



CAPACITY BUILDING TOOLKIT

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Introduction

Youth organizations can be compared to living beings. They have a date of birth (a date of registration) and they continue functioning throughout the time. New people might join them, generations might change, yet the organization continues to be there aiming to achieve its mission.

Given this, different challenges might occur in its lifetime, opportunities and circumstances. The organization, as any other living being needs to adjust to the current context, redefine its methods and improve.

The purpose of this toolkit is to support your organization to build its capacities, develop and become more effective. The toolkit discusses the definition of capacity building, as well as other relevant concepts. Most importantly, it presents a series of elements that can help your organization build its capacities. The size of the toolkit was kept in a format that makes it simple, concrete and reader friendly. This toolkit is suitable both for young and old organizations, as there is a need to build capacities in all ages and stages.

We hope that this capacity building toolkit will function as the inspiration point which will impulse your organization to improve and as the basis of the further development. Get ready to build your capacities!

What is capacity building?

The concept of capacity building is very closely related to the organizational effectiveness which is defined as the ability of an organization to fulfil its mission through a blend of safe management, strong governance and a persistent rededication to achieving results.¹ Based on this, capacity building of an organization is about increasing the ability of the organization to achieve its mission. Capacity building means strengthening the vital skills, competences and abilities of an organization, so that it works in a more effective way and achieves its specific mission.

While the mission of the organization remains the same throughout the time, the organization needs to deal with new challenges and adjust to the context of a world that is changing very fast. Technology, globalization as well as the needs and aspirations of the people are constantly changing and the organization needs to make all the necessary improvements in order to pace with them. For this reason, capacity building is a very important concept that should characterize youth organizations.

Qualities improved in capacity building are both tangible and intangible. Tangible qualities refer to countable results, such as number of people involved, number of projects undertaken, number of publications produced, etc. Intangible qualities refer to results that are not countable, like the organizational culture, strategy, skills and knowledge. Both (tangible and intangible) qualities are important in capacity building of a youth organization.

Through the capacity building process, organizations will be better prepared for their tasks and learn how to deal with problems they confront. It is necessary especially when founding a new organisation, but it is also significantly useful for already existing organisations, who want to make their operation more functioning. Capacity building can support the organisation to better address the current needs of the young people, better cope with its volunteers and better manage the administrative work and fundraising. Moreover, capacity building can contribute in the organization's networking and cooperating with other organizations and stakeholders.

1 - Assessing the effectiveness of capacity building initiatives: seven issues for the field, by Kennard T. Wing

Purpose of the organization

An important part of capacity building is defining or re-embracing the organisation's purpose of existence. It is necessary to know what the purpose of the organisation is, the reasons why the organization is needed and what will offer to people. Clarifying the purpose of the organization will start by thinking of the vision, mission and principles of the organisation.

Vision

Vision and mission of the organization are the basis of the aim and objectives of the organization, yet they are often confused with each other. The vision statement outlines what the organization wants to be in the future while the mission statement describes what the organization wants to do now.² The vision of the organization encompasses the difference we want to make, the dream of our communities' highest potential. The vision statement will therefore answer the question "Why are you doing what you are doing?" Youth organizations envision a community that is better than the way things are now and illustrates how things should be. The vision of the organization will tell where you are heading.³

The vision statement of an organization is usually shaped in this format:

"Our vision is a community where....."

or

"Our vision is a community that....."

Some questions and steps that will help you define the vision of your organisation might be:

- What are the main problems in the society that your organisation wants to change?
- Imagine the ideal solution for that problem
- Draft a vision statement of the solution with some key words or phrases

If your organization already exists for some time, re-embracing the vision of the organization is still very important. It can refresh the organization, re-inspire its people and stimulate them to strive for the organization's vision. Some questions

2 - http://www.diffen.com/difference/Mission_Statement_vs_Vision_Statement

3 - http://www.help4nonprofits.com/NP_Bd_MissionVisionValues_Art.htm

that will help you achieve this are the following:

- When was the organisation created?
- Why was this organisation created?

When possible, it is also useful to arrange a meeting with the founders of the organization and discuss with them. They might have very interesting information to share that will help understand better the social context of the world at that time and the need for the organization. After all, this vision was born by them.

