This webinar will be starting shortly.

This webinar is supported by Cooperative Agreement Number PS09-906 from the Centers for Disease Control and Prevention. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the Centers for Disease Control and Prevention.
Webinar Guidelines

• This session will be recorded and posted online.

• You can use the chat function to ask questions and/or make comments.

• There is a function to raise your hands to ask questions.
The Need for Collective Leadership in Harm Reduction

Where a Racial Justice Agenda Matters!
Founded in 1994, our organization promotes the health and dignity of individuals and communities impacted by drug use.
• Training & Capacity Building

• Policy & Advocacy

• National Conference – Public Health to Social Justice (November 2012)
Community Consultation Series

The Community Consultation Series (CCS) is the training and capacity building institute’s needs assessment/evaluation mechanism to address HIV prevention and drug user health issues among a particular population.
Past CCS

• Young Black Men who have sex with Men and HIV Prevention

• Women who have sex with Women and HIV Prevention

• Forgotten Population: Black Men who have sex with women and HIV Prevention
Purpose

To explore how the non-profit industrial complex (NPIC) impacts the collective development of Black leadership to use harm reduction in communities most impacted by HIV/AIDS.
Agenda

• Introduction
• Methodology
• Summary of Evaluation Themes
• Commentary
• Recommendations
• Next Steps
• Closure
Presenters

• Allen Kwabena Frimpong, Capacity Building Advisor @ Harm Reduction Coalition

• Skylar Panuska, LMSW Evaluation Specialist @ Harm Reduction Coalition
How does organizational culture shape the development of Black leadership to apply harm reduction in Black communities?
Organizational Culture

Specific collection of beliefs, values, and norms that are shared by people and groups in an organization that control the way they interact with each other and with stakeholders outside the organization.

“As long as there are no shifts in power, all is well. But when black folks begin to develop their own priorities, these (white) people begin to feel threatened.”

- Imani P. Woods,
  Bringing Harm Reduction to the Black Community
  1998
White Supremacy Culture

Perfectionism
Sense of Urgency
Quantity over Quality
Worship of the Written Word
Only One Right Way
Paternalism
Either/or thinking
Right to Comfort

People’s Institute for Survival and Beyond
Ladder of Participation

- Who is allowed to participate, and are they representative of population?
- How are they participating?
- How much influence and/or authority is granted in decision making in organizations?

Sherry Arnstein, 1969
Tools of Oppression

- Race
  - Racism

- Class
  - Capitalism
  - Imperialism

- Gender
  - Sexism
  - Heterosexism

Intro  Method  Themes  Comment  Recommendations
Non-Profit Industrial Complex

• Manage and control dissent in order to make the world safe for people who are using power to maintain status quo.

• “Meet to Meet and Mobilize to Mobilize.”

• Encourage social movements to model themselves after corporate management structures.

• Band aid solutions for deep incisions of problems.

INCITE! Women of Color Against Violence
How do we mitigate the harms associated with the NPIC to meet the needs of communities of color most impacted by health inequities like HIV/AIDS?
Racial Justice

• Racial Justice is the creation and proactive reinforcement of policies and practices that produce equitable power.

• Focus is on structural racism and system inequality rather than simply personal prejudice.

• Focus on impacts rather than intentions.
Cultural Competency Training does not equal Racial Justice!
Collective Leadership

• Building relationships that do not empathize from an oppressive place not sharing our trauma, but creating shared spaces of healing.

• Those engaging in collective leadership realize that social change has many complexities and can’t afford to use band aid solutions.

• Collective leadership asks us to open up to our own transformations in how we do our work and view our roles.

Leadership for a New Era
A New Shift in Power

Intro  Method  Themes  Comment  Recommendations
Developmental Evaluation

• Developmental evaluation focuses on what is being developed through innovative engagement.

• Complexity can be defined as situations in which how to achieve desired results is not known (high uncertainty).

