

Capacity Building Tools

The following is a collection of tools that has been used by facilitators from Volunteering Queensland in their capacity building work within local communities. The tools are by no means comprehensive nor are they linked together. The aim of this collection is to provide you with a set of resources you may wish to utilise or customise for your own reflective purposes or with particular groups.

We have grouped the tools loosely into two areas:

Individual

These tools are designed for individuals in community leadership roles to reflect on their interests and how they might enhance their personal ways of working.

- Personal Analysis
- Critical Leadership Incident Analysis
- Developing Your Personal Mission Statement

Community

These tools provide a variety of activities that could be used with members of community groups and with community workers. All of them are designed to foster capacity building.

- Your Community
- Network Strategic Development Plan
- Corporate Community Partnerships – Are you Ready?
- Council Community Partnerships Audit
- Strategic questioning: a strategic planning tool
- Group Audit 1
- Group Audit 2

Capacity Building Strategic Planning Tool

Developing a Philosophy of Practice



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PERSONAL ANALYSIS

A knowledge of yourself and how you operate most effectively will assist anyone who wishes to engage in working in community. This tool provides some starting questions in the light of self, family, work and public life.

SELF

What are my strengths?

What are my weaknesses?

What do I consider have been the greatest moments in my life and why?

What do I enjoy most and why?

What do I enjoy least and why?

What would I like to do/ (My dreams)

When have I felt most successful and why?

When have I felt most powerful and why?

What was my most favourite job and why?

What do I really care about/ value? (What are the essentials of my life?)

What is the framework from which I operate? (How do I perceive the world and how it operates and how it can be changed?)

How would other people describe me? What would others say I bring to the group?

COMMUNITY / PROJECT

What is the sort of community I would like to live in?

What does my community look like physically?

How do I perceive people will work together?

How are people motivated?

How do decisions get made?

What is the role of leadership?

How is change possible?

CRITICAL LEADERSHIP INCIDENT ANALYSIS

1. Briefly describe a situation in which you acted in a leadership role and it turned out well/was successful/achieved the goal.

What personal attributes/characteristics/attitudes assisted you in achieving this goal?

2. Briefly describe a situation in which you acted in a leadership role and it did not turn out well/was unsuccessful/did not achieve the goal.

What attributes/characteristics/attitudes would have assisted you in this role?

DEVELOPING YOUR PERSONAL MISSION STATEMENT

Values

A personal mission statement provides a tool for evaluating your actions and setting your personal direction. It focuses on what you want to be and do – your contributions and achievements and on the values or principles which guide who you are and what you do.

A personal mission statement can become a written standard, based on principles central to who you are and can be used as means for making major and day to day decisions. It gives definition to “who am I and what do I stand for”. This tool provides a comprehensive set of worksheets to assist you develop a mission statement.

SOME POSSIBLE VALUES

Aesthetic values	Integrity	Power
Achievements	Leadership	Privacy
Community	Leisure	Recognition
Dignity	Love	Religious Faith
Equality	Material wealth	Responsibility
Family	Naturalness	Security
Freedom	Order	Self-expression
Helpfulness	Patriotism	Service
Human relationships	Physical Health	Tradition
Independence	Physical Pleasure	Truth

Levels of Values

- Know one's own values
- Cherish one's values
- Declare one's values
- Act on one's values
- Act habitually on one's values

The 5 most important values for me are:

DEVELOPING YOUR PERSONAL MISSION STATEMENT

Vision

When I daydream what do I see myself doing?

If I had unlimited time and resources what would I choose to do?

Do the values I rated as important match my dreams?



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DEVELOPING YOUR PERSONAL MISSION STATEMENT

Achievements

What are the most important roles in my life?

What are the most important lifetime goals I want to fulfill in each of my roles?

DEVELOPING YOUR PERSONAL MISSION STATEMENT

What am I about?

What talents do I have, whether developed or undeveloped?

What are my challenges/weaknesses?

What do I consider my most important future contribution to others?