Mission

As it was previously explained, the mission of the organization focuses on the present; it defines the target group, critical processes and it informs about the desired level of performance. The mission statement packages the core values and principles of the organization. It operationalizes the NGO's vision, and assists in developing the aim and objectives.⁴ The mission statement of the organization will turn the organization's vision into practice. It is the one that will actually do the work to make the vision a reality.

Making clear the mission of the organisation is an important element in capacity building process. In order to do it, answering the following questions might be useful:

- Who does the organization want to support with its work?
- How does the organization want to make its vision come true?
- Where does the organisation work?
- What are the values of the organisation?
- What kind of methodology the organisation favours in its activities?

The mission statement is usually structured in this way:⁵

“Our vision is a community where..... To bring that vision into reality, we do”

To expand on the practical part of the mission statement, you might add where you do your work, and for whom, to further describe what you do as following:

4 - http://www.gdrc.org/ngo/ngo-mission_statement.html

5 - http://www.help4nonprofits.com/NP_Bd_MissionVisionValues_Art.htm

"Our vision is a community where To bring that vision into reality, we do for in the region / area / township / etc".

Youth for Exchange and Understanding announces on its website the mission statement of the organization as following:

"Youth for Exchange and Understanding works to promote peace, understanding and co-operation between the young people of the world, in a spirit of respect for human rights."

Below, a comparison text between mission and vision statement is presented⁶

Comparison text

1. About

Mission Statement: A Mission statement talks about HOW you will get to where you want to be. Defines the purpose and primary objectives related to your beneficiaries' needs and team values.

Vision Statement: A Vision statement outlines WHERE you want to be. Communicates both the purpose and values of your organization

2. Answer

Mission Statement: It answers the question, "What do we do? What makes us different?"

Vision Statement: It answers the question, "Where do we aim to be?"

3. Time

Mission Statement: A mission statement talks about the present leading to its future.

Vision Statement: A vision statement talks about your future.

4. Function

Mission Statement: It lists the broad goals for which the organization is formed. Its prime function is internal; to define the key measure or measures of the organization's success and its prime audience is the leadership and team.

Vision Statement: It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why you are working here.

6 - Retrieved from: http://www.diffen.com/difference/Mission_Statement_vs_Vision_Statement

5. Change

Mission Statement: Your mission statement may change, but it should still tie back to your core values, beneficiaries' needs and vision.

Vision Statement: As your organization evolves, you might feel tempted to change your vision. However, mission or vision statements explain your organization's foundation, so change should be kept to a minimum.

6. Developing a statement

Mission Statement: What do we do today? For whom do we do it? What is the benefit? In other words; why we do what we do? What, For Whom and Why?

Vision Statement: Where do we want to be going forward? When do we want to reach that stage? How do we want to do it?

7. Features of an effective statement

Mission Statement: Purpose and values of the organization: Who are the organization's primary "beneficiaries"? What are the responsibilities of the organization towards them?

Vision Statement: Clarity and lack of ambiguity: Describing a bright future (hope); Memorable and engaging expression; realistic aspirations, achievable; alignment with organizational values and culture.

Principles

The organisation should agree on some principals, so that there will be consistency in their actions. The principles of the organisation guide the everyday actions and support the vision and mission. Usually, NGO's principles are in line with the general opinion of the world. It is good to make a list of the principles and a plan on how to implement each one of them. It will make them clearer for the organisation, its members and stakeholders.⁷

Here are the principles of the Catholic Institute for International Relations. For each principle, the ways to implement it are also presented.

Principle 1: Use a participatory strategy

⁷ - http://www.capacity.org/capacity/export/sites/capacity/documents/topic-readings/Capacity_Building_for_Local_NGOs__A_Guidance_Manual_for_Good_Practicex1x.pdf

Ways that the organization will implement this principle:

- Approve a governing documents that will define roles and responsibilities
- Adopt a management style that supports people
- Plan how the beneficiaries will measure the NGO's effectiveness

Principle 2: Design the project to be sustainable

Ways that the organization will implement this principle:

- Set indicators
- Involve community members in project implementation
- Secure funding for the entire project

Principle 3: Build on community and participants' contributions

Ways that the organization will implement this principle:

- Solicit community contributions
- Ensure that income generated from the project is used to develop the project further

Principle 4: Be transparent and accountable

Ways that the organization will implement this principle:

- Approve and implement financial and administrative policies and procedures
- Prepare financial reports and share them with funding agencies and beneficiaries
- Conduct both internal and external audits

Principle 5: Build partnerships through cooperative, participative and open approaches

Ways that the organization will implement this principle:

- Practise working in partnership

- Collaborate with other key actors
- Establish strong formal and informal links with the target community

How to define aim and objectives?