• Key stakeholders disagree about what to do and how to do it, and many factors are interacting in a dynamic environment that undermine efforts at control, making predictions and static models problematic.
Data Collection

June –November 2011

June-July:
• Online Survey- Administered from Google Docs
  ○ Snowball Sampling: 89 core to 123 surveys admin.
  ○ 47 respondents- 38% response rate

July- August:
• 6 Online Focus Groups-Administered from Ready Talk
  ○ 46 expressed interested; 19 participated

August-November:
• 3 In Person Community Consultation – Avg. 15 people
  Held in ATL, NYC, and LA.
Survey

On a scale from 1-5 How would you rate the level of visibility in the leadership of Black people in harm reduction? 1- low visibility and 5- high visibility

<table>
<thead>
<tr>
<th>Low Level</th>
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<tbody>
<tr>
<td>1</td>
<td>13</td>
<td>28%</td>
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<tr>
<td>2</td>
<td>18</td>
<td>38%</td>
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<tr>
<td>3</td>
<td>6</td>
<td>13%</td>
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<tr>
<td>4</td>
<td>6</td>
<td>13%</td>
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<tr>
<td>5 - Hi- Level</td>
<td>4</td>
<td>9%</td>
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Survey

- Misconceptions & Misinformation
- Conflicting Priorities
- Social & economic conditions/situations/risks
- Internalized Oppression
- Prejudice
- Social Identities
- Access
- Distribution of responsibility
- Sharing of Knowledge
- Education
- Acknowledgement & Award
- Gate Keepers
“Individuals struggle to manage the socio-economic challenges they face which decreases their capacity to develop as leaders. The stigmas I face as a Black leader in harm reduction inhibit me from increasing my visibility and from promoting the visibility of others.”
Online Focus Groups

Themes

- Freedom
- Constructive
- Injustice
- Struggle
- Knowledge
- Building
- Justice
- Building
- Victorious
- Poverty
- Transparency
- Solidarity
- Overcome
- Shame
- Straight
- Visionary
- Denial
- Defeat
- Centered
- Pride
-Leadership

Intro  Method  Themes  Comment  Recommendations
Online Focus Groups

- Individual vs. Community Culture
- Leadership Development
- Race & Racism
- Racial Justice
- Collective Leadership in Harm Reduction
Participant from Online Focus Group

“I think we as African Americans have a different type of organizational structure and culture. I think particularly in the organizations I work with we are more intimate with the participants. We serve from a family type culture as supposed to a corporate type of structure.”
Participant from Online Focus Group

“I guess I never expected organizations to support me (...)the vast majority of places I’ve worked all of them have been predominately white and you know I don’t think I’ve ever gone into an organization personally expecting that, people have their own rights and supports that happens is more as a token like, we need to have this Black person here. I never expected to get support from the organization. I only expected to get support from the people in my life.”
**Online Focus Groups Eval.**

<table>
<thead>
<tr>
<th>Successes</th>
<th>Started the dialogue and connected people with various levels of experiences who had not been connected before.</th>
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<tbody>
<tr>
<td>Challenges</td>
<td>Timing &amp; scheduling of calls – people who expressed an interest in participating were not able to do so due to other demands on their time</td>
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</table>
| Needs Expressed | o Support: community, protection from risk  
 o Guidance: leadership training, mentorship  
 o Clarity of CCS’s purpose  
 o Safe space for dialogue to continue  
 o Networking tool |
| Needs Met       | Creating time and space for the discussion |
| Next Steps      | Apply this information to planning the in person CCS meetings. |
Goal: To explore processes that will build collective leadership to establish a racial justice agenda in harm reduction.


- Participatory Social Change Process: Corporation for Supportive Housing in Los Angeles during the International Drug Policy Conference in November.
• Started late due to complications with room set up and scheduling.

• Facilitators were able to set up context for why this community consultation was taking place.

• Given late start with a pre-planned agenda, we didn’t have enough time to engage fully with action planning.
## Atlanta CCS Evaluation

