Building **Community** Capacity

Resources for Community Learning
& Development Practice

A Guide
Complied by the Scottish Community
Development Centre for Learning Connections

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Contents

What is the guide for?

This guide brings together frameworks, tools and other materials that may be helpful for community learning and development practitioners in taking forward their role in building community capacity. It was commissioned by Learning Connections as part of their development plan for 'Building Community Capacity through Community Learning and Development (CLD)'.

Community Capacity Building can be described as: *'Activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of communities.' (Skinner 2006)*

We have compiled a directory which assesses over 40 readily accessible resources relevant to community capacity building in Scotland. The resources have been organised to correspond to the Delivering Change[1] outcome framework for community capacity building in CLD. The directory gives a summary and assessment of each resource and highlights publishers and web links.

In compiling this guide we were led primarily by our view of what would be relevant to practitioners and managers of CLD in the field, in particular:

- Why community capacity building is important;
- What the outcomes of community capacity building are;
- How community capacity building relates to other aspects of practice; and
- How to take forward a community capacity building programme

Community capacity building in Scottish policy

The policy context is found in the Working and Learning Together to Build Stronger Communities (WALT) guidance. This identifies 'achievement through building community capacity' as one of the three national priorities for CLD. It describes the process as 'building community capacity and influence by enabling individuals, groups and communities to develop the confidence, understanding and skills required to influence decision making and service delivery. This could include enabling communities to provide and manage services to meet community needs.'

The role of CLD in promoting community capacity is highlighted in HGIOCLD?2, particularly within the key area of the impact of CLD on the local community. Elsewhere, the WALT guidance links the community capacity building function to the wider purpose of CLD within community planning:

> *'We see community learning and development as a key tool in delivering our commitment to social justice. We want Community Planning Partnerships to target their CLD capacity to support strategies and activities aimed at closing the opportunity gap, achieving social justice and encouraging community regeneration'*

> *'Community learning and development has an essential role to play in giving communities the confidence and skills they need to engage effectively with community*

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[1] Delivering Change: understanding the outcomes of community learning and development, Communities Scotland, 2007

planning. This will enable communities to have a real influence over the planning, delivery and quality of mainstream services, as well as specific initiatives such as those aimed at achieving community regeneration and social inclusion'

WALT makes clear that community planning partnerships are expected to target their CLD resources towards building community capacity and supporting community engagement in community planning. In particular, this is in relation to social justice targets and regeneration areas.

The importance of building community capacity has been recognised in other policy areas. For example, the Guidance on Regeneration Outcome Agreements requires partners to provide detailed evidence of 'the resources that are being directed towards supporting community engagement, including those which help to build the capacity of communities to engage.' The 'Healthy Communities: A Shared Challenge' report argues that 'much of the impact of community-led health improvement is achieved through building the capacity of people to participate in improving their own health and well-being.' It also recommends further investment in capacity-building for both the voluntary and the community health sector.

Community capacity building and community engagement

Community capacity building is focused on working directly with people in their communities so that they can become more confident and effective in addressing community issues and build on their strengths. This distinguishes it from community engagement, which is essentially about the relationship between communities and public bodies:

> *'Developing and sustaining a working relationship between one or more public body and one or more community group, to help them both to understand and act on the needs or issues that the community experiences'. (National Standards for Community Engagement).*

Although capacity building and engagement are thus distinct, they are related. The National Standards recognise that for community engagement to be effective, there must be an investment in community capacity building. For example, the indicators for the Improvement standard set out that:

> *'All participants have access to support and to opportunities for training or reflection on their experiences, to enable them and others to take part in an effective, fair and inclusive way*
>
> *Each party identifies its own learning and development needs and together the participants regularly review their capacity to play their roles*
>
> *Where needs are identified, the potential of participants is developed and promoted'*

So, community capacity building is an important condition for effective community engagement, and a particular role for CLD within community planning. Effective engagement with and action by communities requires support to the development of their skills and confidence. Equally, even the strongest community groups can only be

effective if there is sustained attention to the means of engagement with public bodies and of facilitating self-help action.

Community capacity building and community development

Community capacity building should not be confused with community development, which may be seen as the product of both community capacity building and community engagement. This leads to strengthened, healthy communities which are equitable, liveable and sustainable. The diagram from Achieving Better Community Development, reproduced below, illustrates these relationships:
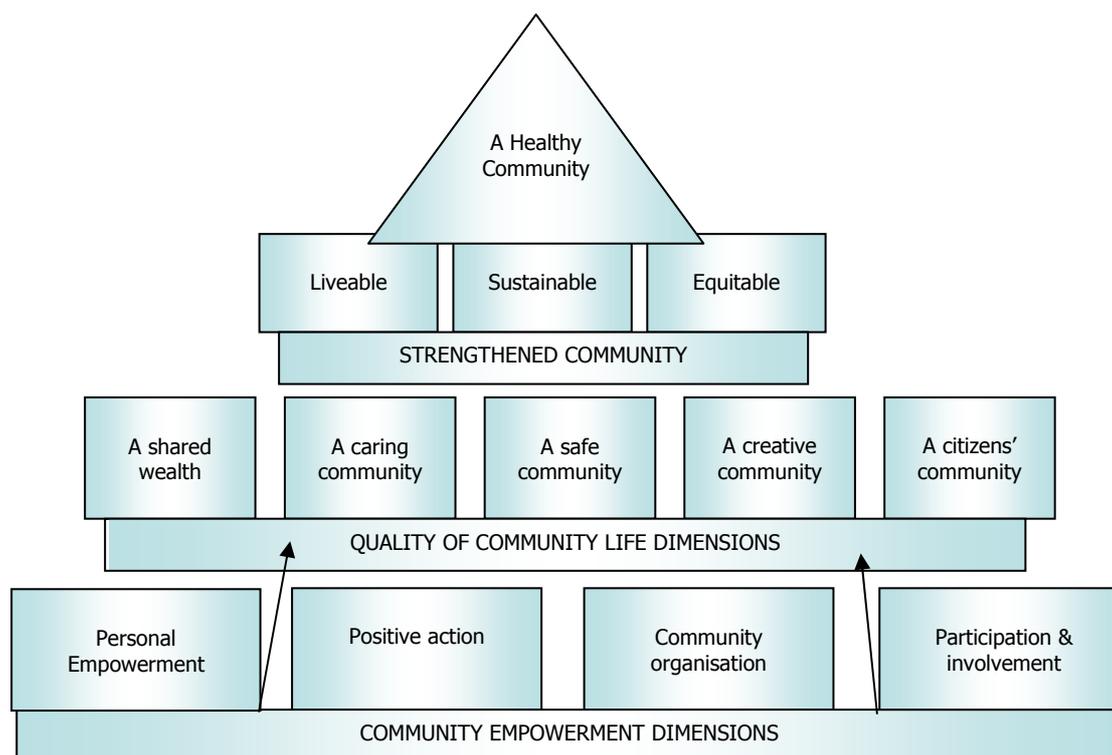
Defining community capacity building

In the past, community capacity building has been criticised as being based on a deficit model of the skills and confidence of communities, and as leading at times to prescriptive, 'top-down' interventions. We believe capacity building should be based on an understanding of the assets that communities have, and that interventions need to be participative and grounded in community needs and aspirations. Community capacity building should be complemented by parallel work to enhance the skills of public bodies in their partnerships and programmes with communities.

The most widely used short definition of community capacity building is:

> *'Activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of communities.' (*Skinner *Strengthening Communities* 2006)

A more detailed definition:

'development work that strengthens the ability of community organisations and groups to build their structures, systems, people and skills so they are better able to define and achieve their objectives and engage in consultation and planning, manage community projects and take part in partnerships and community enterprises. It includes aspects of training, organisational and personal development and resource building, organised and planned in a self-conscious manner, reflecting the principles of empowerment and equality (Skinner Community Strengths 1997)

The five areas of community learning and development work that support community capacity building are identified in LEAP (2002) as follows:

- Working with communities to assess their needs and plan for change
- Supporting the development of skills and confidence of activists and organisations
- Promoting broad based participation in community affairs
- Assisting communities to exercise power and influence
- Assisting communities to provide or manage services

Within all the above areas, effective capacity building work involves the ability to:

- Focus on the community perspective, its needs and issues
- Commission or undertake community based action-research
- Support community representatives / volunteers
- Strengthen community groups, organisations and networks
- Encourage participation, engagement and involvement
- Establish or advise on effective forums, systems, or structures
- Improve quality and impact through networking, exchanging, and communicating
- Commission or provide training, consultancy, review, and planning advice
- Provide project development and support, including accessing advice and support on ICT, organisational, financial and personnel management, and funding and resource attraction.

To have the capacity to act, a community organisation needs three things:
- the motivation and commitment to take action
- the resources required to enable the action to be taken, and
- the skills, confidence and understanding needed to take the action.

Approaching the capacity building task
Materials and resources for community capacity building can be broadly divided into two types:

- Resources that community groups and organisations would use to improve their operations or become more effective
- Resources that community workers and others might use to assist community groups with the above.

Community learning and development workers would reasonably be expected to have knowledge of and access to the resources that community organisations would find helpful – in our resource guide we cover both types.

Community capacity building may include work with;
- Individuals
- Community groups
- Whole communities
- Community networks

With **individuals**, community capacity building is focused on increasing skills, confidence, and understanding for people involved in community activities of all types. The skills required can be very broad, involving interpersonal skills, leadership, organisational and administrative skills, political skills and many others. Those providing capacity building support need to be sensitive to changing circumstances, and flexible enough to be able to provide the type of support needed, when and where it is needed.

For **community groups**, the skill sets are similar to those needed for individuals. However, more emphasis would be placed on the skills needed for organisational development and management; for visioning and planning; for working together and for working for change. Community groups also need to be able to monitor and evaluate their work, and in particular, be aware of equalities issues.

Whole communities may also be a focus for capacity building work. Some communities will have an active network of local groups and organisations who work well together, share information and ideas, signpost people to each other's services, and work together to represent the interests of the whole community. Elsewhere, there can be poorly developed or inactive groups, conflict between groups, or a failure to tackle issues facing the community. Supported community forums, networks or umbrella groups can be a good mechanism for bringing together local groups, addressing any differences, and working to establish a shared vision. Community capacity building work can be focused on building such arrangements.

The fourth level of community capacity building is with **community networks**. These may operate at area-wide or national level, and aim to build the recognition and effectiveness of community development work in a given sector or area. They can provide information, help identify and share lessons from experience, and bring together a range of views to inform or influence public policy and service delivery. National examples include CHEX, the Community Health Exchange, and the Community Voices Network. These, and other similar networks, can give an identity and recognition at national level to a wide range of local community organisations, and help create an environment within which the local organisations can be more influential or effective.

There are other programmes described as 'capacity building' that are outwith the scope of community capacity building and of this guide. For example, the (English) Department for Communities and Local Government runs a capacity building

programme to 'enhance and develop Councils' confidence, leadership and skills to advance improvement as well as develop their capacity to learn, innovate and share knowledge and expertise about what works and how'. Other capacity building programmes focus on organisational development and effectiveness, particularly in the voluntary sector, or on individual skills training related to employment opportunities.

Outcomes from community capacity building

CLD practitioners and partnerships will need to be clear about the purpose of building community capacity, and about the outcomes of effective work. One way to understand this is to consider the characteristics of the communities that CLD should aim to achieve. At the first level, the outcomes are those associated with effective community organisations, for example:

- Community organisations having relevant knowledge and understanding of community planning processes and outcomes, and an awareness of how these can be influenced
- Community organisations being able to assess the knowledge and skills they have and need, in order to be effective in providing services and in working for change
- Community organisations having ready access to the resources and supports they need to enhance their knowledge and skills
- Continuous improvement in the engagement of community organisations in the community planning process

Such outcomes are likely to lead towards positive change for **people in communities**, because they would be more aware of and involved in decisions, would have more knowledge and confidence and thus be better able to exercise choice and access services, as well as influencing and improving service delivery.