Defining the aim and objectives of the organization is a very important element. Yet again, sometimes there is confusion between the difference of aim and objectives. The aim can be defined as an intention or aspiration. Aims are written in broad terms and set out what you hope to achieve.⁸ In this way, the aims address the long-term outcomes.⁹ In contrast, objectives are more specific statements which define measurable outcomes. Objectives consist of the goals or steps on the way to meeting the aim. Consequently, each aim is broken down in more objectives.

The organisational aim and objectives are in line with the vision, mission and principles of the organization. In fact, they derive from them. As initiated by George T. Doran in the November 1981 issue of "Management Review", objectives should be SMART. SMART is an abbreviation that explains way to write objectives, especially taking into consideration the importance of objectives and the difficulty of setting them.

According to Doran, the SMART objectives refer to the following elements:

Specific – target a specific area for improvement.

Measurable – quantify or at least suggest an indicator of progress.

Achievable – specify goals that are reachable.

Realistic – state what results can realistically be achieved, given available resources.

Time-related – specify when the result(s) can be achieved.

8 - <http://mycourse.solent.ac.uk/mod/book/view.php?id=2744&chapterid=1293>

9- http://www.erm.ecs.soton.ac.uk/theme4/aims_and_objectives.html

Structure

Following the aim and objectives, an organisation needs to define its governing body and structure. There are different types of governing bodies with different names but their purpose is always the same: to ensure that the organization serves the interests of its beneficiaries as well as it can. Apart from the governing body, each organization has its trustees. These are individuals who can contribute the appropriate skills and experience to the work of the organization, are responsible for the general management and administration of the organization. (Laine, 2005)

It is important to define who is responsible about what in your organisation and to be able to create a functioning structure. The areas of responsibility in an organization can be for an example:

- Planning
- Administration
- Finances
- Community relations

The form of the structure depends on the aims and objectives of the organisation; therefore the organisation needs to make a detailed statement of both.

Strategic planning

“Strategic planning is a disciplined process for making key decisions and agreeing on actions that will shape and guide what an organization is, what it does and why it does it.” (Lainie, 2005). Choosing to make a strategic plan will have a significant effect on the impact the organization has on society. It will include any other type of planning and should have an effect on practical operations of the organization. (Bowyer et al, 2000)

Planning is very important for a youth organization because it endorses a more forward thinking approach. A strategic plan defines the focus of the organization in the upcoming years and its direction. It helps the organization to identify the approaches it will use and the people to involve. A strategic plan also forms the basis of the budget and the allocated resources throughout the time. It is advised to develop a strategic plan which lasts for 3 years while every year it is revised. In addition, an annual work plan with further details needs to be developed based on the strategic plan.

The following structure of a strategic plan is presented in the Capacity Building for Local NGOs Manual.

1. Executive Summary
2. Vision Statement
3. Mandate and scope of work
4. Summary analysis of external and internal environment
5. Main strategic issues
6. Four or five agreed strategic aims with accompanying strategies
7. Assessment of human resources (staff) needs
8. Budget projection

Developing projects ideas

Based on the annual workplan, projects of the year can be planned and developed. The Oxford English Dictionary defines "project" as "An individual or collaborative enterprise that is carefully planned and designed to achieve a particular aim: [e.g.] a research project /a nationwide project to encourage business development". The word "project" comes from the Latin *projicere* (= throw forward). The Latin root thus suggests movement, a trajectory, a certain relationship with space and time. That means that there is a starting point, in which one throws oneself forward towards a goal. (Abrignani et al, 2000).

Therefore, it can be said that the project has a beginning and an end, while in between there are more stages. A project cycle can be shown as a complete circle with learning at its centre. Lessons can be learnt of course from both the successes and failure. Some principles of project management are indicated below (Lainie, 2005)

1. Community consultation, identification of needs and assessment
2. Project design and preparation
3. Implementation
4. Review and evaluation

The following information can help you develop your project better (Abrignani et al, 2000)

1. Defining aims, objectives, context and target group

Questions to ask:

- In what context will the project take place?
- What changes will it entail?
- Why carry out this project?
- What is the expected result?
- Who is the project designed for?
- What are the issues at stake?

