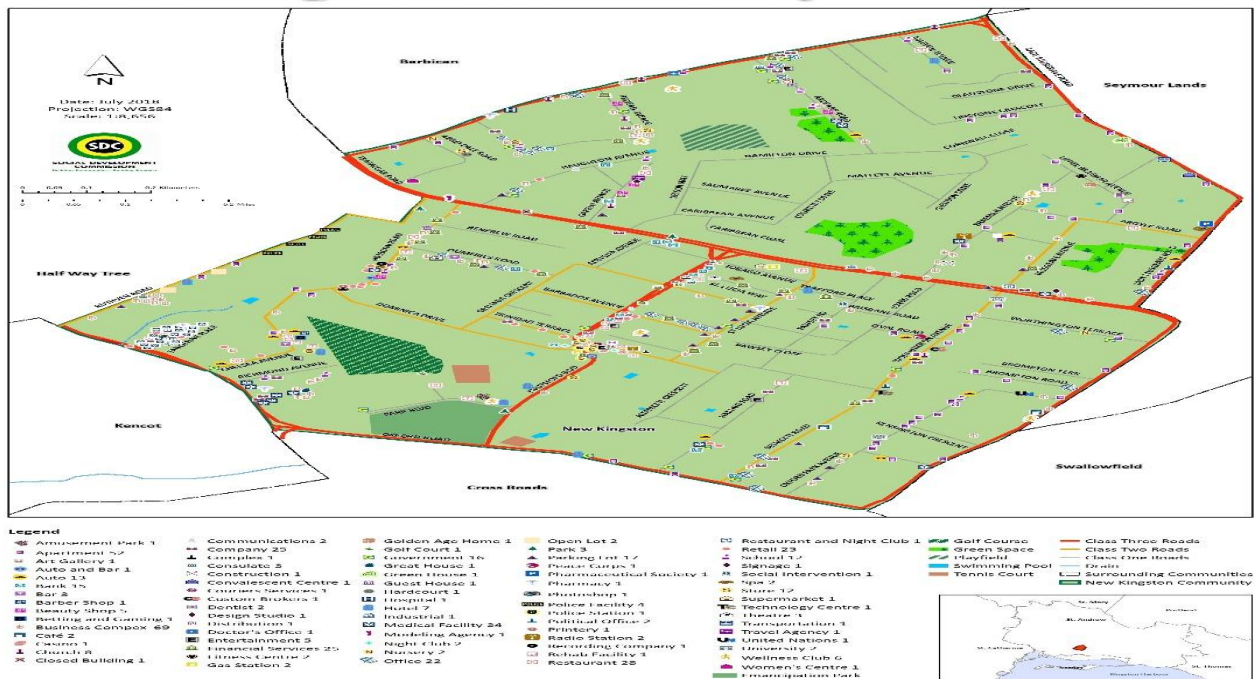Two main maps that are produced by the SDC: Line Maps and Asset Maps.

- **Line Map:** A community line map shows location such as borders, boundaries, main roads, houses, schools, and any other important infrastructure or natural feature e.g. rivers. Community residents are fully involved in the drawing their maps, bringing their local knowledge and perspectives to the process. A Line map is also used by the SDC as a Sample Frame in the household data collection process.