There would also be a positive impact on **community infrastructure**, in the form of financial knowledge, intellectual support and physical resources to support effective activity. Such resourcing would be based on community needs, and serve to enhance community assets. It would increase the capacity to solve problems and exploit any available opportunities.

The **quality of community life** would be enhanced: there would be less alienation and apathy, a sense of optimism and community pride, more stability, stronger leadership, more trust and an equalisation of power – essentially the characteristics of social capital.

These impacts would, in turn have an effect on the quality of **engagement and partnerships**. These might become 'genuine' partnerships within which communities would be able to be assertive, would take responsibility and would build the levels of trust that would encourage collaborative, creative approaches and tangible products. This would encourage communities to play an active role in social and economic regeneration.

An expression of this discussion in the form of a set of outcomes from CLD activity in community capacity building can be found in the report 'Delivering Change: understanding the outcomes of community learning and development'. It sets out the expected outcomes from CLD activity, within which the outcomes in relation to community capacity building are described as follows:

CLD supports people to be confident, skilled and active members of the community.
Through being involved in CLD, adults and young people:
- are more confident about working with other people in their
- community;
- have more skills and knowledge they can use in their community;
- are more able to use what they have learned in different situations in their community; and
- are more able to see how things in their community can change for the better.

CLD supports communities to be active and have more influence.
Through being involved in CLD, adults and young people are more able to:
- make links with other people in their community and build working relationships with them; and
- take action together on the issues that are important to them.
Through support from CLD, community organisations:
- have more influence on the issues that are important to them.

CLD supports community organisations to get access to resources and to deliver services effectively.
Through support from CLD, community organisations are more able to:
- access resources (like meeting places, equipment and money) that allow them to work on the issues they think are important;
- control assets (such as buildings and equipment) that allow them to work on the issues they think are important; and
- deliver services, where this is the most appropriate way of dealing with an issue they think is important.

CLD helps community organisations plan, manage and assess their work effectively.
Through support from CLD, community organisations are more able to:
- find out about and understand issues for the community;
- develop a plan of action on issues the community has identified;
- manage themselves well; and
- learn lessons from what they do and act on them.

CLD supports community organisations to include a wide range of people in their work.
Through support from CLD, community organisations:
- are more aware of different cultures, backgrounds and beliefs within their community;

- value and use the positive contributions of people who have a wide range of experiences, abilities, backgrounds and beliefs; and
- are more able to work well with other organisations which represent people who have different experiences, abilities, backgrounds and beliefs.

CLD supports productive networks and relationships.
Through support from CLD, community organisations are more able to:
- make links with organisations from other communities and build
- working relationships with them; and
- develop and keep working relationships with other organisations and services in their area.

'Delivering Change: understanding the outcomes of community learning and development' is wholly consistent with the HMIE framework for self evaluation and inspection, How Good is our Community Learning and Development?2 (HG1OCLD?2)
http://www.hmie.gov.uk/documents/publication/hgio2cld.pdf

HG1OCLD?2 is an important tool for quality improvement in all aspects of CLD.

Both Delivering Change and HG1OCLD?2 are also consistent with LEAP (see page 17), which is a tool for participatory planning and evaluation.

All these tools can be combined in ways that suit particular circumstances to help focus community capacity building work clearly on the outcomes for communities.

THE COMMUNITY CAPACITY BUILDING RESOURCE GUIDE

Using the resource guide

The directory that follows contains over forty resources that we recommend as particularly helpful in informing practice in this area. The directory has been organised according to the main areas of community capacity building, based upon the arguments we have stated above. Apart from the general resources, the guide has been organised to correspond to the outcome framework for capacity building in CLD, as set out in 'Delivering Change'. The sections are as follows:

- *General resources:* including both general introductions to and overviews of capacity building and collections of resources that cover a wide field

- *Skills, confidence and activity:* describing the resources that support people to be confident, skilled and active members of the community

- *Active and influential communities:* resources that support communities to be active and to have more influence

- *Effective, resourced community organisations:* resources that support community organisations to get access to resources and deliver services effectively

- *Planning, management and assessment:* resources that help community organisations plan, manage and assess their work effectively

- *Inclusion and involvement:* resources that support community organisations to include a wide range of people in their work

- *Networking and sustainability:* resources that support productive networks and relationships

We allocate the recommended resources to each of these headings and subheadings, and identify one or two 'key resources' within each. This is followed by a summary listing of all the recommended resources. In the directory, we describe briefly at the end of each subsection a number of other resources that we have considered for recommendation. Although not included in the final list, many of these will be appropriate for use in particular situations. At the end of the document we provide a list of further papers and resources that may be of use in particular situations, but which we have not reviewed.

There is a colour coding in the guide: each section is coded according to the colours introduced in the summary that follows.

SUMMARY OF RESOURCES REVIEWED

General resources include both general introductions to and overviews of capacity building and collections of resources that cover a wide field.

For a thorough overview of the reasons for undertaking the work and a guide to the main considerations, *Strengthening Communities* is the single most comprehensive and readable guide. The best overall planning and evaluation framework is LEAP – *Learning Evaluation and Planning*, which includes tables suggesting the main processes and outcomes from all aspects of capacity building work. Our review is of the 2002 edition: a revised edition is forthcoming which will reflect the outcomes of CLD as set out in 'Delivering Change'. To understand the importance of capacity building within community development, and the importance of community development itself, the *Community Development Challenge* is both readable and convincing. Of the variety of practical tools and resources to help work on the ground, the *Community Toolbox* is the most comprehensive, freely available collection of materials to develop skills.

Key resources
- Strengthening Communities: a guide to capacity building for communities and the public sector, Steve Skinner
- Learning, Evaluation and Planning (LEAP), SCDC
- The Community Development Challenge, CDF and others
- Community Toolbox, University of Kansas

Recommended resources
- Achieving Better Community Development (ABCD), SCDC
- How Good is Our Community Learning and Development?2, HMIE
- Skills in Neighbourhood Work, Paul Henderson & David N Thomas
- Start with People: How community organisations put citizens in the driving seat, Paul Skidmore and John Craig
- Firm Foundations, Civil Renewal Unit
- Building Community Strengths: A Resource Book on Capacity Building, Steve Skinner
- North Lanarkshire Framework and Toolkit for Community Capacity Building
- Aberdeenshire Community Capacity Building Handbook
- Eldis Participation Resource Guide, Institute of Development Studies, University of Sussex

Other resources
- National Occupational Standards for Community Development, LLUK
- Lessons for Community Capacity Building: A Summary of Research Evidence, Chapman & Kirk
- Together we Can, DCLG
- 'Local Community Involvement: A Handbook for Good Practice' CDF
- Training for Transformation: a handbook for community workers

- Capacity.org (http://www.capacity.org/)
- Coming Together: building collaboration and consensus
- Community Building Resource Exchange (http://www.commbuild.org/)

SECTION TWO: Skills confidence and activity

Skills, confidence and activity describes the resources that support people to be confident, skilled and active members of the community

Working to build the skills, confidence and effectiveness of people in communities, and of community groups themselves is a core task of community learning and development. Skills in Neighbourhood Work is a substantial textbook that takes the reader through all stages of community development practice, discussing the challenges and choices in some detail. At a more practical level, *Learning in Regeneration* provides a checklist of skills and competencies that can readily be used to assess skill levels and to help design learning programmes. For community activists and others, the *Health Issues in the Community* training programme includes modules of relevance to community capacity building in a wide range of contexts in health and beyond.

Key resources
- Learning in Regeneration, Scottish Centre for Regeneration
- Health Issues in the Community, CHEX

Recommended resources
- Grassroots Leadership Development: A Guide for Grassroots Leaders, Support Organizations, and Funders, WK Kellogg Foundation

Other resources
- Getting Our Act Together ... in Community Development and Health, CDF/CHEX
- Pacific Institute's Steps to Excellence and Investment in Excellence Programmes
- Leadership and Community Capacity Building: An Inventory and Analysis of Curricula and Tools, Iowa State University
- Asset Based Community Development Institute

SECTION THREE: Active and influential communities

Active and influential communities: resources that support communities to be active and to have more influence

Much of the purpose behind capacity building work is to help equip communities to become more influential, and to be better able to influence the policies and decisions that affect the quality of community life. To be effective in this area, communities and community organisations need to understand policy and practice as it affects their interests, and have the ability to organise so that they can have some power and

control over the decisions that are taken. We were surprised at the dearth of good, recent Scottish or UK material on campaigning and effective strategies to achieve change, and have concluded that this is an area where further work may be necessary. Of the material that is available, the BBC's **A to Z of Campaigning** is the most comprehensive and accessible resource.

Key resources
- A to Z of Campaigning, BBC Action Network

Recommended resources
- The Organizing Game, CompassPoint Nonprofit Services (California)
- The ICT for Communities programme, Learning & Teaching Scotland
- Understanding the Policy Maze, Peter Taylor, CHEX / NHS Health Scotland
- Community Planning Toolkit, The Poverty Alliance
- Lobbying politicians and policy makers – an introduction to influencing, Voluntary Arts Network

Other resources
- Scottish Parliament Information Service (SPICE)
- The Campaigning Handbook, Directory of Social Change
- Pressureworks, Christian Aid

SECTION FOUR: Effective, resourced community organisations

Effective, resourced community organisations: resources that support community organisations to get access to resources and deliver services effectively

Developing strong, effective and influential community groups and organisations is a core purpose of community learning and development, as it is through such organisations that changes in the quality of community life are most likely to be achieved and sustained. Yet community organisations typically struggle to survive in an adverse funding or political environment. Helping community organisations to grow, and to be efficient and effective is thus one of the most important capacity building tasks. There are a number of frameworks for assessing and improving community organisational capacity, and we recommend the *Skills Toolkit* from Stirling Council as a good example, being available online, written from the perspective of community organisation needs, and set within a Scottish context. Where community organisations are at the stage where they are responsible for significant resources of staff, funds, premises and other material assets, the DTA guide *To have and to hold* is a good general guide to asset development and management for enterprising community organisations.

Key resources
- Skills Toolkit, Stirling Council
- Setting up for success: A practical guide for community organisations, CDF
- To have and to hold: the DTA guide to asset development for community and social enterprises, Lorraine Hart

- Skye and Lochalsh Community Toolkit, Skye & Lochalsh Council of Voluntary Organisations
- The Big Picture, Scottish Council for Voluntary Organisations
- Community Webnet: Resources
- Taking Control in your community, Confederation of Co-operative Housing

Other resources
- Reference Manual, by Community Matters
- Funderfinder, website
- Center for Rural Studies, University of Vermont
- Developing Local Capacity: Local Sustainability Trusts, Forward Scotland

SECTION FIVE: Planning, management and assessment

Planning, management and assessment: resources that help community organisations plan, manage and assess their work effectively

The best guide to assessing the capacity and effectiveness of a community, including its organisations, networks, and level of support is undoubtedly ***Assessing Community Strengths***. It contains useful checklists, and unlike most other community assessment tools, focuses on the capacity for change, rather than on needs or issues. For community groups and organisations we recommend ***Changing Places: Changing Lives***, designed to help such groups assess their impact on the quality of life in their community.

