



SeeChange

Strategic Directions Framework
2022-2024

seechangeinitiative.org

Introduction

Our Strategic Directions Framework has been developed over several years of acting and responding to health crises with indigenous communities. It builds on our 2021-2022 strategic framework discussed with the Board of Directors in April 2021.

We designed this framework as a living document that gives us strategic direction while allowing creativity, moral imagination and some opportunism as we explore and develop this rapidly emerging field of work.

Our Theory of Change

We urgently need new ways to face the escalating humanitarian and planetary health crises. With constraints on accessing communities and the mounting cost of global humanitarian response, our current model is not sufficient or sustainable.

A sustainable model requires communities to at the very least be the co-creators of their humanitarian crisis response. The process of co-creation allows for the latent capacities, knowledge and strengths of communities, particularly indigenous communities, to be acknowledged and activated in ways that our existing models simply can't do.

We are not saying that these communities can do it all by themselves. We anticipate that there will always be a need for acute emergency response from the central government and other international humanitarian organisations. However, communities can and want to do much more to respond to their own health crises.

Inspired by our work with communities, we believe we must work with communities to co-create a sustainable model to anticipate, address and build resilience in the face of continuing health crises.

Our theory of change is seeking to inspire a shift in our collective resources towards grassroots efforts to rebuild community capacities and resilience. By finding the courage to make this shift, we have the opportunity to respond to, or even avert, health crises sustainably.

Our Purpose

We seek a world of thriving, well communities

Our Vision

We contribute to the decolonisation of today's humanitarian crisis response system through promoting a community-led and community-driven approach, an approach we call CommunityFirst.

Our Mission

That communities become agents of their own humanitarian health crisis response.

Our Action

Our Canadian charity works globally with vulnerabilised communities, particularly Indigenous communities, to develop adaptive and sustainable responses to health crises.

Our approach supports the mobilisation of the unique skills, knowledge and assets of these communities. Co-designed with our partners, we implement a decolonial CommunityFirst framework.

We work from a gender and trauma informed perspective to support the agency and wellbeing of communities addressing health crises, ranging from pandemics and tuberculosis, to sexual & reproductive health, mental health and sexual & gender-based violence.



The three pillars to our work are:



Co-creating CommunityFirst Solutions for Health Crisis

We accompany communities facing humanitarian health crises and aim to help partners build and fortify an emergency safety net which can be activated as needed. This includes:

- Co-developing and implementing participatory methodologies for crisis situations;
- Facilitating workshops and trainings (especially training the trainers);
- Developing emergency response plans at community level;
- Providing technical-medical support;
- Connecting with local and/or international actors;
- Strengthening health and early warning surveillance systems.



Building Partnerships

We adapt, replicate and scale CommunityFirst through partnerships with communities, organisations and institutions. This includes:

- Extending our networks of strategic partnerships with communities, global and planetary health organisations and governments;
- Modelling the CommunityFirst approach in different health crises;
- Building an evidence base of positive impacts on health outcomes;
- Developing robust CommunityFirst monitoring and evaluation tools.



Advancing a Paradigm Shift

We communicate and advocate on the CommunityFirst approach as a norm in humanitarian action. This includes:

- Amplifying the voices of communities;
- Presenting our model as it develops in global and national fora;
- Influencing key stakeholders in health systems and decision making;
- Co-developing CommunityFirst research, analysis and evaluation; co-authoring articles;
- Disseminating information on social and traditional media.



Our Activities

We co-create CommunityFirst Solutions as adaptive responses to health crises amidst climate crisis and significant environmental degradation.

We focus on action and impact at the community level for positive and meaningful change throughout the health system.

We address systemic barriers that especially affect Indigenous communities, women and children, harnessing the communities' strengths to build solutions.

Our projected activities will ultimately develop within five main areas of intervention: Mental health and wellbeing; Sexual & reproductive health and gender-based violence; Infectious diseases; Chronic diseases; Malnutrition.

Our Values

Humanity

We value authentic human connections and relationships, built on empathy, kindness, generosity and compassion and with respect for non-human species and ecosystems.

Humility

We acknowledge our limitations and biases and recognise that there is much to unlearn, and much to learn from others.

Solidarity

We believe in the power of collaboration and lifting each other up to overcome challenges and obstacles to achieve our goals.

Curiosity

We are active in learning about communities, their context, their culture and their history in order to meet the community with sensitivity and understanding.

Decoloniality, Diversity, Equity and Inclusion

These are just more than words for us. We strive to build a culture where Diversity, Equity and Inclusion is a reflex not an initiative; where there is a deep sense of pride, passion, and belonging that transcends any role, language, country or culture. We believe decoloniality is a precursor to meaningful efforts to bring diversity, equity and inclusion.

Our Methodology

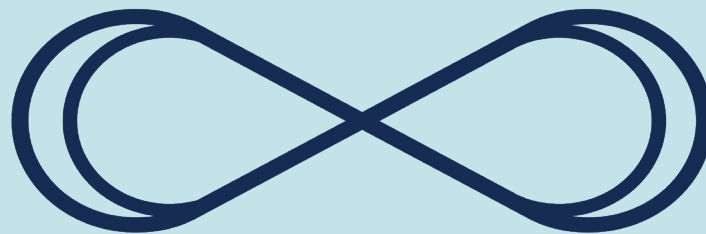
A Radical CommunityFirst Approach

Connect to Understand

We take the time to build trust and nurture relationships.

Reflect to Appreciate

We continually reflect on our actions, learn by doing and adapt to support the community in achieving its goals.



Engage to Build

We engage with community members and build on existing skills and resources to define adaptive responses.

Mobilise to Co-Create

We leverage the community's knowledge and willpower to co-create a community-wide response.

People and communities are the true agents of change, and they are humanitarian actors who should determine and lead their own response to their own health crises. They have a rich fabric allowing them to thrive and turn crisis into opportunity.

Lasting and meaningful social change occurs when solutions originate from within communities and are respected and supported by external actors. Collaborative community efforts have the power to transform systems and create a sea change in the health of communities and the ecosystems on which they depend.

Our CommunityFirst methodology:

- Is defined through a cycle of connect, engage, mobilise and reflect
- Allows space for the natural rhythms of community life to operate and influence action while co-designing adaptive and sustainable solutions to humanitarian health crises
- Supports the process of reconciliation with Indigenous communities with action
- Offers a reimagined and highly collaborative standard operating procedure for humanitarian response to all actors, communities and organisations alike.