Asset Map

An **Asset Map** indicates where community resources/assets are located and focuses on what communities have to offer as resources that can be used for building their communities. **Asset Mapping** is done by the SDC using a Global Positioning System (GPS) to capture the accurate location of a particular asset. Asset mapping shows all the interconnections among assets and is critical to our understanding of any community. Having this information in our Community Database enhances the Commission's ability to spatially analyze and represent the community, thus providing an added dimension for planning and decision making. **Asset Maps show:** schools, parks, churches, hospitals, police stations, community organizations, and just about any, or all facilities, institutions and projects that exist within each community boundaries that are of value to the community.
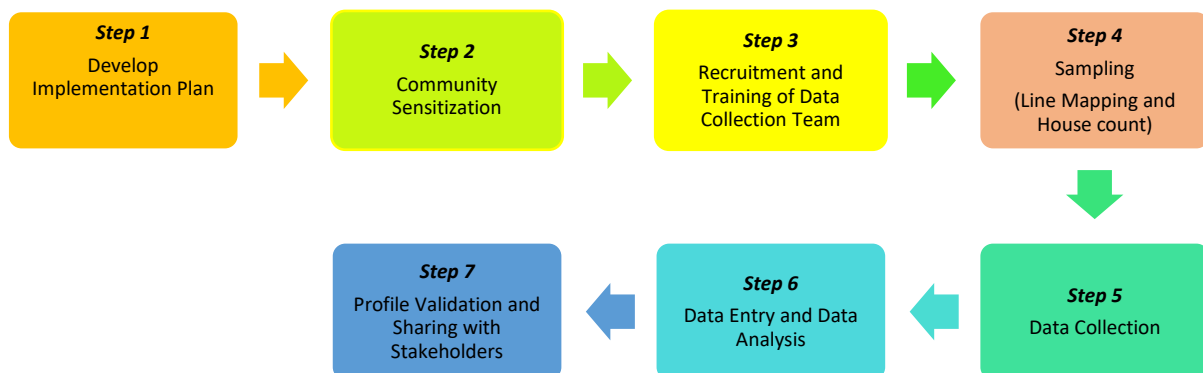
New Kingston Community - St. Andrew
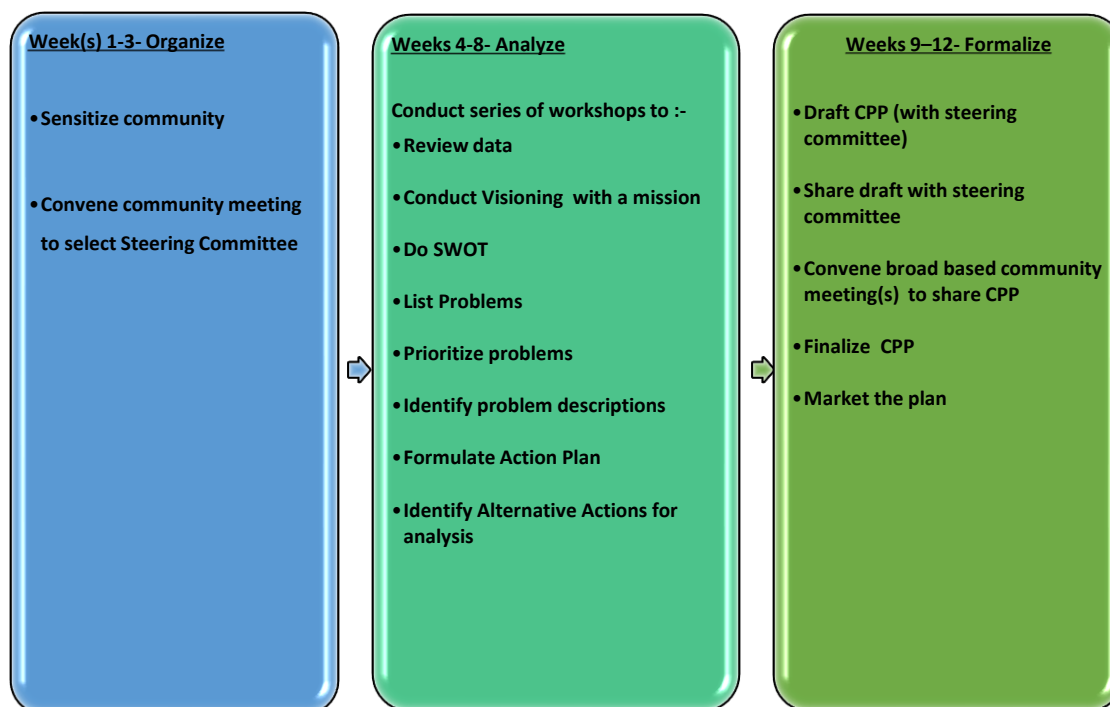
2. Community Profiles

A Community Profile is a comprehensive document compiled from primary and secondary data collected about the particular community. A profile provides useful information, on the *population, economic structure* and *activity*, *social services, community organization* and *participation*, *environmental issues* and the *perceived needs* of the community. This information is needed by community development agencies and individuals to guide the process of development and is created primarily at the community level but can also be generated at the district, development area or parish levels.