Key resources
- Assessing community strengths: A practical handbook for planning capacity building, Steve Skinner and Mandy Wilson
- Changing Places: Changing Lives - Understanding and developing the impact of your organisation, BASSAC

Recommended resources
- Planning for your community: a Sourcebook, Alan Caldwell Associates
- Action Checklists for Capacity Building/ Capacity Building Action Checklists: A Guide for Community Groups, Adept Community Development Agency
- Measuring Community Capacity Resource Kit, Horizons Community Development Associates
- A good practice guide to participative community appraisal in Wales, Communities First Support Network
- Communities count! a step by step guide to community sustainability indicators, Alex MacGillivray, Candy Weston & Catherine Unsworth

- Aberdeenshire Organisational Health Check materials
- Have You Been PA'd? Using Participatory Appraisal to shape local services," Oxfam
- 'Participatory Learning and Action: A trainer's guide,' International Institute for Environment and Development
- Scottish Community Action Research Fund (SCARF) guidance, SCDC / Communities Scotland
- Community Research – Getting Started, ARVAC

SECTION SIX: Inclusion and involvement

Inclusion and involvement: resources that support community organisations to include a wide range of people in their work

- CLD rightly emphasises its role in respecting equalities and promoting social justice. This means that to promote broad based participation, there must be a clear understanding of equalities issues in order that excluded groups are identified and encouraged to participate. There is a good amount of relevant material available, but we recommend the ***DIY guide to improving your community*** as a good example. It focuses on work with children but it is based on clear equalities principles and suggests approaches that can be adopted in other contexts. Another useful resource is **Same Difference?** which is an online guide for people working with equalities groups in community learning and development.

Key resources
- DIY guide to improving your community: getting children and young people involved, Save the Children Scotland
- Same Difference? Guidance on community learning and development activity with equalities groups, Learning Connections

Recommended resource
- Listen hear: The right to be heard, Commission on Poverty, Participation and Power

Other resources
- Participation Works, various
- How To ... Guide to Community Engagement with Minority Ethnic Communities, SCR / Communities Scotland
- The Council of Ethnic Minority Voluntary Organisations (CEMVO) Capacity Building Programme
- Promoting Inclusion of Minority Ethnic Communities: A Best Practice and Training Guide for Scottish Tenants' Groups

SECTION SEVEN: Networking and sustainability

Networking and sustainability: resources that support productive networks and relationships

We include the promotion of community engagement in this section, because effective engagement is often only possible if grounded in a serious attempt to ensure communities have the capacity to engage. *The National Standards for Community Engagement,* and in particular the Improvement standard, set out criteria and ground rules for community engagement. Community organisations can use these to monitor and improve their own accountability and effectiveness, as well as providing a checklist for ensuring their involvement is being properly supported and respected by the relevant public bodies. Further resources on community engagement are easily accessed through the *Community Engagement How to … guide*, which signposts a wide range of methods and tools that are useful, and which carry a strong emphasis on equalities. There is not a great deal of practical material on networking, although the CDX guide is helpful as a starting point.

Key resources
- National Standards for Community Engagement: support materials, SCDC / Communities Scotland
- Community Engagement How to... Guide, Scottish Centre for Regeneration

Recommended resources
- Good Practice Guidelines for Consulting and Engaging with Communities, Shetland Islands Council
- Making community participation meaningful, Danny Burns et al
- Networking Resource Pack, CDX

Other resources
- Participation Works! 21 techniques of community participation for the 21st century, New Economics Foundation
- Active partners: Benchmarking community participation, Yorkshire Forward
- Auditing community participation: An assessment handbook, Burns and Taylor

Title	Author(s)		
Strengthening Communities: a guide to capacity building for communities and the public sector	Steve Skinner		

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2006	Community Development Foundation, London www.cdf.org.uk	UK wide (with English material)	Capacity building in community groups and public sector organisations

Size	Accessibility	Cost	Coverage
150 pages	Abstract ideas, but presented clearly with plenty of checklists and 'stories'	£19.95	All aspects of community capacity building

Type	Primary audience
Book: general introduction and guide to capacity building	People designing, planning and providing capacity building activities in community, voluntary and public sectors; could include community groups

Summary of content

Introduction to principles and current practice; provides guidelines, checklists, frameworks and examples from the field for all stages. Emphasises the need both for growth in communities and changes in agencies, to which it gives equal importance. Introduces and uses the 'four building blocks' of capacity building: Building Skills, Building Organisations, Building Involvement and Building Equality. Includes material on effective community engagement. Does not claim to teach practical skills, but includes some 'Resources' including useful short guides to assessing needs and strengths and to evaluating capacity building.

Comments / assessment

A key source for a comprehensive overview of capacity building, providing clarity about what it is and is not, and well presented guides to its component elements. Almost certainly the best single guide to capacity building currently available.

Although it claims to be designed for use 'across Britain' the policy information quoted is exclusively English, and this is not made clear. However the great majority of the material is entirely relevant to Scottish issues.

SECTION ONE: General resources

Title		Author(s)	
Learning, Evaluation and Planning (LEAP)		Alan Barr & others (Scottish Community Development Centre)	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2002 onwards	Printed resources: Community Development Foundation http://www.cdf.org.uk On-line resources, including links to other download sites: http://leap.scdc.org.uk/	Scotland/UK	Participative evaluation and planning.

Size	Accessibility	Cost	Coverage
LEAP Handbook 76 pages LEAP Step-by-Step 12 pages LEAP for Health 92 pages etc	Whilst the basic model is abstract, it has been widely used with success and is presented with many practical examples of indicators etc. Training is available, including a network of trained facilitators	Handbook £17.95; LEAP Step-by-Step £5.00 Free downloads: LEAP for Health; LEAP for Volunteering; trainer's support manual; case studies; Online Learning object	All aspects of project, programme and policy planning and development

Type		Primary audience	
Practice framework (and, for health projects, support service)		All participants in planning and delivery of community-based programmes and projects	

Summary of content
The core is a five stage model of the planning and evaluation process, led by the identification of desired outcomes. LEAP presents substantial step by step guidance and practical examples on the identification of outcomes, possible indicators and all other stages in the process. Tables for use in action planning are provided. It identifies five dimensions of building community capacity.

Comments / assessment
LEAP has become the main framework for planning and evaluating CLD activity, and is widely used in community health work. It is a tool to help agencies and communities to plan and evaluate their work in partnership. It can also be used to help people think about the purposes of community development and capacity building and how the results can be identified.

Also: Greenspace LEAP Handbook, £35 from Greenspace Scotland
http://www.greenspacescotland.org.uk/default.asp?page=195
Printed copy of LEAP for Health Handbook available from NHS Health Scotland (£6)

SECTION ONE: General resources

Title	Author(s)
The Community Development Challenge	Community Development Foundation (with working party of Community Development Exchange, Federation for Community Development Learning and others)

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2006	Department for Communities and Local Government http://www.communities.gov.uk/*	Mainly England, but contains much discussion of principles that apply well in Scotland	Community development

Size	Accessibility	Cost	Coverage
60 pages	Abstract, but clearly presented, containing practice examples, summary diagrams etc	£15 (free download)	The community development approach and its policy implications

Type	Primary audience
Summary review of principles and evidence aimed at influencing policy	Policy makers, strategy planners, practitioners

Summary of content
Looks at the current state of CD and assesses what steps might be necessary to raise its profile and effectiveness. Asks "What does community development do that other occupations don't do? Identifies 'Capacity Builder' as one of 4 key roles (with Change Agent, Access Facilitator and Service Developer). Looks at who currently does CD and the resource, training and other obstacles to making it more effective. Concludes with a vision and recommendations for delivering CD more effectively.

Comments / assessment
Makes the case more clearly than almost any other source for the often largely invisible role of community development in making other objectives such as community engagement possible. Offers perspectives that may currently be missing from strategic discussions about capacity building and community engagement, and should be used to influence these. References to policy and practice refer to England, but this does not appear to weaken the relevance of the main arguments.

* http://www.communities.gov.uk/documents/communities/pdf/153241

SECTION ONE: General resources

Title		Author(s)	
Community Toolbox		University of Kansas	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
(Regularly updated website)	http://ctb.ku.edu/	USA	Skills for community action and development

Size	Accessibility	Cost	Coverage
"Over 6,000 pages"	Short topic based sections with plenty of summaries and links	Not applicable (reproduction allowed if credit given to source)	All aspects of community development

Type	Primary audience
Web based guidance and tools	Practitioners, community activists

Summary of content

The Tool Box "practical skill-building information ... to support your work in promoting community health and development" (there is no specific focus on 'health' in a narrow sense). Over 250 Sections "provide training in specific skills of community work". Each section includes a description of the task, advantages of doing it, step-by-step guidelines, examples, checklists of points to review, and training materials. "16 core competencies involved in doing this work" (such as 'evaluation', 'cultural competence') are covered by extensive 'toolkits' breaking each down into guidance on a large number of specific topics. Users can also register for on-line forums.

Comments / assessment

This is probably the biggest freely available collection of such material world-wide. Based inevitably on a very limited reading, the 'tools' provided appear to offer sound general guidance on a wide variety of capacity building issues, without being unduly culturally specific to the USA. Many sections could be useful as quick reminders of issues and approaches. Others appear as   potential tools for more substantive use: e.g. a 'trouble-shooting guide' to 'Common Problems in Working for Community Health and Development' which states possible problems (e.g. 'we don't have enough members'), breaks each one down into issues and links back to appropriate guidance on each issue. Links to other resources are largely US oriented.

SECTION ONE: General resources

Title		Author(s)	
Achieving Better Community Development (ABCD)		Alan Barr and Stuart Hashagen (Scottish Community Development Centre)	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2000	Community Development Foundation www.cdf.org.uk	UK and Ireland	Community development

Size	Accessibility	Cost	Coverage
Handbook: 92 pages Resource Pack: 110 pages Case studies: 50 pages	Basic model clear; presentation can be abstract; best supported by internal or external facilitation	ABCD Handbook: £10.95 Trainers Resource Pack: £28.00 Working with ABCD case studies £14.95	Nature of community development; planning and evaluation

Type		Primary audience	
Practice framework, explained in handbook and other printed resources; training available in support		Community development workers and managers; community groups	

Summary of content

ABCD is a programme of training and supporting materials, developed by the Scottish Community Development Centre. It provides a framework for understanding community development, and a model for planning and evaluating community development activity. It encourages people to be clear about what they are trying to achieve and how they should go about it, and helps them to develop a theory of how community development happens and how to measure changes. It sets out a broad framework, but does not detail the specific measures or processes to use.

Comments / assessment

ABCD provides a general framework through which organisations can think about what community development means to them. It is particularly applicable to monitoring and evaluation but has also been used in planning, skill development, needs assessment, visioning and staff supervision. It provides ideas and models that can be used in whole or part, rather than a process that must be worked through.

SECTION ONE: General resources

Title		Author(s)	
How Good is Our Community Learning and Development?2		HM Inspectorate of Education	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2006	HMIE http://www.hmie.gov.uk/*	Scotland	Quality improvement in community learning and development

Size	Accessibility	Cost	Coverage
89 pages	Systematically laid out with clear illustrative examples. Not appropriate for use as general learning aid without further selection/ introduction	£20.00 Free download	Quality and performance indicators

Type	Primary audience
Self-evaluation/ Inspection framework	CLD practitioners and managers

Summary of content
Introduction to self-evaluation. Performance and quality indicators for all aspects of CLD – measures, examples of possible evidence, illustrations of achievement at two out of six possible levels

Comments / assessment
Defines the whole range of CLD activity from the point of view of the generic delivery and management process involved and impacts sought. Apart from 'Impact on the community' indicators, the emphasis is inevitably on how well service providers engage with communities and deliver their services. Capacity building elements would need to be identified and extracted.

* http://www.hmie.gov.uk/documents/publication/hgio2cld.html

Title		Author(s)	
Skills in Neighbourhood Work		Paul Henderson & David N Thomas	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
3rd edition 2002	Routledge, London	Principally UK, includes international perspectives	Neighbourhood Work

Size	Accessibility	Cost	Coverage
280 pages	Though not excessively 'academic' in style, this is a substantial book, with no teaching aids	£20.99	All stages of neighbourhood work

Type	Primary audience
Practice handbook	Practitioners, students

Summary of content
Explains the skills, knowledge and techniques needed by community workers and other practitioners to work effectively in and with communities. Takes the reader systematically through the process of intervening in a neighbourhood, assessing its needs, getting people involved, helping to form and build organisations , links with decision makers and other groups and 'endings'. Appendix by Ruth Stewart on 'community auditing'.

