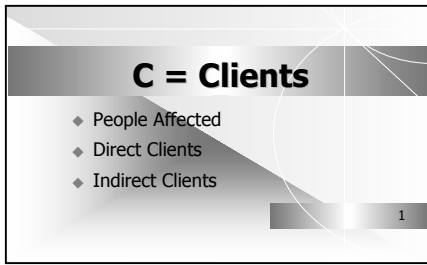


Appendix 3:  
CAPRA Training Materials



Clients are those who have something to lose or gain by the solution to a problem.

Another good way of thinking of clients is as “shareholders”

There are two kinds of clients:

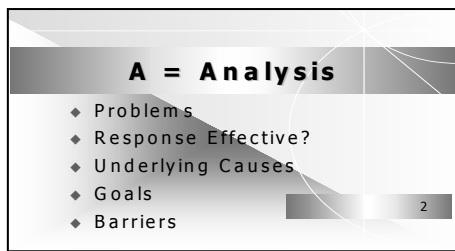
- ◆ Direct clients: The groups of people immediately effected by the problem and the solutions to the problem.
- ◆ Indirect clients: The groups of people that are not directly effected by the problem and the solutions to the problem.

Why do we need to identify and work with the clients?

- ◆ They have vested interests, without their cooperation it can be difficult to implement a solution.
- ◆ The problem solving process is not legitimate without consultation.
- ◆ People will not participate at a later date if they don't know what is going on.
- ◆ Mutually agreed solutions are usually more successful than those imposed upon the clients
- ◆ They might have knowledge about the problem that you might not have.
- ◆ They might have resources to deal with the problem that you might not have.
- ◆ If you get people involved they won't be jealous of what you are doing. They will instead feel a part of things.

How many clients do we need?

- ◆ It is best to get as many people involved as is possible.
- ◆ It is better to have too many clients than not enough, because we don't want to exclude people who might be able to help you later.



In the Analysis stage we gather all of the information that is needed to assist in our decision making process.\*

\*"process" is pronounced with a long "o" like in "hello."

Why is it important for us to acquire and analyze information?

- ◆ It lets us fully understand what the problem is.
- ◆ It lets us know what the real issues are.
- ◆ It lets us know who is involved in the problem.
- ◆ It lets us know where and when the problem is happening.
- ◆ It lets us know how the problem might best be responded to.
- ◆ It lets us understand what the perspectives of our clients are.
- ◆ It allows us to identify competing interests (needs, demands and expectations);
- ◆ Most importantly, it helps us to determine what our options are and what the best response might be.

In the Analysis stage, we answer 5 different questions in order to acquire and analyze information:

1. What is the Problem?

- ◆ Need to be specific about the problem.
- ◆ If the problem is not specific, it is difficult to solve.

2. Have past Responses been Effective?

- ◆ Need to look at how the problem has been responded to in the past.
- ◆ Have there been attempts to deal with the problem?
- ◆ Who attempted to deal with the problem?
- ◆ Were those responses effective?

3. What are the Underlying Causes?

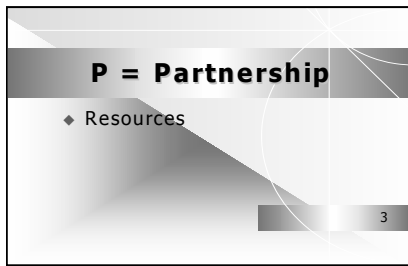
- ◆ We must be able to separate the effects of the problem from the real underlying causes.
- ◆ Too often we only address the effects without dealing with that which is really causing the problem.
- ◆ For example, bodies floating down the river is only the effect of the underlying cause of a person upstream throwing bodies in the river.
- ◆ For example, garbage bears are only an effect of having an open garbage dump.

#### 4. What are our Goals?

- ◆ Goals are the things that we are trying to accomplish when dealing the underlying causes of the problem.
- ◆ Goals which can range from problem elimination or reduction; reduction of harm/impact; improvement of response and reallocation of responsibility.
- ◆ It is important to work toward proactive rather than reactive responses.  
Being reactive is like pulling bodies out of the river.  
Being proactive is like going upstream to stop the person throwing bodies in the river.
- ◆ It is important to set goals and keep notes on actions taken.  
It helps us to select the best option to accomplish the goal.  
It helps us to monitor the effectiveness of the option selected.  
It helps us to select different options where appropriate to ensure that the goals are, in fact, met.

#### 5. What are our Barriers:

- ◆ Barriers are those things that keep us from resolving a problem.
- ◆ It is important that we try to find out what the barriers will be before responding to a problem so that our response will have more chance of success.



Partners are anyone who may assist us in making a decision or taking action to deal with a problem.

Partners can be best thought of as being resources for dealing with a problem.

What are the different types of partners?