How would others describe me?

What is the recurring theme of my life – the 'thing' I am always motivated to do – that is present in all my energetic, fulfilling moments?

What are the expectations and obligations of my community and/ or my family which are important to me to fulfill?



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DEVELOPING YOUR PERSONAL MISSION STATEMENT

Character

What qualities does my role model possess that I would like to emulate?

What other qualities of character do I admire in others?

DEVELOPING YOUR PERSONAL MISSION STATEMENT

You have now completed a range of activities, which underpin the development of a mission statement. These should assist you in preparing your personal mission statement.

Your Life's Legacy

Visualize your 80th birthday celebration. Describe how you will be perceived and the tributes you will receive. (Dream big, ensure it is your vision, don't let fears or others expectations limit your vision, think without limits) Describe it.

Clarify your Vision

(Sift through everything you wrote and choose the most important things to you – a few powerful phrases) The aim is to develop your own vision or mission statement. You may wish to visually add to this through a drawing or a symbol.

YOUR COMMUNITY

This tool provides an approach for mapping the interests of those who are connected to your group or a project your group may wish to undertake.

List all the stakeholders who are connected in some way with your group/project Remember to list those who may assist, those who may be affected, and those who might be opposed.



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YOUR COMMUNITY

From your list of stakeholders write down the 5 most important groups which you have identified and write down the goals, expectations and different criteria each would use to judge your project as a success for them.

Group 1
Group 2
Group 3
Group 4
Group 5



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YOUR COMMUNITY

Now consider what is needed from each stakeholder and from you for the project to be successful.

Needed from Them	Needed from You
Group 1	
Group 2	
Group 3	
Group 4	
Group 5	

NETWORK STRATEGIC DEVELOPMENT PLAN

This tool is for those seeking to develop a community network or alliance and provides some key questions and a development plan.

Key Questions for Network Development

1. Identity and role – the network needs to clarify exactly what its role should be and in particular how it can operate as a separate identity and not simply as a vehicle for individual network interests. Once the role has been decided on and agreed on by the vast majority (if not all) the participants, this needs to be communicated to and recognised by the individual groups.
2. Structure and Processes – once the role is decided, the network needs to develop an agreed on structure and processes which reflect this role and determine how it will be effective. Consideration needs to be given on organisational structure and incorporation considerations, how it will operate, how decisions are made, how communication is maintained etc.
3. Representation and Key office bearers – Representation and participation are key issues to be considered especially the responsibilities of attendance, as well as the process of selecting key office bearers and their duties and responsibilities
4. Operational development (for major projects) – Development of a model of operating and sets of operating procedures. The development of an effective office system and how the organisation will operate on a daily basis. Consideration of location, staffing, delegations etc.

Development plan for the network

Stage 1 - Gain agreement on future directions and model

- ◆ Formulate a discussion with the network about future directions and how they would like to proceed.
 - What are the external drivers in terms of future funding, strategic directions, need for a voice etc.
 - It is useful to undertake some research about a couple of possible models of how the network might look in the future.
 - Discussion to explore :
 - What does the network want to achieve
 - How does it want to operate
 - What is the structure
 - Roles and who should attend and requirements of attendance
 - Meetings how often and how structured
 - How does it make decisions and what sort of decisions
 - Timetable for this to happen

- ◆ Gain personal commitment from each group regarding who is attending.
 - Particular focus to be on strategic members of network (?)

Stage 2 - Hold workshop session with network members to develop:

- Structure – office bearers, how operating etc.
- Operating procedures
- Decision making structures

And to implement decisions around following made in previous stage:

- What does the network want to achieve
 - How does it want to operate
 - What is the structure
 - Roles and who should attend and requirements of attendance
 - Meetings how often and how structured
 - How does it make decisions and what sort of decisions
 - Timetable for this to happen
-
- ◆ Trial new model of working with chance for feedback and adjustments

 - ◆ Develop strategic plan for the network

Stage 3 - Manage and support network's development in new role.