Comments / assessment
Based strongly on practice experience. Although the book does not describe the processes involved as 'capacity building', it acknowledges a strong link with that concept. In fact, any process of capacity building that genuinely builds fundamental capacity in neighbourhoods (as opposed, say to simply working with established groups) would need to deal with all the issues covered here. This is therefore an important basic guide, and though perhaps difficult to use in training, sections dealing with particular issues could be extracted and used.

Title		Author(s)	
Start with People: How community organisations put citizens in the driving seat		Paul Skidmore and John Craig	

Date 2005	Publisher/ web link Demos, London http://www.demos.co.uk*	Geographical focus UK (includes Scottish & N Ireland case studies)	Theme / topic focus Participation and the role of community organisations
Size 101 pages	Accessibility Mixes abstract theory throughout with personal and practice examples, and a conversational style. Lacks summary resources.	Cost £10 (free download)	Coverage Foundations of participation in community capacity

Type	Primary audience
'Think Tank' report	Policy makers, strategy planners, students

Summary of content
Report of research and case studies funded by the Big Lottery Fund to help provide evidence about the effects of participation, whether involvement in community organisations helps people to connect with wider society, and the processes at work in organisations that make it possible for them to engage their users, members or citizens effectively. Links participation to debates on social capital and democracy. Describes how case study organisations created 'participative experiences' by: working through and as networks; "giving users a voice while improving the acoustics of the institutions in which they speak"; the power of hope and shared expectations of communities' capacity. Spells out the implications of each.

Comments / assessment
The study starts from the policy requirement for 'participation' but emphasises the need to 'build communities of participation' "which offer people the widest possible range of opportunities through which, and the widest possible range of settings in which, to play a more active role in shaping the decisions that affect their lives". It would therefore be useful specifically for people thinking about why capacity building may be needed for community engagement. In general, it comes at familiar issues from sometimes unexpected angles, and could stimulate some valuable debates.

* http://www.demos.co.uk/files/startwithpeople.pdf

SECTION ONE: General resources

Title 'Firm Foundations'		Author(s) Civil Renewal Unit	
Date 2004	Publisher/ web link Home Office (now Dept of Communities etc) http://www.communities.gov.uk/*	Geographical focus England	Theme / topic focus Capacity Building
Size 32 pages plus appendices	Accessibility Succinct, substantial space given to examples, useful summaries and checklists	Cost Free (print or download)	Coverage Capacity building principles
Type Policy framework		Primary audience English policy makers, strategy planners and practitioners	
Summary of content "The government's framework for community capacity building in England". Defines community capacity building and its focus. Identifies six principles for action, and a 'framework for action' at local and regional level: learning opportunities, 'community anchor organisations', local action planning and collaboration between local and national levels. An Appendix gives a 1½ page statement of the values and outcomes of community development.			
Comments / assessment Although the approaches described do not carry the same official backing in Scotland, they are described in ways that are applicable anywhere, with useful short summaries and checklists on issues such as: key components of support at a neighbourhood level; menus of learning opportunities; benefits of local action planning. All of these could be very useful in a Scottish context e.g. to inform local strategies.			

*http://www.communities.gov.uk/documents/communities/pdf/152480

Title Building Community Strengths: A Resource Book on Capacity Building		Author(s) Steve Skinner	
Date 1997	**Publisher/ web link** Community Development Foundation www.cdf.org.uk	**Geographical focus** UK	**Theme / topic focus** Community capacity building
Size 136 pages	**Accessibility** Designed for practical/ reference use, though you may need to hunt around for what you need	**Cost** £18.50	**Coverage** Community capacity building
Type Training/reference handbook		**Primary audience** Practitioners, students	

Summary of content
"A comprehensive guide to strengthening capacity of local community groups". Works systematically through definitions and principles, developing people, organisations, infrastructure and strategies, with guidelines, descriptions of practical methods, checklists, case studies and further reading lists throughout.

Comments / assessment
This has to some extent been superseded by Skinner's 'Strengthening Communities', but is more specific about methods than the later publication and can still be used as a source of practical guidelines to the entire field.

SECTION ONE: General resources

Title		Author(s)	
North Lanarkshire Framework and Toolkit for Community Capacity Building		North Lanarkshire Council	
Date 2006	**Publisher/ web link** (Provided by North Lanarkshire Council)	**Geographical focus** North Lanarkshire (but mostly generic in nature)	**Theme / topic focus** Capacity building work by CLD staff
Size Framework: 16 pages Toolkit: 37 pages	**Accessibility** Uses typical community development terminology, based on the sources of the material used	**Cost** For availability contact Senior Community Learning & Development Worker (Capacity Building) 0141 304 1551	**Coverage** Process of working with groups from initial contact to exit
Type Practical guide for local workers		**Primary audience** CLD workers in North Lanarkshire	
Summary of content The 'Framework' consists of definitions and checklists, mainly drawn from material reviewed elsewhere here. The 'Toolkit' aims to bring a degree of standardisation to decisions about the amount of time and resources devoted to particular groups. Includes general introduction to capacity building purposes and roles, contact sheet and health check for early contacts, and describes subsequent stages, recommending use of LEAP, plus guidelines for creating a database of relevant information on each group.			
Comments / assessment One of the most useful summary guides that we have seen drawn together at local level. Other areas could pull something similar together using material from the resources reviewed in this report.			

Title		Author(s)	
Aberdeenshire Community Capacity Building Handbook		Aberdeenshire Council	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2004 onwards	(Provided by Aberdeenshire Council)	Aberdeenshire, but some items of general interest	Capacity building work by CLD staff

Size	Accessibility	Cost	Coverage
Large number of separate documents	Mostly quite short and user friendly	For availability contact Aberdeenshire CLD service	Policies and procedures to be adopted by staff

Type	Primary audience
Practical guide for local workers	Aberdeenshire Council Community Learning and Development Services staff and partners

Summary of content

The 'Handbook' is intended to provide a statement of the Council's interpretation of Community Capacity Building, the methods by which it expects targets to be achieved, a recording framework and tools, which can be used by staff to achieve targets. As circulated in Aberdeenshire it contains a variety of documents of local applicability e.g. Health and Safety and Equal Opportunities policies and national material (e.g. National Standards for Community Engagement). Local items of potential general interest include:

- A Strategy Statement containing summaries of 'the three elements of Building Community Capacity' and the contribution of the CLD service.
- A Reporting Framework, including Initial Project Task Report, Developing a Mission Statement form, Developing a Community Group Action Plan, Community Group Action Plan Checklist (to demonstrate progress), Project Assessment Report and Organisational Health Check for Community Groups
- 'Tools' including Community Profile Template; Guidance notes for staff on Community Needs Assessment; SWOT analysis guide etc

Comments / assessment

Practical examples of how to document good practice for and by local staff and integrate national and local materials. More likely to be a source of ideas that might be adapted rather than for direct use elsewhere.

Title		Author(s)	
Eldis Participation Resource Guide		Institute of Development Studies, University of Sussex	

Date (Constantly updated website)	Publisher/ web link http://www.eldis.org/participation/	Geographical focus World	Theme / topic focus Participation
Size Large!	**Accessibility** Lots of loosely structured material, but plenty of aids to navigation around the site	**Cost** Not applicable	**Coverage** Development (urban and rural)
Type Web portal/ guide to resources		**Primary audience** Practitioners, students and teachers	

Summary of content

This is part of a much wider resource, funded by the Department for International Development amongst others, which provides access to resources on development issues. The 'participation' section includes news (with RSS newsfeed); extensive weblinks by subject; descriptions of and links to a large number of other resources e.g. 22 specifically on 'capacity building', 25 on 'participatory monitoring and evaluation'.

Comments / assessment

Gives access to an enormous range of material. Whilst there may be few uses in Scotland for 'Using African proverbs to understand organisational culture', a browse on the site is likely to spark ideas and lead to the discovery of unexpected resources, some of which may well be applicable in the local context

Other resources

We considered including the National Occupational Standards for Community Development as a resource. They are clearly and simply worded, and could, for example, be used to inform training or presentations on capacity building. The Standards do not in fact distinguish capacity building as a category within community development, and all of them could be seen as to some extent relevant. But the long list of Standards makes them unwieldy as a resource for any sort of direct use. Available at: http://www.lifelonglearninguk.org/documents/standards/cdw_nos.pdf

We also considered 'Lessons for Community Capacity Building: A Summary of Research Evidence' by Michael Chapman and Karryn Kirk, published by Scottish Homes in 2001. This works systematically through evidence on capacity building at levels from personal to networks, the role of intermediary organisations and funding issues. It is reasonably accessible for an academic research report, but is not structured for use as a learning aid. It may still be a useful guide to the available literature for people seeking to scope strategy or learning for capacity building and covers some neglected topics such as the role of intermediaries. The policy context is now a little out of date. www.scot-homes.gov.uk/pdfs/pubs/260.pdf

We reviewed the Department of Communities and Local Government's 'Together We Can' initiative (http://www.togetherwecan.info/) which brings together a series of English Guide Neighbourhoods, public body 'Champions' etc. Various newsletters and other items are available, but nothing that appears to be compelling as a resource for use in a Scottish context. The 'Active Citizenship Centre' contains links to a wide range of research and resources, and 'Together we can in action' a range of brief local case studies.

'Local Community Involvement: A Handbook for Good Practice' by Gabriel Chanan (European Foundation for the Improvement of Living and Working Conditions/ Community Development Foundation, 1999). Sets out in very general terms, intended for cross-national understanding and use, the role of communities, the role of community development, issues in extending participation, the potential for evaluation etc. An excellent overview, but other resources cover similar ground. http://www.eurofound.eu.int/pubdocs/1998/73/en/1/ef9873en.pdf

We considered the 'Training for Transformation' series but have not had copies available to review. 'Training for Transformation: a handbook for community workers' by Anne Hope and Sally Timmel is in four volumes. Based on experience particularly in South Africa and the USA, it is designed to assist workers who are encouraging the development of self-reliant creative communities. Book one is about the theory; Book two is focused on the skills necessary for participatory education; Book three deals with the analysis necessary to develop critical awareness, long-term planning and solidarity. Most relevant, perhaps would be Book four (ITDG Publishing, 1999; £14.95) which is a practical workbook with examples and exercises relating particularly to the environment; gender and development; ethnic and racial conflict; intercultural understanding; and building participatory governance.

Several other international resources are available: Capacity.org (http://www.capacity.org/) is a "web magazine-cum-portal" produced by the European Centre for Development Policy Management, United Nations

Development Programme and others "for practitioners and policy makers who work in or on capacity development in international cooperation in the South". An interesting but not comprehensive range of articles and resources are included.

'Coming Together: building collaboration and consensus' (http://www.communitycollaboration.net/) is a US site that "contains extensive information on Collaboration and Public Participation with an emphasis on Youth Participation", which includes simple but not particularly excitingly presented checklists and summaries.

The 'Community Building Resource Exchange' (http://www.commbuild.org/) is another US site, by the Aspen Foundation. It "provides a broad array of resources and information about innovative community building efforts to revitalize poor neighbourhoods and improve the life circumstances of residents and their families". It lists resources including articles from academic journals, reports, evaluations, case studies, and links that might be particularly helpful to people studying community involvement in regeneration.

We also reviewed a limited amount of material submitted by other local authorities. Those that we have not included in this section or elsewhere were felt to be either too specific to local management processes or simple local adaptations of material from elsewhere.