SDC's Profile Development Process

Step 1	Step 2	Step 3	Step 4
Develop Implementation Plan	Community Sensitization	Recruitment and Training of Data Collection Team	Sampling (Line Mapping and House count)

Step 7	Step 6	Step 5
Profile Validation and Sharing with Stakeholders	Data Entry and Data Analysis	Data Collection

3. Community Priority Plans

The Community Priority Plan is a document that highlights key community priorities and clearly delineates, through a process of collaboration/partnership, how these priorities will be addressed within a specified timeframe. The community priority planning development process allows communities to formulate decisions on matters which affect citizens and creates opportunities for local community planners to meet with different partners to assist with the growth and development of the area of concern, and at the same time link the community initiatives with the national development processes.

Week(s) 1-3- Organize	Weeks 4-8- Analyze	Weeks 9–12- Formalize
• Sensitize community • Convene community meeting to select Steering Committee	Conduct series of workshops to :- • Review data • Conduct Visioning with a mission • Do SWOT • List Problems • Prioritize problems • Identify problem descriptions • Formulate Action Plan • Identify Alternative Actions for analysis	• Draft CPP (with steering committee) • Share draft with steering committee • Convene broad based community meeting(s) to share CPP • Finalize CPP • Market the plan

Priority Plan Development Process

4. Pairwise Ranking Matrix

The community priority planning development process allows communities to formulate decisions on matters which affect citizens and creates opportunities for local community planners to meet with different partners to assist with the growth and development of the area of concern, and at the same time link the community initiatives with the national development processes. Several priority-setting tools are used by the SDC to assist communities in determining the most urgent priorities. Two of these are the Pairwise Ranking Matrix and the Problem Tree.

By utilizing the Pairwise Ranking Method, the problems affecting the community are compared in pairs and the participants chose the issue they deemed to be more critical and for quicker action. This method enabled residents to rank the issues affecting their community based on their perception, the importance they attach to each issue, and the rationale for immediately addressing one issue as against another. In doing so, consideration is also given to the description of the issues.

	Problem A	Problem B	Problem C	Problem D	Problem E
Problem A		A	A	A	A
Problem B			B	D	B
Problem C				D	E
Problem D					D
Problem E					
TOTAL	(A) 4	(B) 2	(C) 0	(D) 3	(E) 1
Ranking	Ranked #1	Ranked #3	Ranked #5	Ranked #2	Ranked #4