<table>
<thead>
<tr>
<th>Successes</th>
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<tr>
<td>o Investment from participants</td>
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<td>o Knowledgeable and skilled presenters</td>
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<td>o Started to build community</td>
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<table>
<thead>
<tr>
<th>Challenges</th>
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<tr>
<td>o Time for the activities planned</td>
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<tr>
<td>o Facilitator organization</td>
<td></td>
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<td>o Defining &amp; building collective leadership</td>
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<table>
<thead>
<tr>
<th>Needs Expressed</th>
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<tbody>
<tr>
<td>o Facilitation</td>
<td></td>
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<tr>
<td>o Establish expectations for participants and facilitators</td>
<td></td>
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<td>o Better time management</td>
<td></td>
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<tr>
<td>o Plan with time in mind – time for education and dialogue</td>
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<tr>
<td>o Goals clarification</td>
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<td>o Roles clarification</td>
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<table>
<thead>
<tr>
<th>Needs Met</th>
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<tbody>
<tr>
<td>o Safe space created</td>
<td></td>
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<tr>
<td>o Support in the form of networking/community-building was given</td>
<td></td>
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<tr>
<td>o Needs met to some extent (mixed response/ongoing)</td>
<td></td>
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<tr>
<td>• Strategy session/action planning</td>
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<tr>
<td>o Participants felt the right questions were asked</td>
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<tr>
<td>o Dialogue was started</td>
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<tr>
<td>o Need for action steps to be developed further</td>
<td></td>
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<tr>
<td>• Collective leadership definition &amp; building</td>
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| Next Steps                        | Establish Google Group as a means of sharing the CCS process in response to the need for networking and community-building. |
New York CCS

• Focused on exploring working expectations of CCS through Reflective Listening/Mirroring Techniques

• Used Skype to call in a facilitator (Joy Rucker) who used storytelling to talk about the challenges of developing Black leadership in Harm Reduction.

• Went through Action Planning with participants.
Internalized, interpersonal, and institutional racism have played a significant role in the access to leadership roles in Harm Reduction, and the ways we think about leadership. Racism is not just individual acts of discrimination. We see that racism also includes a system of advantages privileges, and power that denies access to opportunities.

**Facts:** “Black on Black Racism” terminology on reflects our own internalized oppression. In harm reduction, as in life, racism overshadows progress.
- Institutional propagation of racism via internalized oppression: “crab in a barrel” phenomenon.

**Feelings:** People of Color in positions of power-
- Self-inflated egos, Abuse of power, Insecurity, Minimization, Humiliation, Alienation/Intimidation

**Values:** Honesty, Unity to end divisions through race, gender, education/title, and control issues.
## New York CCS

<table>
<thead>
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<th>Successes</th>
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<tbody>
<tr>
<td>o Greater active participation from participants</td>
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<td>o Goals had greater clarity</td>
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<table>
<thead>
<tr>
<th>Challenges</th>
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<tbody>
<tr>
<td>o Being flexible to meet the real-time needs of participants; the agenda</td>
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<td>planned shifted prior to the event shifted to meet the participants</td>
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<td>where they were at.</td>
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<table>
<thead>
<tr>
<th>Needs Expressed</th>
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<tbody>
<tr>
<td>o More opportunities for networking</td>
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<tr>
<td>o More time</td>
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<table>
<thead>
<tr>
<th>Needs Met</th>
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<tbody>
<tr>
<td>o Facilitation</td>
<td></td>
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<tr>
<td>• Expectations for participants and facilitators were clarified</td>
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<tr>
<td>• Time management was flexible</td>
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<tr>
<td>o Progress towards clarifying the goals of the CCS</td>
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<td>o Progress towards clarifying the roles of the people involved in the</td>
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<tr>
<td>CCS</td>
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<th>Next Steps</th>
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<tr>
<td>Initiate networking/movement-building conference calls, to be led by the</td>
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<td>participants (non-HRC staff). There was a high level of interest in</td>
<td></td>
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<tr>
<td>these calls, but again, time and conflicting work/life responsibilities</td>
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<tr>
<td>posed a challenge, and the conference calls did not happen.</td>
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• Video Interview with Imani P. Woods talking about Leadership, Race, and Harm Reduction.

• Used a group process activity – World Café to discuss a quality of leadership brought up in the video about being “finished with fear”.

Los Angeles CCS
# Los Angeles CCS Evaluation

| Successes | Facilitation styles and activities (World Café activity and screening of video interview with Imani P. Woods on race and leadership) were effective in achieving the goals of this CCS  
|           | - Met people where they were at |
| Challenges | Determining next steps for HRC  
|            | Using the information gained to create CBA products  
|            | Time |
| Needs Expressed | Continued networking & movement-building  
|               | Continued investment in Black leadership within Harm Reduction  
|               | More time to continue the dialogue that has been started  
|               | Opportunities for regional & national networking |
| Needs Met | Time and space provided for the dialogue to happen |
| Next Steps | Complete the executive summary & disseminate to stakeholders  
|            | Develop and deliver CBA products |
**Action Planning**

### Goals

- Promote racial justice within organizations through assessment of power dynamics in organizations.
- Advocate by identifying people who have power and influence who also stand for racial justice.
- Acknowledge that process is not easy, people need to be open-minded and understands conversation can be uncomfortable for people.
- Make lived experiences of oppression into opportunities of empowerment, learning not to be trapped in victimhood of one's own oppression.
- Meeting the basics needs we have as well as the communities we are serving.
- Evaluating on-going changes in organization knows that its about trial and error, and having the data to back it up.