SECTION TWO: Skills confidence and activity

Title		Author(s)	
Learning in Regeneration		Scottish Centre for Regeneration	
Date	**Publisher/ web link**	**Geographical focus**	**Theme / topic focus**
2005	Scottish Centre for Regeneration http://www.communitiesscotland.gov.uk/* Contact learndirect Scotland 08456 000 111 for paper copy and support	Scotland	Regeneration
Size	**Accessibility**	**Cost**	**Coverage**
Substantial - 8 separate booklets	Presented with summary points, examples and tools throughout. Scale could be a bit off-putting without facilitation	Free downloads or registration with learndirect (recommended)	Skill needs and development
Type		**Primary audience**	
Learners' Pack		Individual staff and activists, managers	

Summary of content

The pack is structured around the framework of skills for community regeneration, which is based on research into the needs of all sectors including community members involved in organised regeneration activity. It contains materials, advice and exercises designed to help people to identify their personal learning needs, and those of their organisation, to plan their learning and decide how to go about it, and to develop a learning system for an organisation and help others to learn.

The SCR have developed a CLD guide to using the skills pack. This guide looks at how the skills pack can be used alongside HGIOCLD?2, LEAP, Delivering change and other frameworks. This guide is available on their website.

Comments / assessment

Although designed for use in the broad sphere of regeneration, the framework has been used even more widely in other complex multi-agency or multi-issue environments. The range of 'strategic', 'practical' and 'process' skills covered are broadly those required for community capacity building, though the wording often assumes involvement in partnerships, projects etc. Much of the material on learning styles, techniques etc is applicable to any learning situation.

*http://www.communitiesscotland.gov.uk/stellent/groups/public/documents/webpages/cs_006288.hcsp

SECTION TWO: Skills confidence and activity

Title		Author(s)	
Health Issues in the Community		Developed and supported by CHEX, in partnership with NHS Health Scotland and Moray House Institute - University of Edinburgh	
Date Launched 1997; Pack:2002	**Publisher/ web link** Pack available from NHS Health Scotland, but users recommended to ask CHEX about training http://www.chex.org.uk/hiic/	**Geographical focus** Scotland	**Theme / topic focus** Health
Size n.a.	**Accessibility** Not assessed directly. Though the evaluation* reports a good response, many tutors did find that the course demanded more literacy than many students were comfortable with.	**Cost** Pack: from £30 (community); £75 (statutory)	**Coverage** Health inequalities and community development approaches
Type Community learning initiative		**Primary audience** Community members interested in health (but widely used by staff)	

Summary of content

The programme provides an introduction to community development drawing on a social model of health. It was designed to develop community responses to local health issues, increase the involvement of community members in local decision-making and make them more active citizens. Around 280 people have trained as tutors in Scotland, though many do not deliver training. The full course is delivered in two parts, each with eight units. Starting with 'what health means to me', it progresses to community development ideas and then to ways of putting these into action

Comments / assessment

The programme has been used successfully to develop the skills and confidence of community members, to develop understanding of community development in the health sector, and to develop understanding of community health improvement in other sectors. Those taking the full course are only a small proportion of the total students who have made use of the materials in some form. Modules such as 'Working together', 'Making democracy work', 'Finding out for ourselves' and 'Working with groups' could be used in a wide variety of capacity building contexts

* Donoghue D, Allison S, Horton P (2006) *Health Issues in the Community Evaluation Report* CHEX, Glasgow

http://www.chex.org.uk/uploads/hiic_final_report_v7_formatted.doc?sess_scdc=ec05
f9f58f40a25811d86c3d06ada01c

SECTION TWO: Skills confidence and activity

Title		Author(s)	
Grassroots Leadership Development: A Guide for Grassroots Leaders, Support Organizations, and Funders		WK Kellogg Foundation	
Date 2001	**Publisher/ web link** WK Kellogg Foundation http://www.wkkf.org*	**Geographical focus** USA	**Theme / topic focus** Leadership
Size 62 pages	**Accessibility** Moderate – some essay style material along with shorter summaries	**Cost** Free download	**Coverage** Community-led organisations
Type Handbook/research report		**Primary audience** Funders, practitioners	

Summary of content
Based on research whose key findings include 'Grassroots leaders have different motivations and needs than those of traditional "positional" leaders' and 'Grassroots leadership works best when the decision to invest in developing leaders is a deliberate strategy'. The importance of 'support organisations is emphasised.

Comments / assessment
Not a comprehensive practical guide to the subject, and contains many US references, but could work well as a source to clarify issues and ideas for someone approaching 'leadership as a topic'.

*http://www.wkkf.org/DesktopModules/WKF_DmaItem/ViewDoc.aspx?LanguageID=0&CID=6&ListID=28&ItemID=60814&fld=PDFFile

Other resources

An alternative to or first step towards 'Health Issues in the Community' training for local staff of health and other services would be the use of 'Getting Our Act Together ... in Community Development and Health' (David Allan, 2005, published by Community Development Foundation, £19.95). This is usable mainly as a training manual. Aimed very much at practitioners working with communities rather than communities themselves, it aims to equip them with an initial understanding of community development approaches. Capacity building is not focused upon specifically.

The ICT for Communities programme in effect takes over from the former 'Connecting Communities' programme, but a wide variety of resources from the latter are still available at:
http://www.ltscotland.org.uk/communities/

Respondents indicated that they had used the Pacific Institute's Steps to Excellence and Investment in Excellence Programmes as means to building the capacity of individuals to work effectively in their communities. Materials for these are not disseminated - participation incurs fees (e.g. £450 for 3 days and £895 for 5 days respectively) - so it is not feasible to 'review' them as resources
http://www.thepacificinstitute.co.uk/

A document entitled 'Leadership and Community Capacity Building: An Inventory and Analysis of Curricula and Tools' is available from Iowa State University (http://www.ncrcrd.iastate.edu/pubs/flora/leadership.htm).   It systematically assesses and abstracts a wide range of almost entirely American sources, with web links where available.

Another American institution, the Asset Based Community Development Institute at Northwestern University, Illinois, is not concerned with groups acquiring land and buildings, but with making the most of the skills and capacity that exist within communities. The resources offered directly are limited, but include a useful inventory questionnaire about individual skills and experience, and a guide to the issues. http://www.northwestern.edu/ipr/abcd/abcdtools.html

SECTION THREE: Active and influential communities

Title		Author(s)	
A to Z of Campaigning		BBC Action Network	

Date	**Publisher/ web link**	**Geographical focus**	**Theme / topic focus**
Subject to update	BBC http://www.bbc.co.uk/*	UK	Organising a campaign

Size	**Accessibility**	**Cost**	**Coverage**
24 web pages	Short and direct in style	Free online resource	Practical actions required

Type	**Primary audience**
How to guide	Community and voluntary groups

Summary of content

Contains 24 short briefings on topics ranging from basic capacity building issues – 'how do I start a group?', 'how do I get local people involved?' through petitions, use of media etc, to issues on which you will perhaps find fewer guides elsewhere such as 'How do I organise a protest?' and 'How do I get celebrity and high profile support?'. These seem to be very clear and full of useful advice, with a few links to other resources (Some of which no longer worked when we tried them).

Comments / assessment

The BBC's Action Network as a whole gives links to and news on local action on an impressive list of topics, but is not really a capacity building tool as such, more a possible source of inspiration and contacts – it describes itself as 'a giant billboard or a free newsletter'.

But this section provides a good basic guide, both to getting groups established and funded as many do, but also to how they can tackle issues directly and publicly, in a way that many guides pay little attention to.

* http://www.bbc.co.uk/dna/actionnetwork/campaignguides

SECTION THREE: Active and influential communities

Title		Author(s)	
The Organizing Game		CompassPoint Nonprofit Services (California) and others	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
?	http://www.organizinggame.org/index.html	USA	Generating involvement

Size	Accessibility	Cost	Coverage
n.a.	Excellent	Free on-line access or download	Face to face contacts

Type	Primary audience
On-line Game	Activists

Summary of content
The game is part of a number of resources at the same site, which also include documents giving guides to issues, especially about making initial contact with people. The focus of the game is 'Doorknocking, an organizing technique that's particularly effective in moving issues within a local community'. The game is deigned to be used in groups as part of a training programme. A variety of experienced and inexperienced activists are shown (in animation and audio) demonstrating good and bad ways of getting people interested and involved.

Comments / assessment
Not a major resource, but could be a good aid to get people thinking about widening involvement, increasing motivation etc. Does not suffer from its US origins – this might even be an attraction. Clear focus on poverty/ multi-ethnic communities.

SECTION THREE: Active and influential communities

Title		Author(s)	
ICT for Communities		Learning and Teaching Scotland	
Date Website, subject to updating	**Publisher/ web link** Learning and Teaching Scotland http://www.ltscotland.org.uk/*	**Geographical focus** Scotland	**Theme / topic focus** ICT
Size n.a.	**Accessibility** Probably most suitable for use by tutors	**Cost** Free on-line service/ downloads	**Coverage** All aspects of community use/ learning for ICT
Type Web based guides and resources		**Primary audience** CLD workers and community members	

Summary of content
This channel of the National Grid for Learning Scotland web service provides support to those promoting the use of ICT in the community. Materials available range from introductions to the principles of civic engagement or a funding guide, to practical learning materials on 11 different activities such as 'making a poster for a community group'. These often include both tutors' guides and materials for learners, including instruction sheets for simple ICT tasks. A wide range of international case studies of community ICT use are provided, and there are articles on current topics such as community use of wireless technology.

Comments / assessment
Obvious starting point for anyone interested in both ICT skills for community groups and ICT applications in communities. Does not offer a comprehensive curriculum. Aimed more at practitioners than community members.

* http://www.ltscotland.org.uk/communities/index.asp

SECTION THREE: Active and influential communities

Title		Author(s)	
Understanding the Policy Maze		Peter Taylor	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2005 (new edition)	NHS Health Scotland http://www.healthscotland.com *	Scotland	Health

Size	Accessibility	Cost	Coverage
258 pages	For reference rather than reading through, but easier than reading many of the original government documents	£7.50, free to community and voluntary groups (Free download)	Health, social policy and community development

Type	Primary audience
Reference guide	Community health workers and groups

Summary of content
Gives a summary of policies and processes related to two main themes: Public Health, Health Improvement and Health Promotion; Community Planning. Then gives an extensive A to Z of Scottish policies and organisations related to health improvement and other areas that people working in the field might need to know about, such as housing, care, community development and regeneration. Each entry includes 'Some issues for community health initiatives' suggesting briefly how a community group might use, learn from or respond to the item concerned. 'Maps' showing the links between many of the items are provided.

Comments / assessment
Although the resource has a strong health focus, it takes a very broad view of what might be relevant to people working in community health, and so covers things that most community groups would be interested in. It does not cover internal NHS issues that do not affect community-based service. However the coverage of e.g. environmental or housing issues is much less complete. The presentation has proved to appeal to many different users.

* http://www.healthscotland.com/uploads/documents/PolicyMaze.pdf

Declaration of interest: this assessment was written by Peter Taylor, who is the author of the publication

SECTION THREE: Active and influential communities

Title		Author(s)	
Community Planning Toolkit		The Poverty Alliance	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2005	The Poverty Alliance http://www.povertyalliance.org/ *	Scotland	Community Planning

Size	Accessibility	Cost	Coverage
47 pages	Brief and to the point. Inevitably contains a lot of jargon, but explains it.	£10 (Free download)	Community involvement

Type	Primary audience
Learning guide	Groups involved in Community Planning

Summary of content
Based on a project undertaken in Lanarkshire and Glasgow, the pack "is aimed at community based organisations who want to discuss how poverty affects their community and who want to bring about change". It gives a short guide to Community Planning and related policies such as Regeneration Outcome Agreements, plus facilitator's notes on how to explore these with groups. A further short guide to 'Influencing your Community Planning Partnership' follows.