Extracted from the SDC CPP Toolkit

5. Problem Tree

An understanding of the causes of the problem is crucial, as it should assist in leading to more effective solutions. The problem tree is an interactive tool that is used to determine the root causes and effects of the issues affecting the community.
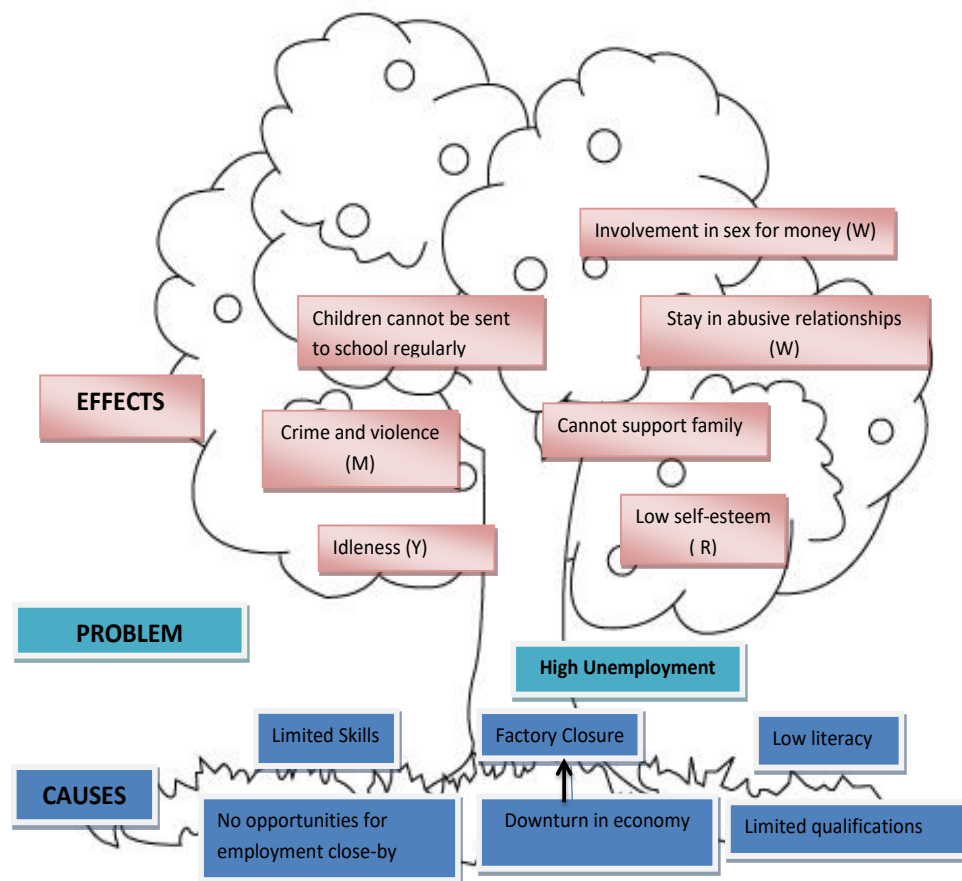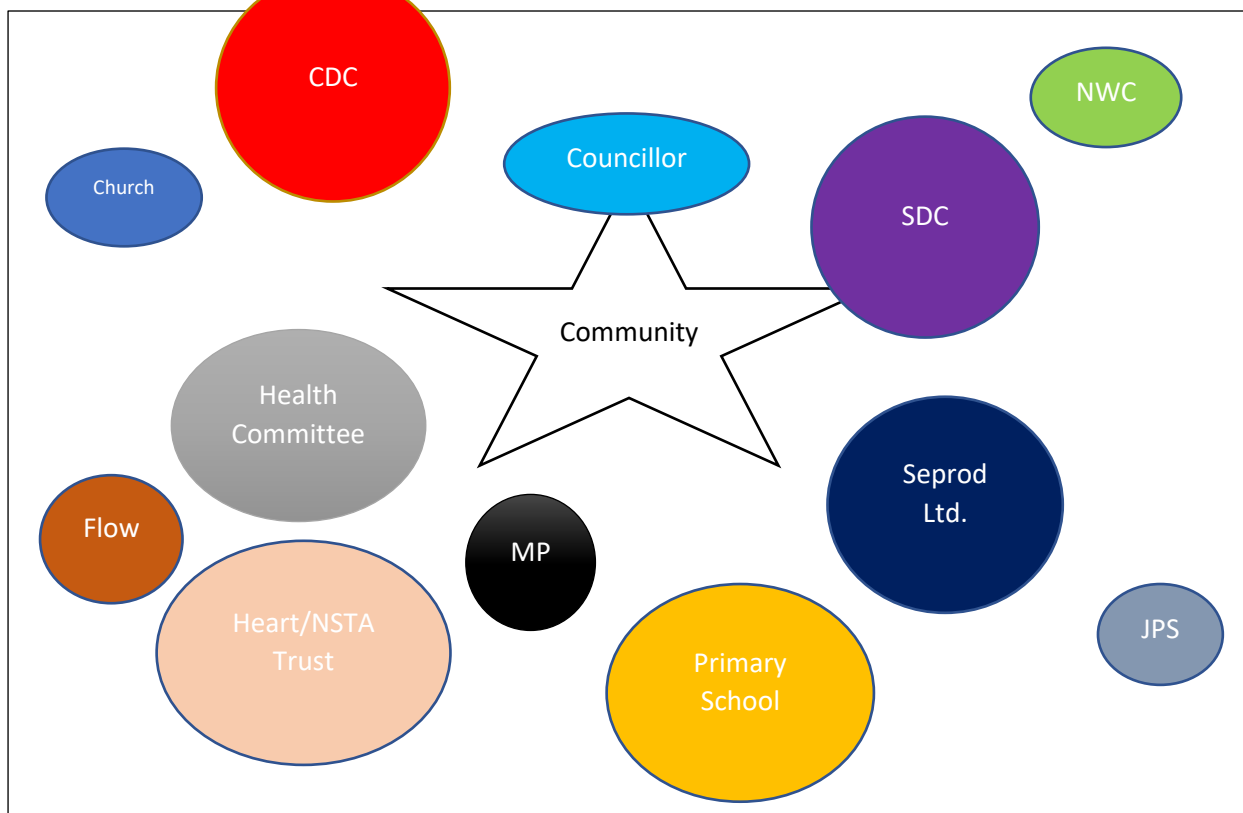