CORPORATE COMMUNITY PARTNERSHIPS - ARE YOU READY?

This tool provides some key questions for Community Organisations before considering a Corporate Partnership

Considering Your Organisation

- Are you clear about your mission, goals and way of operating?
- Do you have a realistic idea of your strengths and challenges?
- Is there general consensus in your organisation about engaging in a partnership?
- Are you clear about what you have to offer potential partners and the value of these potential benefits to a partner?
- Have you identified what is acceptable and unacceptable in a partnership agreement for your organisation? e.g. Signage, branding, public relations.

Considering Your Partner

- Are you clear about what support and resources you wish to gain from the partnership? Is this realistic?
- Are you clear about your criteria for assessing potential partners? Does this include consideration of values, approaches to working together and natural fit?
- Have you considered how you will identify and contact potential partners?

Considering the Partnership

- Do you have the necessary expertise to manage and support an ongoing partnership?
- Do you have the necessary resources (people, administration, scope of projects etc) to support an ongoing partnership?
- Are you clear about how you would like to work with a partner and what goals you would like to achieve?
- Are you able to maintain and support a significant relationship with your corporate partner at a variety of levels? Is there more than one person willing to drive and carry this initiative?
- Can you maintain the enthusiasm over the long term?

COMMUNITY PARTNERSHIP AUDIT

This activity is an audit tool for community groups wishing to commence the process towards seeking a corporate partnership

Stage 1: Undertaking an Identity / Capacity Audit

(To be effective partners, groups / organisations need to have a clear sense of identity and a capacity for success.

Key criteria

- Well-defined mission, goals, values and core business activities
- Well-defined policy framework and/or ability to work within a policy framework
- Realistic understanding of group strengths, challenges and available resources
- Ability to manage projects and deliver on outcomes
- Ability to manage finances and keep appropriate documentation
- Ability to sustain commitment to medium/long term projects
- Ability to document and evaluate
- Ability to market group capacities

Key skills required

- Leadership skills
- Strategic management skills
- Group process skills for discussion, managing conflict and decision making
- Interpersonal and communication skills
- Project management and delivery skills
- Financial management skills
- Marketing skills
- Documentation and Evaluation skills

Stage 2: Defining and Identifying Potential Partnerships

(To be effective, groups/ organisations need to identify the potential opportunities, benefits and challenges for the group, and the corporate)

Key Criteria

- Awareness of key stakeholders and their requirements
- Ability to assess potential opportunities, benefits and challenges of partnerships
- Ability to develop selection criteria based on above two criteria
- Ability to research potential partners
- Ability to prepare / customise proposals
- Ability to respond to expressions of interest from corporates

Key skills

- Strategic mapping skills
- Research skills
- Submission / proposal writing skills
- Marketing skills
- Communication and interpersonal skills

Stage 3: Establishing and Agreeing on the Partnership

(To be effective, groups/ organisations need to initiate and develop key relationships and to develop a partnership agreement.)

Key criteria

- Ability to identify and initiate appropriate points of contact
- Ability to develop working relationships with key stakeholders
- Ability to facilitate and negotiate an agreed way of working and partnership goals
- Ability to take a significant role in developing a strategy and project plan for partnership
- Ability to produce a formal partnership agreement.
- Ability to develop processes for regular communication, conflict resolution, meeting and reporting.

Key skills

- High level of communication and interpersonal skills
- Networking and relationship building skills
- Facilitation and negotiation skills
- Strategic planning skills
- Writing skills

Stage 4: Sustaining the Partnership

(To be effective, groups/ organisations need to be actively managed, sustained and the partnership needs to be reviewed)

Key criteria

- Ability to maintain and enhance working relationship
- Ability to manage project and available resources (including financial management)
- Ability to utilise established processes for regular communication, conflict resolution, meeting and reporting
- Ability to actively manage and address issues
- Ability to promote partnership benefits and achievements both internally and externally.
- Ability to evaluate and document partnership benefits, outcomes and learnings.