2. Content of the project

Questions to ask:

- What is the theme and content of the project?
- What is the chosen approach (methodology)?
- What activities are involved?
- What is needed for the project to go ahead?

3. Where and when

Questions to ask:

- Where will the project be implemented?
- How long will it last?
- When does it start/end?

4. Practicalities

Questions to ask:

- What logistics are required?
- What practical matters must be dealt with?

5. Funding

Questions to ask:

- What is the overall cost? (planning, implementation and evaluation)
- Where will the necessary funding come from?

6. Partner

Questions to ask:

- Who are the partners?
- What is their role?
- What are the arrangements for co-ordination?

7. Means of action

Questions to ask:

- Does the project qualify for any financial assistance?
- Can it use existing facilities? (Conditions?)

8. Communication

Questions to ask:

- Internal communication: How does information circulate within the project team?
- External communication: Does the project need media coverage? (Why? How? Which aspects?)

9. Evaluation and follow-up

Questions to ask:

- How and when should it be evaluated?
- Which aspects? Why? What follow-up is planned?

Usually in order to obtain funding and implement a project in the organization, there is a need to prepare and submit to donors a project proposal. A project proposal is a document that presents the project or an idea of it. The proposal is made mostly to secure funding and clarify the idea of a project to the donors. In a nutshell, project proposal shows why the project should be funded. The form of project proposal depends on the funding agency, and the organisation should find out if the agency has got a form to follow.

If the donors of the projects don't have a ready form for the proposal, here are some guidelines of how to make it better:

- Show thoughtful planning in your proposal. Use time in making it and make proposal only when the planning is completed
- Make sure that in the project available resources, community demands and needs identified by experts meet. Use reliable researches as sources.
- Find the right donor; an individual or an organisation whose targets meet with the targets of the project
- Search information of the projects that donor has previously funded. Is it likely to have funding from them? What kind of elements they appreciate in projects?
- Explain the elements of the project in a logical order

- o Background
 - o Problem
 - o Solution
 - o Sustainability
- Only write about things that match to the project and its outcomes, don't suggest irrelevant activities
 - Be careful with the language you use, remember to keep it formal but also simple. Don't use non-sense phrases or fancy words you think donors will like.
 - When you have finished the writing, take some distance from the proposal and read it again after some time. Try to read it from the perspective of the donors and if possible also give it to someone else to read.
 - Always remember your responsibility, if the project gets approval, other people will have access to it too.
 - Be creative! Innovative ideas are always wanted!

The organisation should remember that the project proposal is the only information the funding agency gets and therefore the only thing they base their decision to allocate or not to money.

Together with what is explained above, when preparing a project proposal, remember to include:

- The background of your organisation and the project
- The statement of the problem (Why is it a problem? Who does it concern? Some researches about it. Why is it important to solve it? Why should it be solved now and not later?)
- The aim and objectives of the project. Describe the aim of your project, what the long term vision of the project is, and based on this, break it down into SMART objectives. (As they were described earlier)
- Clearly describe the direct and indirect beneficiaries and how are they involved with the project
- What are the activities carried out in the project and what kind of methods

are used in those activities? Write every detail about the activities (when, where, why, how, carried out by whom?) Remember to focus on the coherence of the project; activities must have a purpose in it.

- Clarify why this methodology was chosen for this project.
- Find out all the possible risks and make a safety plan.
- Identify your resources; both human and material.
- Identify your partners and specify each partner's responsibilities in it.
- Identify the stakeholders you want to involve
- Specify how much budget you need and for what it is.
- Explain how and by whom the evaluation will be carried out.
- Describe the results of the project, both tangible and intangible (the competences gained and the outputs produced – publications, policy papers, videos, articles, etc)
- Underline the impact of your project. How will people/society outside of the project will benefit from its results?
- Illustrate the sustainability of your project. How will the results be monitored in the future?

Gathering the people around the organization

Apart from the governing body and the trustees in your organization, more people are involved in the activities of the organization, especially when it comes to projects. In this part, information about target groups, stakeholders and volunteers is provided.

Target groups

Even though the general target group of the organization is already defined in the mission, aims and objectives of the organization, each activity of the organization may target a sub-group of that general group. The organisation needs to be able to identify its target groups and to explain the reasons of choosing this particular target group to work with. Some elements based on which target group can be selected might be the following:

- Place the target group lives
- Age
- Role in the organization (young people, youth workers, youth trainers, etc)
- Characteristics of the group (unemployed/ fewer opportunities / disabled bodied youth/ etc).