Figure 1: An example of a Problem Tree

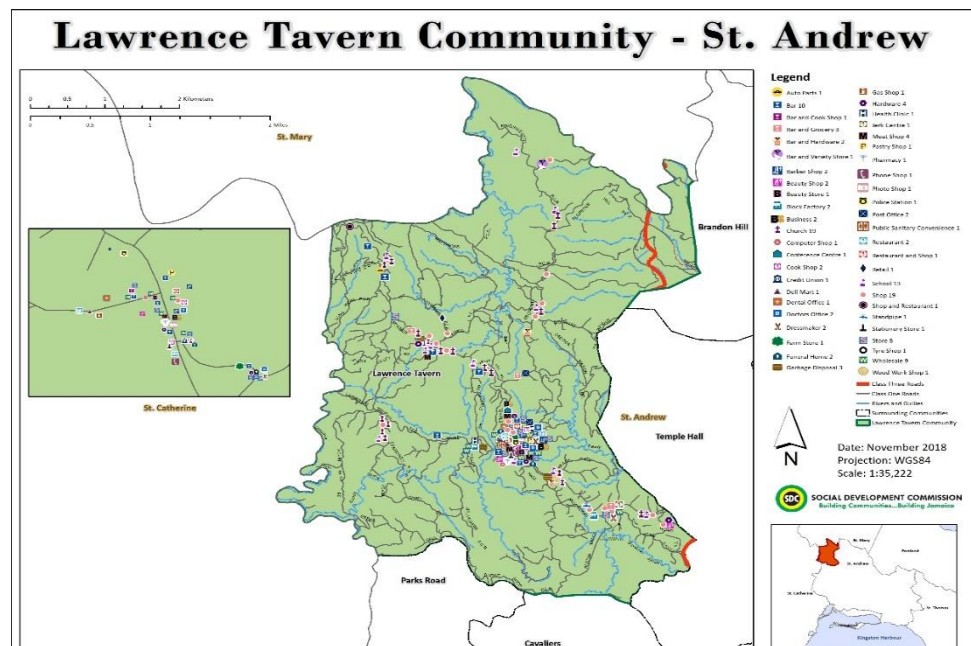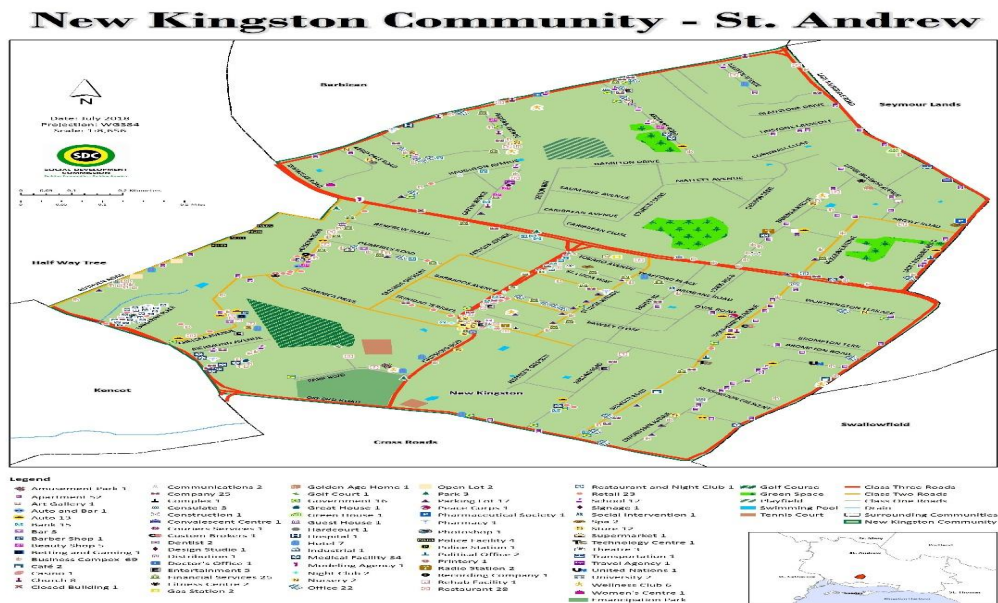*Extracted from the SDC CPP Toolkit*