Key skills

- Interpersonal and communication skills
- Project management skills
- Frontline management skills
- Marketing and public relations skills
- Evaluation and documentation skills

STRATEGIC QUESTIONING: A STRATEGIC PLANNING TOOL

This tool was developed to assist community groups in considering key questions within their strategic planning processes.

The fundamentals (key questions which underpin the community group)

- What is our mission and are we happy with this?
- What then is our core business and the way we go about achieving it?
- What is the legal and operational status of the group?
- How do effectively network with other parts of the movement?

If there are changes or follow up work that comes out of these fundamental questions, who will take responsibility for it?

Fundraising (finances)

- What are our key priorities for the next year?
- What is our key goal and how will we measure how effective we are?
- Who will be responsible for this area?

Some additional questions

- What is our calendar of events and what are the critical timelines?
- How will a realistic examination of resources be undertaken?

Public Relations and Media (impact)

- What are our key priorities for the next year?
- What is our key goal and how will we measure how effective we are?
- Who will be responsible for this area

Some additional questions

- How do we communicate with our supporters / members and what should it look like?
- What is the key market for us to focus on and how will we go about that?
- What is our greater emphasis at the moment internal communication to our members and information sheets or external media?

Campaigning

- What are our key priorities for the next year?
- What is our key goal and how will we measure how effective we are?
- Who will be responsible for this area?

Some additional questions

- How do we deal with campaigns which come up urgently or unexpectedly?
- How do we effectively network with other groups and build campaigning networks?
- How do we create a responsive campaigns team and keep the members motivated?

Organisation building

- What are our key priorities for the next year?
- What is our key goal and how will we measure how effective we are?
- Who will be responsible for this area?

Some additional questions

- What is our demographic and what do we do with this information?
- What is our method of engaging members and volunteers and how do we keep them?
- How do we address the office management issue?

Education and information

- What are our key priorities for the next year?
- What is our key goal and how will we measure how effective we are?
- Who will be responsible for this area?

Some additional questions

- What is our approach to stalls eg resources, which we cover and the materials/display we use at stalls?
- How do we develop our education area to meet demand?

This tool provides an audit for grassroots or community groups around the key functions of the group both internal and operational.

GROUP AUDIT 1

Group Identity and Function	*	**	***	Comments
Create and maintain a healthy group culture Create open and friendly environment Communicate effectively Share stories and history Balance task and process Share and acquire knowledge				
Share and acquire knowledge Identify existing knowledge and skills Utilise and communicate this knowledge Identify need for new/updated information Source new information				
Foster internal cohesiveness Develop and work toward goals Promote and support group members Acknowledge and celebrate success Seek involvement and consensus decisions				
Encourage diversity and innovation Promote and actively seek diverse involvement Encourage innovation, learning and new ideas Support new members to take an active role Try new approaches and different ways of working				
GROUP ACTION AND LEADERSHIP				
Plan effectively Develop clear purpose and long term aims Create and work toward short term goals Develop action plans Translate plan into action				
Implement projects within guidelines Identify and obtain resources as required Involve and maintain group members in project Identify and solve problems Work within timeframes and action plan				
Work as individuals within a team Identify individuals' capacities in skills, knowledge and interests				

Assign clear roles for members linked to capacity Encourage individual accountability for group projects Promote individuals within the group context				
Group Identity and Function	*	**	***	Comments
Encourage and support group leadership Establish clear leadership roles and authority Acknowledge and support leaders' roles and actions Encourage leadership across the group Plan for succession				
COMMUNITY ENGAGEMENT				
Promote group profile within community Utilize promotional opportunities to raise community profile Work with local media to promote group's work Promote short-term benefits of group's work Present long-term advantages of group's work				
Identify and work with potential partners / networks Awareness of other community networks / stakeholders Share information externally Work with other networks and groups Provide opportunities for ongoing partnership and support				
Recruit volunteers / members as required Awareness of group's volunteer requirements Understanding of the needs of and benefits required by volunteers Recruit volunteers through word of mouth and community networks Develop appropriate and enticing volunteer recruitment campaign				
Retain volunteers / members Work with volunteer motivation, interests and capacities Involve volunteers in various aspects of work and maintain interest Provide appropriate formal and informal recognition Work in a supportive and enabling way with volunteers				

This tool provides an approach which allows for individuals to identify their own skills within the group and the group as a whole.