Comments / assessment
The substantive sections on 'Community Planning' and 'Influencing' are brief but useful guides to these topics. Perhaps best used as a facilitator's guide

*http://www.povertyalliance.org/html/publications/publications/commToolkit.pdf

Title		Author(s)	
Lobbying politicians and policy makers – an introduction to influencing		Voluntary Arts Network	
Date 2006	**Publisher/ web link** Voluntary Arts Network http://www.voluntaryarts.org*	**Geographical focus** UK	**Theme / topic focus** Arts (but no specific arts content)
Size 4 pages	**Accessibility** Very short and to the point	**Cost** Free download	**Coverage** Lobbying
Type Briefing/ Advice note		**Primary audience** Voluntary organisations	
Summary of content Covers planning, research, defining key messages, 'inside' and 'outside' lobbying and the creation of alliances			
Comments / assessment Very brief – only 3 pages of substantive guidance, but packs in a lot of good advice on principles, approaches and issues such as difficulties for charities. Forms part of a series of 100 Briefings, many of which also cover capacity building issues, such as 'Effective meetings', monitoring and evaluation, 'How to… write a press release', roles and responsibilities of the treasurer etc.			

* http://www.voluntaryarts.org/uploaded/map4160.pdf

Other resources

There are of course many sources of information on particular policy areas: for example the Research Briefings produced by the Scottish Parliament Information Service (SPICE): http://www.scottish.parliament.uk/business/research/index.htm which provide short briefings on a very wide range of topics, referring both to research evidence and existing policy and designed for a lay audience.

'The Campaigning Handbook' (by Mark Latimer, 2000; £15.95), is a very substantial guide (over 500 pages) produced by the Directory of Social Change. It is described as "Essential reading for those who want to influence social change. Written for pressure groups, charities and social activists, this book covers the skills of modern campaigning." However, we have not seen it for review.

Pressureworks is a website produced by Christian Aid "for a TV/consumer generation that's tired of being lied to". Although it emphasises international issues and students quite strongly, it has useful advice on topics such as lobbying, writing press releases and leaflets, organising meetings and public speaking http://www.pressureworks.org/usefulstuff/how/index.html

SECTION FOUR: Effective, resourced community organisations

Title		Author(s)	
Skills Toolkit		Stirling Council	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
Subject to updating	Stirling Council http://www.stirling.gov.uk/skillstoolkit	Stirling Council area	Community organisations

Size	Accessibility	Cost	Coverage
unknown	Well and thoughtfully presented. Entries generally short & simple	Free access, and option for download of printable version	Creating and developing organisations

Type	Primary audience
On-line reference guide	Community groups

Summary of content

The toolkit is organised around the image of a tree. The roots are briefings on getting the community involved and staying in touch. The trunk is organisation – constitutions, finances etc. The branches are about different forms of networking. The fruits are briefings on creating and managing projects and on representation. Each topic starts with a short advice note, and links to more on several different aspects of each issue, to some national or local Stirling examples, and to several 'tools' including a number of well presented checklists for action.

Comments / assessment

A well presented local Scottish product. Nothing is covered in great depth, but the whole process is there and good advice is packed in to every short briefing. Could easily be accessed and used as it stands by groups, capacity building workers and trainers anywhere in Scotland.

SECTION FOUR: Effective, resourced community organisations

Title		Author(s)	
Setting up for Success: A practical guide for community organisations		Anna Allen and Catriona May	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2007	Community Development Foundation www.cdf.org.uk	England / UK (the legal references are to England but the general content is broad	Organisational development and management

Size	Accessibility	Cost	Coverage
A4, 78 pages	Clearly laid out and well designed	£9.95	Community organisations

Type	Primary audience
Practical guide with examples, tips, links to other resources	Community organisations – especially those with staff and management responsibilities

Summary of content

Principles, policies and procedures, management committees, employment, financial management, business and project planning, promoting your organisation, achieving sustainability, templates for the above, other resources and contacts

Comments / assessment

An accessible and thorough guide to the 'business' side of running a community organisation. Welcome attention given to encouraging community organisations to be 'at the forefront' in embracing diversity, promoting equality, and embracing sustainable development – saving energy, travelling wisely, shopping ethically, conserving resources.

SECTION FOUR: Effective, resourced community organisations

Title		Author(s)	
To have and to hold: the DTA guide to asset development for community and social enterprises		Lorraine Hart	
Date 2005	**Publisher/ web link** Development Trusts Association http://www.dta.org.uk/*	**Geographical focus** UK	**Theme / topic focus** Asset development
Size 56 pages	**Accessibility** Reasonably short and user-friendly given the subject matter	**Cost** £20 (free download)	**Coverage** Acquiring and developing land and buildings
Type Step by step guide		**Primary audience** Community groups seeking to acquire assets	
Summary of content Aimed at communities that wish to acquire and manage land or buildings, the guide covers some basic community involvement issues, business and project planning. More distinctively, it looks at financing asset acquisition, contractual and legal issues in construction and development, working with professionals and managing the eventual asset. The reader is basically taken through the process from start to finish, but a variety of checklists and graphical aids are provided.			
Comments / assessment Good concise guide bringing together all the main issues for any groups in this position. Without checking in depth, appears to be relatively free of 'England only' advice.			

* http://www.dta.org.uk/NR/rdonlyres/0B6ABA0E-E405-41CC-ADF0-974DD1FF46F7/0/asset.pdf

SECTION FOUR: Effective, resourced community organisations

Title		Author(s)	
Skye and Lochalsh Community Toolkit		Skye & Lochalsh Council of Voluntary Organisations	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
Subject to updating	Skye & Lochalsh Council of Voluntary Organisations http://toolkit.slcvo.org.uk/	Skye and Lochalsh	Community organisations

Size	Accessibility	Cost	Coverage
unknown	Clearly and attractively presented	Free access, and print option	Creating and developing organisations

Type		Primary audience	
On-line reference guide		Community groups	

Summary of content
Guidelines on a range of topics, including setting up and running a community group, legal requirements and good practice, project planning and management, and fundraising (guide to funders, with an emphasis on rural issues). Each of the many topics contains the equivalent of one or a few pages of advice, with links to organisations and policy documents, local case studies and resources such as model constitutions, a sample Brief for Consultants etc.

Comments / assessment
Similar to Stirling's in presentation and probably containing more information in total. Good coverage for example on legal requirements (Child Protection, Data Protection, licensing etc). Could be used equally as widely, or in conjunction with, the previous entry.

SECTION FOUR: Effective, resourced community organisations

Title		Author(s)	
The Big Picture		Scottish Council for Voluntary Organisations	
Date 2nd edition 2003	**Publisher/ web link** SCVO http://www.thebigpic.org.uk/	**Geographical focus** Scotland	**Theme / topic focus** Quality improvement
Size 94 pages	**Accessibility** Simple presentation of abstract ideas	**Cost** £76 ('Getting Started with the BP': £35)	**Coverage** Voluntary Organisations
Type Quality improvement framework		**Primary audience** Voluntary organisation managers and committees	

Summary of content

The pack "has been designed to help you think about every aspect of your organisation and its work and take action to improve it". It works through a four-part classification of two types of 'enabler' and two types of 'results' and invites organisations to assess their performance in each, with examples and some helpful lists of 'the tough questions to ask'. The second edition claims to have a much stronger focus on the results, rather than the processes and also places more emphasis on leadership, equal opportunities and people.

The web site gives free access to summaries of the framework, case studies, links to other resources and suggestions on using the framework.

Comments / assessment

In Scotland, probably the best known organisational development tool for the voluntary sector. Benefits from having been designed specifically for that sector, and claims to address the needs of both large and small groups. Adaptable in use, with a focus on achieving a positive impact and working with stakeholders. Difficult to see how the cost would be justified if a group was not supported and committed to undertake a complete process using the framework.

SECTION FOUR: Effective, resourced community organisations

Title		Author(s)	
Community Webnet Resources		Community Webnet	
Date	**Publisher/ web link**	**Geographical focus**	**Theme / topic focus**
2006	Community Webnet http://www.communityweb net.org.uk/resources/	Scotland	Environmental issues
Size	**Accessibility**	**Cost**	**Coverage**
Unknown	Reasonable –best used for accessing specific resources	Free on-line	Project creation and management
Type		**Primary audience**	
Collection of guidance notes		Environmental groups	

Summary of content
Part of a website provided by a consortium of many of Scotland's leading environmental groups, which also contains a large projects database and the usual almost totally inactive online forums. Covers the process from 'getting started through planning and management to monitoring. 'Project' seems to mean 'new organisation'. Under each heading separate documents are supplied, each of which has been drawn up for the purpose by one of the environmental groups. Inevitably varying in style, they appear to be largely very practical and often fairly full advice notes

Comments / assessment
Covers less of the capacity building process than the local toolkits reviewed above, but could be useful to some because of the environmental focus, and also worth checking for some substantial resources on issues such as becoming a company or business planning.

Title		Author(s)	
Taking Control in your community		Confederation of Co-operative Housing	
Date Subject to updating	**Publisher/ web link** Confederation of Co-operative Housing http://www.communitiestakingcontrol.org/	**Geographical focus** England	**Theme / topic focus**
Size unknown	**Accessibility** Well signposted, and colour coded for level of complexity	**Cost** Free on-line access; or pdf download or print copy of original report	**Coverage** Housing Associations 'wider role'
Type Website with multiple resources		**Primary audience** Housing Association management and staff	
Summary of content Aimed at promoting 'community control' the guide looks at three aspects: 'controlling your homes' (tenant participation), 'community home ownership' (community based HAs etc) and most significantly for this review 'controlling local services'. 12 'modules' of advice are given on several aspects of the latter from very small scale activities to larger projects, with particular attention to running Community Centres, shops and newspapers. Checklists and links to examples are provided.			
Comments / assessment Appears to be a good source for an overview of the issues involved in service delivery in a reasonably accessible format. The 'local services' material is applicable to groups of any type.			

Other resources

Some discussions of capacity building refer to little else besides organisational development. There is a wealth of material on the building, strategic governance and management of voluntary organisations, though it may frequently not fully reflect the experience of smaller, community-based groups.

One of the most comprehensive sources is the Reference Manual produced by Community Matters, which claims to be 'the first comprehensive reference manual compiled specifically for advisers and consultants working with community organisations'. This requires a purchase for £100-£120 depending on organisation, which gives a year of updates to the loose-leaf publications, following which a £30-£35 annual subscription is required. We have not reviewed this. Information at: http://www.communitymatters.org.uk/resources/reference_manual.php

Funderfinder offers a very useful service in the form of two freely downloadable programmes 'Budget Yourselves', which takes a group through the process of budgeting for its work or a project and 'Apply Yourselves', which assists with the writing of (generic) funding applications. These are perhaps however not strictly

capacity building tools so much as direct tools for use in operations.
http://www.funderfinder.org.uk/products.php

The Center for Rural Studies at the University of Vermont offers online access to quite a long list of simple resources, often questionnaires or exercises, on 'Effective Meetings', 'Group improvement' – motivation, communication etc, and to a lesser extent problem solving and community level planning
http://crs.uvm.edu/gopher/nerl/group.html

Forward Scotland have produced a guide 'Developing Local Capacity: Local Sustainability Trusts' which contains useful advice on finding partners, business planning etc, but refers to a fairly specific model of organisation.
http://www.forward-scotland.org.uk/index.php?option=com_docman&task=doc_download&Itemid=99999999&gid=149

Title		Author(s)	
Assessing community strengths: A practical handbook for planning capacity building		Steve Skinner and Mandy Wilson	

Date 2002	Publisher/ web link Community Development Foundation www.cdf.org.uk	Geographical focus UK	Theme / topic focus Planning capacity building
Size 160 pages	Accessibility Clearly written, and full of practical aids	Cost £18.95	Coverage Community organisations and infrastructure

Type	Primary audience
Practice handbook and tools	Practitioners, community activists

Summary of content
Covers surveying the level of community organisation, the support available and planning for action based on the strengths and needs found. It provides guidelines and step by step guides for each stage, with actual questionnaires, lists of action points and other tools to use.