6. Roti Diagram

A roti (dumpling) diagram can be used to analyze relationships. For example, the relationship between the community and service providers, community groups, etc. The roti diagram can look at the relationship between a CBO and other CBOs etc.

The circle represents each stakeholder. The larger the circle the more important that stakeholder is, also the distance at which the circle is placed represents the quality of the relationship.

7. Asset Mapping

New Kingston Community – St. Andrew

Lawrence Tavern Community – St. Andrew

Asset Mapping is the process of using a Global Positioning System (GPS) to capture the accurate location of a particular asset. This enables data to be stored spatially. Asset mapping shows all the interconnections among assets and is critical to our understanding of any community. Having this information in our community database enhances the Commission's ability to spatially analyze and represent the community, thus providing an added dimension for planning and decision making.

Asset Maps show:
- ✓ Schools
- ✓ Parks
- ✓ Housing projects
- ✓ Hospitals
- ✓ Community organizations

✓ Churches
✓ Etc.

8. Poverty/Wealth Assessment

The Poverty/Wealth Assessment exercise represents the qualitative component of the SDC's Community Profile Development process.   It is used to facilitate our understanding & analysis of causes of poverty and socio-economic diversity at the community level.

It is a participatory tool that:

- Investigates local perceptions of socio-economic wellbeing

- Informs development planning

- Focuses primarily on qualitative data and empowers people through participation

- Focuses on DFID's Sustainable Livelihoods Framework: *Human, Natural, Social, Physical, and Financial* capitals

Community Capital /Assets / Resources	Socio-Economic Groups identified by Participants			
	Not Affording		**Affording**	
	Poorest /destitute	**Poor**		**Well off**
Human	**Education**: Secondary, Vocational Training		**Education**- University or college-level education	
Financial	Dependence on PATH, Remittances		Have savings, can get credit, loans	
Physical	**Poor Housing** – Constructed of board and zinc. Not regularly maintained or weatherproof. 5 people sharing one bedroom. **Insufficient toilets** – 3 households share a pit latrine. Pit latrines are not properly constructed and maintained and flood in wet weather.		**Adequate housing** – Constructed on concrete & block. Maintained to keep them weatherproof. 2 people sharing one bedroom. **Flush toilet** – At least one flush toilet per household. Connected to the sewage system or septic tank.	
Social	• There are no issues with trust and unity in the community. • There is good community relations across all social classes as most persons are related.			
Natural	• The natural resources present are farmlands and lands for rearing animals. • The community is vulnerable to natural hazards as heavy rainfalls destroy crops and lightning kills animals.			

