

## Case study 1: Community X and community hall

This refugee community arrived to Australia largely as asylum seekers on boats. There was much community division soon after arrival and many organisations were formed all aiming to do similar things and representing a small tribal/geographical group. One organization came to STARTTS and the leader who at the time used a young man as his interpreter, explained that he wanted to create an organization open to supporting all people from their community but also from any refugee community that may need assistance. He spoke about leadership as service and was keen to set up the organization well and learn “Australian ways”. He also had ideas about the resources his community needed and where to find them. He was particularly keen on the community having its own hall/home/meeting place.

1. What is significant about this leader?
2. What is your role as a community development worker at this stage?
3. What assets are you able to start identifying?
4. What are your observations about this community and its social capital?
5. Why is the hall important?

The leader kept returning to STARTTS and he now had other young people from the community interpreting for him. He asked STARTTS Community Development workers to mentor the young people he brought in. He found out more potential resources of support for his community. He also heard about a way community members could donate money to an organization and receive some money back on tax. By this time, the organization had received small funding and started running youth activities using a network of volunteers who provided supervision, interpreting and logistical support.

1. What assets are emerging?
2. What do you think the leader is doing to encourage social capital development?
3. How is the social capital bringing assets together at this stage?
4. What would be your role as a Community Development Worker?

The organization has grown its volunteer workforce and small projects. It has also started providing individual welfare assistance to anyone who needs it (Electricity vouchers, food packages). The leader and a committee that has now formed are open and transparent about all the funding they receive. They have engaged an auditor and are publishing their annual reports and annual financial statements publically. They have received a permission from the Taxation Department to fundraise as a charity and now people can get money back on tax if they donate to the organization. At the same time, the community has been around for a number of years and small businesses have started to form.

1. What is the leadership of the organization doing to foster social capital (both quantity and quality of connections)?
2. What is the leadership doing to gain trust?
3. What assets can you identify?
4. How can these assets help the dream of the hall?

The organization now receives funding from various Government Departments. Many people in the community have started to donate money (both individuals and businesses) towards the hall. Five business people have agreed to become guarantors on a bank loan for the hall. Finally, the community have found the hall, paid the deposit and secured a loan. The hall is old but that's OK because many businesses in the community are in the building trade and they have donated their services to refurbish the hall. The community now have a hall and are continuing to run many activities!

1. Why did people donate time and money? Why did the businesses agree to be guarantors?
2. How did the leader and his team of young people build social capital?
3. What role did social capital play in pooling and activating the assets?
4. What would have happened if the leader behaved differently? What could he have done to cause negative impact on social capital?