Stakeholders

Stakeholders are individuals, organizations or institutions that might have interest or concern in the organization and can help you better achieve your objectives.¹⁰ The three main goals of engagement with your stakeholders are to develop a deeper understanding of problems, create new and better solutions and build more effective organizations.¹¹ Some examples of key stakeholders for youth organizations might be educational institutions, governmental organizations, local authorities, politicians and policy makers. Some private business can also be considered as stakeholders, depending on the objectives of the organization. Defining stakeholders and their importance can be done by answering the following questions:

- Who has got influence over the organisation and its work?
- From these actors, who are more important than others? You can put the stakeholders in order by their importance
- What do the stakeholders demand from the organisation? How do they measure the actions and the consequences?
- Does the relation between the importance of stakeholders and their demands seem reasonable or are there some things that need to be discussed?

Volunteers

The organization does not exist without support from staff and volunteers. Volunteers are a big advantage for your organisation, they give their time, energy, skills and ideas, and especially for a small organisation with little resources they are a major benefit. Therefore it is worth to take some time to think of the volunteer management in the organisation and put an effort to make it better.

Before recruiting any volunteer, it is good to reflect on the following topics:

10 - <http://www.businessdictionary.com/definition/stakeholder.html#ixzz3RvDT2rYC>

11 - <http://smallbusiness.chron.com/build-stakeholder-base-nonprofits-39388.html>

- Defining the needs and planning
 - Does the organisation need volunteers? How many and in which sections?
 - Keeping in mind the vision and the mission of the organisation, do volunteers fit into it?
- Defining the tasks and coordination¹²
 - What kind of tasks does the organisation have for volunteers?
 - Who will be in charge of coordinating the work?
 - Make sure that the tasks are defined clearly to make the work easier for the volunteer and to avoid failing.
 - Plan the tasks so, that there is a purpose in the voluntary work and that it remains rewarding.
 - When planning the tasks, make clear rules of what are the sectors where volunteers work in the organisation and what do they not do.
 - Are there any opportunities for the volunteers to grow and to learn in your organization?
- Recruiting the volunteers
 - How is the organisation going to recruit volunteers?
 - What kind of requirements your organisation has got for volunteers?
 - What is the profile of volunteers your organization is looking for?

After recruiting the volunteers, it is time to think of the orientation and training of volunteers. The organisation and the person responsible for orientation and training should always keep in mind that it is work done voluntarily, and people might quit the activity very fast if it is not rewarding and suit also their needs. In the orientation the following things should be included:

- Welcome: Volunteers are important for your organization but your organization is also important for them. Upon their arrival, take some time to welcome them.

12 - <http://knowhownonprofit.org/people/volunteers/recruiting/writing>

- Introduction: Introduce the responsible people in the organization as well as other staff and volunteers to the newly arrived volunteers. Explain the roles of the different people and explain who else is involved but does not necessarily work in the office (for example board members).
- Technical aspects: Explain the rules related to the office management and its facilities, clarify questions related to food and travel cost.
- Description of the organisation: It is very useful if you share with the volunteers the history, vision and mission of the organization, the activities it implements as well as its future plans.
- The work project: show the volunteers the physical working space, describe them again the project they will be working on, if there are any changes, etc. Allow the volunteers to ask questions, but also to suggest their ideas based on their skills, experiences and aspirations.

Even after following all the above mentioned steps, there is a need for an on-going support to the volunteers. The organisation has to keep the volunteers satisfied with their work and motivated to continue it. In order to achieve it, you can use the GROW model. The GROW model was developed by John Whitmore and every letter stands for an area to address in the work of the volunteers (Amorim et al, 2002)

G: Goals - Where do we want to go?

R: Reality – What are our strengths and weaknesses?

O: Options – What are our possibilities and options?

W: Will – Which option do we both want?

It is also crucial to assign a support person, or a mentor who will guide, orientate and support the volunteers. The mentor can provide academic help and tutoring, career exploration assistance, emotional support and social experiences. Mentor's role includes¹³

- Listening
- Nurturing
- Supporting
- Advising

13 - <http://www.beamentor.org/coordfrms/training%20for%20mentors.pdf>

Problems and how to overcome them?