9. Timeline

A timeline is a tool that can help a community understand the past better to analyze present conditions, showing things that happened in the past up to the present day. Timelines can also help people remember how the bad and good times have influenced their lives. It assists communities to examine how they use their time and how they are affected by changing times. Other methods of time analysis are; a calendar of historical events, time trend analysis, a calendar of daily activities and a seasonal calendar.

TIME PERIOD	MAJOR DEVELOPMENTS	CHALLENGES/IMPACTS
1950s	• Major land settlement took place in the community of Sandy Bay • Construction of primary school • First police youth club established on the island	Lack of land tenure
1960s	Home Economic Centre opened	
1970s	• Health centre built • Major water supply implemented • JAMAL classes started	Lack of employment opportunities
1980s	Haynes Garment Factory opened	
1990s	Primary school upgraded to Junior High school	Closure of garment factory
2000 - present	• Water supply upgraded • Northern Coastal Highway opened • Community centre renovated	Poor water supply to the upper districts

Sample from Sandy Bay Community Profile, 2023

		Caribbean Development Bank Tools for Social and Community Development (Best Practices)				
Community Engagement Survey	Belize, Jamaica, British Virgin Islands, Saint Vincent and the Grenadines	This survey was designed to identify the engagement needs and preferences in a project community to inform the community engagement approach to secure a wide participation of community representatives, based on their preferred day, time, location and medium of engagement.	This tool enhanced the participation of marginalized group in project design and implementation activities	An Instrument, An Approach and A Methodology	Community Readiness (Pre- Assessment), Evidence of Impact and Sustainability	Reports and Survey Findings
Community Profile and Livelihood Baseline Assessment	Jamaica, Saint Vincent and the Grenadines and British Virgin Islands	This tool was development from the FAO's Livelihood Baseline Assessment Methodology and merged with the Social Development Commission's community profile to create a document that captures as summary of the socio-economic reality of a community as well as the existing vulnerabilities to natural hazards. The document also highlight response typologies for each hazard and a contingency plan that summaries the tool value of livelihood in each community to give and estimate of resources required to restore livelihood after a natural hazard impact.	These reports were used to inform the design of post disaster response in St. Vincent and the Grenadines after the volcanic eruption in 2021.	An Instrument, An Approachand A Methodology	Evidence of Impact, Collaboration and Partnership and Sustainability	Impact Stories and Reports

Basic Needs Trust Fund Beneficiary Assessment and Capacity Development Plan	Jamaica, St. Lucia, Guyana	The tool uses a the Beneficiary Assessment Survey designed on the Kobotoolbox platform assess the capacity of beneficiary groups within the BNTF 10th cycle, with the aim of developing a programme/ capacity development plan to strengthen the gaps improved the operations of the group to sustain project investment and to implement other initiatives to improve quality of life, event after the BNTF sub-project is completed	Regional capacity development programmes were initiated and benefitted over 200 participants. This intervention also led to the proposal writing and community engagement online course best practices	An Instrument, An Approach and A Methodology	Community Readiness (Pre- Assessment), Evidence of Impact, Collaboration and Partnership, Sustainability and Monitoring and Evaluation	Impact Stories and Report
Community Risk Maps and Risk Profiles	Belize, British Virgin Islands, Jamaica and St. Vincent and the Grenadines	The risk maps we created to enhance community of their vulnerabilities to varying hazard types.	Community have utilised these maps to design climate change adaptation and disaster risk reduction interventions	A Methodology and A Framework	Evidence of Impact and Sustainability	Maps