### Resources & Assets

- Systems thinking & analysis, communications, community organizing, creativity – create ideas to facilitate innovative strategies

### Allies & Partners

- At the end of the day ally can go home (not deal with racial oppression), but a partner is with you.
- Allies are people who may not share your ID, but are down with the cause.
- Ally is a good listener, trustworthy and resourceful (sounding board). Partners willing to take a stand and execute with you.
- Partner- how do you share the load? Resources. Allies are not self-selected nor identified. Must earn trust of people of color.

### Opposition

- White accommodationalist behavior/White supremacy culture, internalized, institutional oppression, lack of passion & courage to do this work, chauvinism, national/local punitive policy changes, Money, fear of success. Upper management not receptive to racial justice work
What questions do you have thus far?
## A Racial Justice Framework for Harm Reduction

### Assessing Racial Justice and Harm Reduction Principles
- Explore cultural/racial barriers and tensions with harm reduction.
- Assess what assets and resources are available and how they are accessible.
- People of color must have the space to use their assets and resources to set their own agenda that address their basic needs.

### Building Collective Leadership for Racial Justice
- How are the basic needs of the people we serve met through building collective leadership?
- How are we leveraging resources/building better relationships for greater impact in our work?
- In what ways are we using Racial Justice in creating opportunities for communities of color to scale up, use and promote applicable harm reduction-based programs?

### Developmental Evaluation for Racial Equity
- Explore participatory processes that reflect the needs of those you work with that work from places of healing and inclusiveness.
- Monitor, revisit, and fine tune process to meet people where they are at.
Racial Justice Agenda in H.R

• Building economic opportunities outside of the non-profit system that would support our people.

• Develop common message based on our traditional value system.

• Lead by example – methodology of passing on knowledge to younger folks so they can do the best job possible.

• Rebuild the intergenerational family structure to strengthen our communities and educate our communities.

• Stay connected to each other.

• Create “No Entry” policies to prevent people from going to prison.

• Include Faith based organizations and churches in our planning.

• Transformative Justice.
Next Steps

• Please make sure to fill out your evaluation for this webinar.

• Contact conference@harmreduction.org and let them know you want to see a Racial Justice Institute at this year’s harm reduction conference. Abstracts for our 9th conference “From Public Health to Social Justice” are due April 30th, 2012.
the redux collective

• To meet the needs of participants through out this process a new collective of Black people who are harm reductionists is forming.

• Contact thereduxcollective@gmail.com for more information.
Free CBA Services

- Organizational Infrastructure & Program Sustainability
- Evidence Based Interventions & Public Health Strategies
- Community Mobilization

Monitoring & Evaluation
Acknowledgements

HRC STAFF:
• Skylar Panuska, LMSW, Evaluation Specialist
• Nia Jones, Community Consultation Intern
• Michael Everett, MHS, Team Leader for CBOs
• Daniel Raymond, Policy Director
• Adam Viera, MPH, Asst. Director of Training and Quality Assurance
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STRATEGIC PARTNERS:
• Imani P. Woods, CAC
• Amu Ptah-Riojas, Positive Health Project
• Joy Rucker, Corporation for Supportive Housing
• Elizabeth Williams-Riley, American Conference on Diversity
• Dena Quinones, MPH, New York University
• Fred Johnson
• Dhoruba Bin Wahad
• Edwin C. Sanders II, Metropolitan Interdenominational Church
• asha bandele, Drug Policy Alliance
• Art of Participatory Leadership and Social Change
Allen Kwabena Frimpong: frimpong@harmreduction.org

Skylar Panuska: panuksa@harmreduction.org

Please fill out your evaluation & Thank you for attending this webinar

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