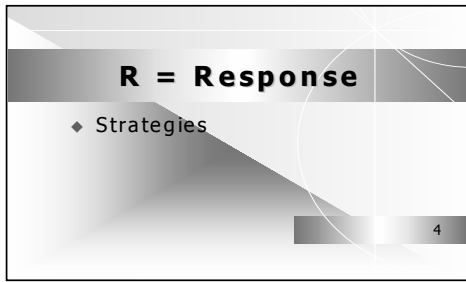
- ◆ Experts: anyone with a great deal of experience or education in a particular area.  
Examples of experts include: Elders, tribal government officials, scientists, social workers, ICWA workers, drug & alcohol counselors, suicide prevention counselors, police, doctors, and fish & wildlife officers.
- ◆ Community Groups: groups that, together, might have some powers and resources to help deal with a problem  
Examples of community groups include: Tribal Councils, city or village governments, chambers of commerce, fishing guides association, cultural groups, and churches.
- ◆ Individual Citizens: volunteers or other individuals who may be have special information.  
Examples of individual citizens include: hunters, village residents, teenagers, and kids.

Why do we need to have partners?

- ◆ It is important to have partners so that everyone can benefit from the response to the problem.
- ◆ Partners bring with them knowledge and skills that can help to respond to a problem in ways that we alone don't know about.
- ◆ Making people partners makes them also feel responsible for the solution to the problem.
- ◆ When we have partners we can delegate responsibility for a partner so that no one person has to do all of the work by himself or herself.

What is the best way to deal with partners (and clients) that are not participating?

- ◆ If a client or partner is important to our problem identification and response, we want to try to do everything to get them involved.
- ◆ Sometimes partners don't have the time or don't want to be involved in dealing with a problem.
- ◆ If someone doesn't want to work with us, we can't just ignore him or her.
- ◆ It is better if we keep them informed of what we are doing so they don't feel like we are working behind their backs.
- ◆ If they are not informed they can cause trouble for us later.



In the Response stage we determine what we are going to do to meet our goals to solve the problem

We want to choose a response that will help us meet our goals that were identified in the analysis stage of CAPRA.

What are the best kind of responses?

- ◆ We have to choose a result that you will be able to live with.

Vern White suggests that you follow the MEAL Plan. All responses must be:

M = Moral  
E = Ethical  
A = Affordable  
L = Legal

- ◆ Our response to the problem must be positive.

With positive responses, people don't feel like we are attacking them.

With positive responses, people don't feel guilty for not doing their job.

In other words, our responses shouldn't blame or make people feel guilty.

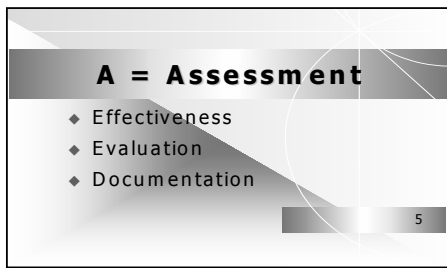
"You get negative reactions from negative responses."

- ◆ Responses don't usually require a lot of money to be successful.

Local problems are best solved with local resources.

Competition for grant money is often too competitive to count on it.

Sometimes problems require quick responses. It usually takes too long to wait on grant money to solve those problems.



In the Assessment stage we find out how well our response worked and make changes if necessary.

The assessment stage of CAPRA is when we “grade” how well the response worked.

Why do we want to assess our response?

- ◆ Assessment allows us to select the best option to accomplish our goal.
- ◆ Assessment allows us to monitor the effectiveness of the option selected.

There are three questions to consider when doing the assessment of our response:

1. How will we measure the Effectiveness of the response?
  - ◆ We have to decide how to measure the effectiveness of our solutions.
  - ◆ The effectiveness should be measured by the goals that we set in the analysis stage of CAPRA
  - ◆ In other words, we want to know if you met our goals.
2. When will we conduct our Evaluation?
  - ◆ Depending on the problem and our goals, evaluation can be done at any time.
  - ◆ If the solution to the problem is a one-time event, the evaluation can be done right after that event.
  - ◆ If the solution to the problem is carried out over time, the measures of whether you are meeting your goals can be taken more often while the solution is being carried out.
3. What is the best way to Document our assessment?
  - ◆ Documentation of the assessment can be done in many ways. Written reports, video tapes, audio tape recordings all work well, depending on the situation and the response.
  - ◆ It is best to use more than one method to document our assessments. It is best if we have a written report.

Why is it important to document our responses?

- ◆ Documentation of our responses allows us to share them with others who might be having similar problems
- ◆ Sometime in the future we might have a similar problem. If we have good documentation, we can look back for a solution without “reinventing the wheel”.
- ◆ Having documentation lets us share with new clients and partners our previous responses to problems.