Problems, challenges, obstacles and difficulties are unavoidable in the life of the organization. The most important part is to solve the problems and to bring sustainable solutions for them. In order to solve those problems, the organisation needs first to identify them. Answering the following questions might help:

- What is the problem?
- Why is it important to solve?
- Can the organisation do something about it?
- Will the impact of solving the problem be significant?
- Is it reasonable to solve it considering time and recourses?
- What happens if the problem will not be solved by the organisation?

A SWOT analysis of the organization or a particular case of the organization might be proven to be very useful in order to overcome problems and build capacities. A SWOT analysis defines strengths, weaknesses, opportunities and threats of the organisation and makes them easier to approach.

Strengths and Weaknesses describe the state of the project or the organisation now. They both refer to technical, financial, promotional, networking, knowledge' or competency based factors internal to the project or the organization.

Strengths: In the part for strengths, you can think of everything that is good about your project or your NGO. Strengths are the elements that are working well, you are proud of and differentiate your project or your organization from others.

Weaknesses: Weaknesses are the elements of the project or the organizations that have not worked well or are less efficient in than others. The weaknesses refer to all deficiencies of your project or your organisation.

Opportunities and Threats describe what is going on outside the project or the organisation. These external aspects are usually connected with "sociological, political, demographic, economic, trade-specific' and environmental factors."¹⁴

Opportunities: Opportunities include ideas on how to overcome weaknesses and build on strengths within the environment the program operates in. They tend to focus on outside opportunities such as new grant availability and the development of partnerships.

Threats: Threats are elements that constrain or threaten the range of opportunities for change in the project or the organizational environment.

After making the SWOT analysis, the next step is to transform it into BEEM analysis. Each element of BEEM corresponds to an element of the SWOT. In the BEEM analysis, you figure out ways to

Build the Strengths

Eliminate the Weaknesses

Exploit the Opportunities

Minimize the Threats

The SWOT and BEEM analysis do not only help the organization to tackle problems, but to improve in general.

Other Important Capacity Building Elements

Of course there are many more elements that contribute to the capacity building of youth organizations. Through our participation in the Membership Growth Project of the European Youth Forum we collected and offer here a short description of them. As annexes, you can find the relevant templates as provided by the Forum.

Action planning: Action planning is the process that supports your organization to decide what steps need to be taken in order to achieve particular goals. It is a statement of what you want to achieve over a given period of time.¹⁵ Action planning can be useful when implementing a project, but also when determining other goals within the organization. In an action plan, the whole idea is broken down into smaller, time-bounded activities aiming to reach the objective. In the annex, an action plan template is provided.

Communication: Communication is the act of transferring information from one place to another or from one person to another.¹⁶ Communication is a very important element in youth organizations. The organization may have internal communication (between the governing board, trustees, and members) but also external communication (with donors, partners, stakeholders, media, wider audience, etc.). It is important to ensure an effective communication through all channels used and therefore, it is important to evaluate your communication methods. For this reason, a communication analysis template is provided as an annex. In addition, a template for interviews with members is also attached.

15 - <http://www.kent.ac.uk/careers/sk/skillsactionplanning.htm>

16 - <http://www.skillsyouneed.com/general/what-is-communication.html>

Evaluation: Evaluation is the assessment of something that already happened. An evaluation takes place to check how far the objectives set were achieved, to measure the results of an activity but most importantly to gain vital information for future improvement. In the annex, a template for the evaluation of events from the organisers' perspective is provided.

Leadership: Leadership is a broad concept and usually it refers to the action and ability of leading a group of people or an organization. Leadership skills are important both for the organization but also for working in teams and managing projects. For this reason, in the annex you can find a template with questions that will help you to evaluate yourself as a leader (board member, team leader etc.) within your organisation.

Moving forward

We hope that this toolkit has helped you to learn a bit more about capacity building and the vast potential for development in your organization. Capacity building is a concept that should describe all youth organizations. Society needs youth organizations which function with developed capacities! We encourage you to disseminate this toolkit and spread the concept of capacity building among your circles!

Youth for Exchange and Understanding

This toolkit was developed by Youth for Exchange and Understanding (YEU). YEU was founded in Strasbourg in 1986 by a group of 120 young people from 11 different countries. Today it is a member of the European Youth Forum and considered by the European Union's institutions as an international non-governmental organisation. YEU is run by young people, for young people, by means of a democratic structure and our members are mainly working on a voluntary base. They cooperate all together to increase tolerance and awareness between different countries, cultures and traditions, and to promote a greater level of comprehension through the development of youth activities, such as youth exchanges, seminars, conventions, meetings, study visits, training courses and the development of educational manuals. YEU's vision is to promote peace, understanding and co-operation between young people, in a spirit of respect of human rights.