Comments / assessment
Although the book talks about 'community profiles', the emphasis is firmly on helping people to survey what community organisations and support infrastructure exist and how well they function (rather than more general features of a community). For people who want to do that, this is the obvious resource to use. It appears to be easier to use as a whole package than for dipping in to for help with specific points.

SECTION FIVE: Planning, management and assessment

Title		Author(s)	
Changing Places: Changing Lives- Understanding and developing the impact of your organisation		bassac (national umbrella organisation: bassac supports organisations helping deprived neighbourhoods across the UK)	
Date 2005 or 2006?	**Publisher/ web link** BASSAC http://www.bassac.org.uk/*	**Geographical focus** England	**Theme / topic focus** Impact assessment
Size 20 pages	**Accessibility** Brief, to the point and well presented	**Cost** Free download	**Coverage** Community groups, especially 'anchor organisations'
Type Introductory booklet		**Primary audience** Activists and staff in groups	

Summary of content
Prepared to support a national programme to support community impact assessment. Provides a short guide to the issues involved in understanding why impacts matter, understanding and mapping them, with 'ideas for action'. Gives links to several resources, mostly not reviewed in this report.

Comments / assessment
Apparently the only guide focusing specifically on this subject, though LEAP and other resources cover some of the ground. Relatively jargon free, it could be an ideal starting point for groups beginning to think about how they affect the quality of life in their communities. Specifically English references are minimal.

* http://www.bassac.org.uk/uploads/File/community_impact.pdf

Title		Author(s)	
Planning for your community: a Sourcebook		Alan Caldwell Associates	
Date 2004	**Publisher/ web link** Joseph Rowntree Foundation/ South West of England Regional Development Agency http://www.jrf.org.uk/*	**Geographical focus** South West England	**Theme / topic focus** Regeneration
Size 211 pages	**Accessibility** Well presented, in a lively style with plenty of graphic devices etc	**Cost** £49.50 (free download)	**Coverage** Local planning and partnership building processes
Type Practice handbook		**Primary audience** Regeneration partners, both statutory and community	

Summary of content

Prepared initially to support those involved in the Market and Coastal Towns Initiative for the South West, but intended to be of relevance to others involved in urban and rural regeneration. It covers all stages of the process, including: getting started; establishing a steering group; preparing a plan; developing a local organisation; and finding the resources to make plans happen. Each of these is divided into sections (e.g. 'involving the wider community and partners', 'monitoring and evaluating your plan'). Every section contains an introduction to principles and practice, 'the big issue', 'the wicked issues', 'key challenges', a case study, skills needed, links to tools and other resources, and a self-evaluation checklist.

Comments / assessment

Aimed at supporting smaller scale community-led regeneration rather than existing initiatives. The document as a whole contains many specific references to the SW area, but the direct naming and description of e.g. 'wicked issues', the self-evaluation checklists etc are very useful resources that could all very easily be extracted and used by anyone in a broadly similar situation.

* http://www.jrf.org.uk/bookshop/eBooks/resourcebook.pdf

SECTION FIVE: Planning, management and assessment

Title A) Action Checklists for Capacity Building B) Capacity Building Action Checklists: A Guide for Community Groups		Author(s) Adept Community Development Agency Ltd	
Date A)1998 B) n/a	**Publisher/ web link** http://www.adept.org.uk/*	**Geographical focus** Coventry, Warwickshire, and Solihull	**Theme / topic focus** Regeneration
Size A) 60 pages B) 29 pages	**Accessibility** A) is a simple idea, well presented. Though B) is specifically aimed at groups, it is not really any more accessible	**Cost** Free downloads (not in print)	**Coverage** Community organisations and partnerships
Type Checklists		**Primary audience** A) Partners in community-based regeneration B) Community groups involved in regeneration	

Summary of content
  A) After introductory explanations, the resource presents checklists on eight aspects of 'resourcing community organisations' (Premises, Training etc) and six on other aspects of capacity building ('Identifying and Involving the community', 'Building structures' etc). Each, after a short summary of aims and general considerations, is simply a checklist of points to answer with space to record a response and actions taken.
  B) Is based on the former but shifts the emphasis from professionals thinking about what resources communities might need to communities thinking about how they can be effective. However it appears to cover much the same ground, with questions merely listed in the text

Comments / assessment
The checklists were prepared for Coventry and Warwickshire Partnerships Ltd and published in conscious recognition of their wider applicability. They are very simple devices, but if they fit a user's local situation, they will help to clarify thinking and could very easily be used directly as they stand.

* A) http://www.adept.org.uk/resources/actchexpdf.pdf
   B) http://www.adept.org.uk/resources/theguide.pdf

SECTION FIVE: Planning, management and assessment

Title		Author(s)	
Measuring Community Capacity Resource Kit		Horizons Community Development Associates	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
Website – subject to updating	Horizons Community Development Associates http://www.horizonscda.ca*	Canada	Community health

Size	Accessibility	Cost	Coverage
Difficult to assess – comes in separate sections; quite substantial	Clearly worded and presented, but proposes a large and elaborate process	$250 (free download)	Effectiveness of established groups

Type	Primary audience
Self assessment kit	Community groups, with facilitation

Summary of content
The kit is "a tool to help community groups reflect on the way they work, and think about whether and how to build on existing strengths". It is based around a survey schedule that asks about the background of the groups' members, about the way groups work together, and about the way groups work with other groups. Eight of its sections are designed for completion in discussion together, and the other five sections to complete individually.

Comments / assessment
The most comprehensive source of practical questionnaire based tools. On a brief reading, it would appear to be feasible to use the questionnaires directly with a Scottish audience, though in practice they may be seen as a resource that could be adapted. They are in any case designed for use with a facilitator. There are specific references to community health in some sections only.

The Resource Kit also provides guides to help groups to interpret their responses, but these assume that data processing has been carried out through a service available in Canada. Given the scale of the surveys, most groups in Scotland would require external help with analysis.

* http://www.horizonscda.ca/projects/ccmkit.html

Title		Author(s)	
A good practice guide to participative community appraisal in Wales		Communities First Support Network	
Date 2004	**Publisher/ web link** Communities First http://www.communitiesfirst.info/	**Geographical focus** Wales	**Theme / topic focus** Participative appraisal
Size 33 pages	**Accessibility** Simple questions and checklists are used to present the material	**Cost** Free download	**Coverage** Participative appraisal
Type Practice handbook		**Primary audience** Practitioners in any sector planning to commission and carry out PA	
Summary of content The core of the document is 'Guidance On How to Plan, Run and Evaluate a PA'. Ways of getting people involved are also discussed, and the pros and cons of using consultants. Summary templates for using the guidance are provided.			
Comments / assessment Since participative/ participatory appraisal is a widely used technique for assessing community needs, and a model for more ad hoc activities, a guide to the approach is a useful resource. This appears to be a full but succinct example.			

*http://www.communitiesfirst.info/uploadedFiles/Useful_Resources/ENGLISH%20 newest.pdf

SECTION FIVE: Planning, management and assessment

Title		Author(s)	
Communities count! a step by step guide to community sustainability indicators		Alex MacGillivray, Candy Weston & Catherine Unsworth	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
1998	New Economics Foundation http://www.neweconomics.org/ *	UK	Sustainability

Size	Accessibility	Cost	Coverage
144 pages	Longish, but full of practical checklists and guides to activities	Free download	Defining and collecting indicators

Type	Primary audience
Practice handbook	Partners and community groups involved in sustainability or regeneration issues

Summary of content

A step-by-step guide to involving communities in, planning and carrying out the collection of indicators of sustainability, and to communicating and using the results. Sustainability is defined in the broadest sense to include a wide range of aspects of social, economic and community life.

Comments / assessment

Though the focus is on 'sustainability', the guide sees 'community-based indicators' mainly as an aid to get people working together and realising community potential. This is one of the most comprehensive guides to community based research – both processes and products – available, and is presented throughout in easy step-by-step formats with examples and comments. However the examples of sets of indicators from various areas, given at the end, suggest that this may in practice be useful more for local-authority-wide than at neighbourhood level work

*http://www.neweconomics.org/gen/uploads/doc_2310200074852_CCto Use.doc

Other resources

The Aberdeenshire Organisational Health Check materials (page 30) also offers a small scale example of a resource for needs assessment.

We have included one resource on Participatory Appraisal. Others are available. For a distinctively Scottish account, there is "Have You Been PA'd? Using Participatory Appraisal to shape local services" (published by Oxfam and available as a 20 page download. In this report, two community health projects in Glasgow reflect on their use of PA. However, though the report follows the projects through the process, it is not designed as a 'how to' guide.
http://www.oxfamgb.org/ukpp/resources/downloads/Oxfam_Glasgow_report_final.pdf

The main text on PA that is commonly cited is 'Participatory Learning and Action: A trainer's guide' by Jules N Pretty, Irene Guijt, John Thompson and Ian Scoones, published by the International Institute for Environment and Development, 1997 (270 pages, £34.95). We have not reviewed this.

We also looked at the Guidance associated with the Scottish Community Action Research Fund (SCARF). At present, some brief guidance on 'developing a research plan' and 'carrying out the research' is available online, and a paper spelling out the requirements for a research plan in more detail is available for use with SCARF funded groups. However, although these contain advice on points of general applicability to community-based research, much of the content is closely geared to the specific processes of SCARF funding.
http://www.scdc.org.uk/uploads/scarf_guidance_note___final.doc

Community Research – Getting Started, from ARVAC is a useful, straightforward guide to running community research projects.

SECTION SIX: Inclusion and involvement

Title		Author(s)	
DIY Guide To Improving Your Community: getting children and young people involved		Save the Children (Scotland)	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2005	Save the Children http://www.savethechildren.org.uk/*	Scotland	Children and young people

Size	Accessibility	Cost	Coverage
158 pages	Good – not aimed only at professional workers		

Type	Primary audience
Practice handbook	Youth workers and volunteers

Summary of content

Based on the experience and learning from Save the Children's Community
Partners Programme, this is both a guide to the issues involved in involving children and young people, and an enormous collection of activity sheets, games and exercises for use in the process. These have been tested with 9-15 year olds. It sets out a process that includes:
- consulting young people about their views
- understanding their rights
- supporting them to put their ideas into action
- working alongside others to bring about real change.

Comments / assessment

A surprisingly rich resource. Could do a great deal to persuade people that involving young people can be a reality. There are also many things in it that could probably be used with other groups besides children and young people.

*http://www.savethechildren.org.uk/en/docs/diy-toolkit.pdf

SECTION SIX: Inclusion and involvement

Title		Author(s)	
Same Difference? Guidance on community learning and development activity with equalities groups		ODS Consulting Ltd	
Date 2007	**Publisher/ web link** Communities Scotland *www.scotland.gov.uk/Learningconnections	**Geographical focus** Scotland	**Theme / topic focus** Equalities, community learning and development
Size 105 pages (pdf version)	**Accessibility** Available on-line or as a pdf	**Cost** Free download	**Coverage** Scotland
Type Web-based guide and resource		**Primary audience** Community learning and development practitioners and managers	

Summary of content

An online guide for people working in community learning and development (CLD). Offers guidance and support to help practitioners work effectively with equalities groups – defined as those promoting equal opportunities regardless of age, gender, ethnicity, religion and beliefs, and sexual orientation. Covers the legal framework, approaches to equality, best practice, understanding needs, service planning and organisation development, with a primary focus on CLD activity with equalities groups. There is a useful 'quick guide' to working with equalities groups, eight case studies, and signposts to sources of additional support.

Comments / assessment

A useful and accessible resource to help CLD prepare for and develop work with 'equalities' groups – an ever-increasing priority for CLD support. It is primarily practical, and thus does not include material on questions of integration and cohesion, or on the strategic choices that have to be made when deciding which groups to work with, and to what ends.