GROUP AUDIT 2

DATE:
LOCATION:
PARTICIPANTS:

Achievements Audit

What are the achievements of the group?
What are our major successes?
What are the things that we do well?

Individual and Group Audit

SKILL	INDIVIDUAL	GROUP
★ Explore and work within community cultures and goals		
★ Develop Community Networks		
★ Obtain and Manage Sponsorship		
★ Coordinate Fundraising Activities		
★ Liaise with the media in the region		
★ Market the Projects		
★ Develop approaches to include cultural and human diversity		
★ Promote group formation and group development		
★ Manage the incorporation of the group		

SKILL	INDIVIDUAL	GROUP
★ Facilitate the development of group goals and projects		
★ Coordinate Board/Committee elections		
★ Coordinate social events		
★ Chair program and group meetings		
★ Provide opportunities for group learning		
★ Present proposed courses of action to meetings		
★ Represent groups at functions		
★ Facilitate ongoing group development		
★ Provide research information		
★ Demonstrate basic on-site skills		
★ Develop plan to implement project		
★ Obtain resources from community and group		
★ Cost a project		
★ Conflict Resolution		

✓ = Has the capacity

CAPACITY BUILDING STRATEGIC PLANNING TOOL

The aim of this tool is to identify training and development needs of a community based group through considering the aims of the group and looking at how effective it is in three areas: its internal operations, its core business, its community role.

Where are we now?

- What are we proud of in regard to our work to date?
- What are the things we are happy with?
- What are the achievements of the group?
- What can we tick off on our strategic plan?
- What do we like about our group and how it works?

Where do we want to be?

- What do we want to achieve in addition to the things we are doing now?
- What are the external requirements; changes which we need to address and be a part of?
- What else should be doing?
- What else would we like to do?
- What are the priorities in our strategic plan?

What are the challenges / issues which may hold us back or limit our successes?

- What resources are we currently lacking – consider physical, financial, human etc.?
- What skills or knowledges do we need to obtain?
- What additional barriers need to be recognised and overcome?
- What has hampered us in the past that we need to address?
- Are there issues for particular groups or sectors which we need to pay special attention to?

Consider the following three areas and look at what is going well and what could be improved with your group:

1. How the group operates internally

Consider things like:

- How effective are our group meetings?
- Do we have enough people?
- Do we retain new volunteers/ members?
- How is our leadership and do we have future leaders?
- How well do we put our ideas into action?
- Do we spread the load of the work around or do 1 or 2 people end up doing it all?
- Are we feeling good about our work or burnout?

2. How we do our core business

Consider things like:

- Do we have a strategic plan which works?
- Are we doing the things we need to do?
- Are we effective in the work we are doing?
- Do we have job descriptions?
- Do we have a clear idea of what we want to achieve?
- Do we turn our ideas into action?

3. How we are working within the broader community

Consider things like:

- Do we have a marketing/ business plan?
- Have we been able to develop partnerships with other organisations or businesses?
- How is our profile in the local community?
- Do we have influence and a voice in our community?
- Can we obtain media coverage if we need to?
- What is our relationship like with government?

DEVELOPING A PHILOSOPHY OF PRACTICE

it is important for those who work in and with community to reflect on their own philosophy of working and how this translates into practice. This tool is a starting point for this reflection.

Define your core philosophy of working in community.

From your philosophy, define the goals you see as essential in practice.

Identify the criteria that allow you to assess whether you have achieved these goals.

In considering your philosophy and goals, which issues and standards will you not compromise?