For more details about YEU, visit our website: www.yeu-international.org

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<http://www.yeu-international.org/en/publications/newsmail/news/how-to-write-a-project-application-for-european-youth-foundation>

Annexes

During 2014, YEU and its member organizations NAK Hellas and Resource Centre Leskovac have participated, together with other organizations, in Membership Growth Project of European Youth Forum. We are sharing some of the tools that might be helpful to you when assessing your organization's events and work in general.

NAME OF THE ORGANISATION

Interviews with members

These different questionnaires help you with discussion with different types of members you might have.

You should talk at least with 1) first time in your event, not member yet 2) new member 3) active member/volunteer 4) passive member.

1. Why did you join our organisation?// Why did you come to this event?
2. Where did you hear about us?
3. How many activities have you now participated in our organisation/how many years have you been active in our organisation?
4. Did you receive better understanding about our work via our event(s)?
5. Has this event(s) you have participated increased your interest to become more active member in our organisation? If yes/no – why?
6. What motivates you to be part of our organisation?
7. What areas of our work are most interesting to you and why?
8. If you would like to be more active, what kind of activities you would like to take part in?
9. Name 3 positive and 3 negative things in our work from your perspective?
10. Why you have not been active yet/anymore?
11. Do you get enough information about our work and activities and how you can be involved?
12. Would you recommend our organisation to your friends as an interesting organisation to join? Yes/no – why?

NAME OF THE ORGANISATION

Analysis about communication

These questions can help you to evaluate your communication methods.

Open questions

1. Short analysis

Your target group	What kind of tools used to reach to them?	Are they effective? Why?
your members		
young people in your community		
media		
wider public		
Other?		

2. Are you visible on you community: for young people, to your members?
3. What you think you should improve in your communication methods?
And how to do it?

Statistics

1. Mailing lists/newsletter: number subscribers? How often you send our a newsletter? If linked to a website, do you know how manay are actualy reading it?
2. Website: visits and shares monthly? How many people in charge?
3. Blog: visits and shares monthly? How many contributors?
4. Twitter: followers, level of interaction, how many posts monthly?
5. Facebook: you can easily extract your statistics from your facebook page; level of interaction?

NAME OF THE ORGANISATION

Evaluation of events – from the organisers’ perspective (events planned in the action plan)

Organisers should use these questions to evaluate how the organisation of their activity went. This helps the organisation to analyse later what they are good at and where is room for improvement.

Name & date of the activity	
Type of the activity (training, meeting, social...)	
Target group (members, board, all young people...)	
Target nro of participants	
Actual nro of participants	
When did you start promoting the event?	
Where and how did you promote the event?	
Was there a team in charge of the preparations? Were tasks/responsibilities clear to everyone?	
How did you fundraise for the event (budget)?	
How did the participants evaluate the event (poor, good, excellent)?	
How did you follow up after the event?	
What did you learn from this event as an organiser?	
How would you evaluate the success/failure of this event? What kind of factors made it positive/negative?	

NAME OF THE ORGANISATION

Leadership Analysis

These questions help you to evaluate yourself as a leader (board member, team leader etc.) within your organisation.

Open Questions

1. What is your role in your team/how do you see your role?
2. Number of years you have been involved with your organisation?
3. How did you get involved with your organisation?
4. What motivates you in your work in the organisation?
5. What are your biggest achievements in the organisation?
6. How do you see your self influencing in the organisation?
7. What are the challenges you are facing?
8. How do you plan to tackle those challenges?
9. How do you see your self in the organisation in next 6 months-1year?

Self assessment

Assess your skills as a leader by rating 1-5 (1 poor, 5 excellent)

Leadership skills

1-5

Comments

I am a good leader		
I have ability to lead and motivate a team		
I am visionary		
I am capable for strategic planning		
I am able to make decisions		
I am able to solve problems		

Communication

I am able to give clear instructions		
I am able to give constructive and positive feedback		
I am open to feedback		
I am able to communicate with all the levels in my organisation		

Team

I am a good team player		
I am able to multitask		
I am able to work in a team		
I am able to rely on my team		
I can settle a conflict		