*http://www.scotland.gov.uk/Topics/Education/Life-Long-Learning/Learning connections/samedifference

SECTION SIX: Inclusion and involvement

Title		Author(s)	
Listen hear: The right to be heard		Commission on Poverty, Participation and Power	
Date	**Publisher/ web link**	**Geographical focus**	**Theme / topic focus**
2000	Joseph Rowntree Foundation http://www.jrf.org.uk/*	UK	Poverty
Size	**Accessibility**	**Cost**	**Coverage**
68 pages	A substantial report, but constantly uses the voices of the people consulted	Free download	Barriers to participation
Type		**Primary audience**	
Enquiry Report		Policy makers, service providers, activists	

Summary of content
The UK Coalition Against Poverty carried out a two-year project to support people experiencing poverty in identifying the barriers to their involvement in decision-making processes. The report discusses these barriers, including decision-making structures, personal and practical barriers and the issues facing particular groups. It then looks at 'real participation' quoting examples from experience.

Comments / assessment
Background reading for anyone thinking seriously about what enables people to participate. Sets 'capacity building' – which it endorses – in its wider context of the resources and structures needed for people to be heard.

* http://www.jrf.org.uk/bookshop/eBooks/1861347804.pdf

Other resources

The Save the Children Guide goes a long way to supporting the involvement of children and young people, but more resources, news and information on the subject can be accessed through 'Participation Works', which is 'an online gateway to the world of children & young people's participation' supported by a variety of UK agencies: http://www.participationworks.org.uk/ .

We have not included a specific resource on working with ethnic minorities here, but a 'How To ... Guide to Community Engagement with Minority Ethnic Communities' is part of the Scottish Centre for Regeneration guide and is probably currently the key resource for this purpose in Scotland.

The Council of Ethnic Minority Voluntary Organisations (CEMVO) launched its Scottish Office and Capacity Building Programme in 2004. Depending on continuing funding, this could be one of the key resources for people working with ethnic minority groups. http://www.cemvo.org.uk/scotland/index.asp

We considered 'Promoting Inclusion of Minority Ethnic Communities: A Best Practice and Training Guide for Scottish Tenants' Groups' produced by Positive Action in Housing. Introduces the issues and provides basic pointers to the policies and practices that might promote inclusion, with case studies, and could be useful to some, but is very sketchy and focused on housing issues.
http://www.paih.org/archive/reports/tenantsbestpracticeguide.htm

SECTION SEVEN: Networking and sustainability

Title		Author(s)	
National Standards for Community Engagement: support materials		Scottish Community Development Centre	

Date 2005	Publisher/ web link Communities Scotland http://www.communitiesscotland.gov.uk/*	Geographical focus Scotland	Theme / topic focus Community engagement
Size Various	Accessibility User Guide and Illustrations are clear and simple, Case Studies rather longer; Reference Manual was designed for use only on specific points but is reasonably accessible in a learning context	Cost Free	Coverage Standards and indicators
Type Support materials for users of Standards		Primary audience Public agencies, community groups	

Summary of content
The materials available are a Users Guide, Illustration from the Pilots, Case Studies, Reference Manual and Toolkit. The Users Guide is a simple introduction to using the Standards. The Illustrations are a summary of points from the Case Studies related to each Standard. The Reference Manual provides practical comments on each suggested indicator for each Standard – for example the section on the 'Improvement Standard' effectively provides a brief guide to the principles of community and agency capacity building. The toolkit is designed for trainers/ facilitators and suggests ways of helping people to assess their performance on each Standard, with possible exercises.

Comments / assessment
Hopefully, any capacity building for community engagement in Scotland will refer to the National Standards. But these documents also contain a great deal of material that could be used to introduce the principles of community engagement more generally – or rather this would be using the National Standards as a learning aid – one of their intended uses.

*http://www.communitiesscotland.gov.uk/stellent/groups/public/documents/webpages/cs_010771.hcsp#TopOfPage

SECTION SEVEN: Networking and sustainability

Title		Author(s)	
Community Engagement How to... Guide		Scottish Centre for Regeneration	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
Subject to updating	Communities Scotland http://www.communitiesscotland.gov.uk/*	Scotland	Community engagement

Size	Accessibility	Cost	Coverage
n.a.	Short and succinct assessments of many approaches and resources	Free	Techniques and principles

Type	Primary audience
Web based guide	Public agencies, community groups

Summary of content
The site is divided into four major sections: a directory of practical techniques to help involve local people in decisions, a list of publications, with helpful assessments of their value, a directory of case studies of organisations or techniques that have worked to improve community engagement and a How to …Guide on 'Engaging Ethnic Minority Communities', growing out of work on the National Standards.

Comments / assessment
Everything on the site is very well linked to other sources of information. Specific summaries are provided for community representatives, Community Planning partners, community advisers and researchers. The 'techniques' section is a mixture of reviews of specific techniques e.g. Open Space events, general issues such as 'publicity' and resources such as ABCD. However this perhaps is better than a narrow 'toolkit' approach. The publications section provides a guide to many resources on engagement that we have not attempted to review here. The Case Studies have been developed as tasters, so contain less detailed information. The 'ethnic minorities' guide appears to be better than any other Scottish resource on the subject.

*http://www.communitiesscotland.gov.uk/stellent/groups/public/documents/webpages/scrcs_006693.hcsp#TopOfPage

SECTION SEVEN: Networking and sustainability

Title		Author(s)	
Good Practice Guidelines for Consulting and Engaging with Communities		Shetland Islands Council	
Date Subject to updating	**Publisher/ web link** Shetland Islands Council http://www.shetland.gov.uk/consultation/guidelines/	**Geographical focus** Shetland	**Theme / topic focus** Consultation and engagement
Size n.a. (not large)	**Accessibility** Simple and easy to use	**Cost** Free	**Coverage** Planning and delivery of consultation projects
Type Practice guide		**Primary audience** Local government staff	
Summary of content This Toolkit is "designed as a reference and learning source for those planning and carrying out activities to engage with the public in planning, delivering and evaluating services across Shetland". The core of it is brief notes outlining issues (and local procedures) for 11 stages in the process from 'why consult?' to evaluation. Other resources such as a brief checklist form for people planning consultation are included.			
Comments / assessment More of a model that others could emulate than a resource for direct use –full of references to Shetland policies and contacts. But the brief and simple contents and the presentation are well worth a look.			

SECTION SEVEN: Networking and sustainability

Title		Author(s)	
Making community participation meaningful		Danny Burns & four others	

Date	Publisher/ web link	Geographical focus	Theme / topic focus
2004	The Policy Press, Bristol	UK	Regeneration

Size	Accessibility	Cost	Coverage
71 pages	Designed for group use, with graphical exercises etc	£14.95	Assessment framework

Type	Primary audience
Set of tools and exercises	Community engagement organisers

Summary of content

Based on 'roadtesting' of two earlier frameworks drawn up by different groups of the same authors, the publication aims to distil the most important questions that need to be asked to assess the effectiveness of participation strategies. It provides a framework of these key issues and indicators relating to them, forms for self-assessment asking questions relating to each issue, some tools and exercises designed to help groups to address the questions, and guidance on the whole process.

Comments / assessment

Does what it sets out to do very thoroughly and effectively. Covers issues such as 'what communities exist in your locality' and 'Do you have an effective approach to community and organisational learning' as well as the effectiveness of participation, partnership working etc, so parts could be used in variety of contexts, not only regeneration.

SECTION SEVEN: Networking and sustainability

Title		Author(s)	
Networking Resource Pack		Various	
Date 2003	**Publisher/ web link** Community Development Exchange (CDX) http://www.cdx.org.uk*	**Geographical focus** General (the resources and contacts are English and somewhat dated)	**Theme / topic focus** Networking
Size 58 pages (pdf version)	**Accessibility** Available online – a variety of materials and resources reasonable clearly indexed	**Cost** Free online	**Coverage** Primarily for community development workers
Type Digest of materials – conference papers, case studies, reflective papers etc		**Primary audience** Those interested in networking	
Summary of content Varied content including the role of CDX as a networking organisation, a practitioners guide to networking, do's and don'ts; case studies, and more substantial papers on CD and networking, and networking in partnerships.			
Comments / assessment Certainly a mixed bag, presented as a compilation of useful material rather than as a coherent guide, but includes much useful material on the value of networking and how to go about it.			

*http://www.cdx.org.uk/reports/networkingresourcepack.pdf

Other resources

There are probably more 'how to' guides on community engagement than on all other aspects of capacity building put together, and we have not attempted to review them all. Probably one of the best is 'Participation Works! 21 techniques of community participation for the 21st century' by the New Economics Foundation, which reviews "twenty-one proven techniques from around the world" such as Planning for Real, Participatory Appraisal, Citizens Juries etc. However it suffers like all in this genre from being a recipe book rather than an aid to fundamental capacity building of any kind.
http://www.neweconomics.org/gen/uploads/doc_191020062310_PWA4.doc

The handbook by Burns et al is combined from two earlier sources: 'Active partners: Benchmarking community participation' (Yorkshire Forward, 2003) and Burns D & Taylor M 'Auditing community participation: An assessment handbook' (The Policy Press, 2000), which we have not listed separately.

FURTHER READING

We were aware of the existence of a substantial amount of further literature, which we did not select for further assessment. This literature includes international sources, more academic critiques and studies, or materials that go into greater depth into particular aspects of community capacity building. Some of it may be difficult to access. We list these below, along with an abstract of their content.

Community Research - Getting Started is published by ARVAC and provides a guide for individuals and groups wanting to get started with a community research project. This draws on the invaluable lessons learnt from a ground breaking UK wide project. The pack shows how it is possible to do research yourself, even with limited time and resources, guiding readers through the process with helpful planning charts and listings of useful books, organisations, web sites and software. Written specifically for community groups, the pack is also useful to researchers, consultants, trainers and second tier organisations. The cost is between £15 and £30.

Civic Participation and Community Action Sourcebook: a resource for adult educators
New England Literacy Resource Centre, 1999, 2001
Closely related to the US national Equipped for the Future programme and focusing specifically on "what adults need to know and be able to do" as community members. Materials, exercises and materials under the headings of: finding connections to communities and issues; holding decision-makers accountable; building community by helping others; expressing ourselves and educating others; organising for change.

Community Capacity Building and Voluntary Sector Infrastructure in Rural England.
 Department for Environment, Food and Rural Affairs, 2003
Provides analysis of the importance of community capacity building and volunteering in a rural context and how DEFRA will support community capacity building.

Community Education Validation and Endorsement (CeVe) Guidelines for Post Qualifying Community Practice and Development Training.
Advisory guidelines to encourage high quality training. The guidelines were drawn up in 1998 but have never been formally published or used for training developments.

Rethinking approaches to community capacity building,
Eg^e magazine, Vol 10 No 6 Jun 2004, pp11-13
Discusses the definition of capacity building and highlights aspects of the 'deficit' model approach to capacity building. Looks at the issues, policy objectives and policy solutions relevant to the 'capacity debate'. Considers some of the problems associated with the deficit model arguing that it pays no attention to the capacity of institutions to overcome barriers to engagement, and that the definition gives no indication of an end point. Presents an alternative approach to capacity building - the latent capacity model - and compares this with the deficit model.

Building community capacity: a definitional framework and case studies from a comprehensive community initiative,

Chaskin, Robert J. *Urban Affairs Review, Vol 36 No 3 Jan 2001, pp291-323*
Discusses the concept of community capacity building in the context of community development efforts. Attempts to define community capacity and community building in practice. Builds on the existing literature of community building efforts to develop a systemic framework for understanding how it can be built and the mechanisms through which it operates. Sets out fundamental characteristics of community capacity and the levels of social agency through which it is engaged. Examines the functions of community capacity and strategies for building it. Uses two case studies from the Neighbourhood Forum Initiative in the United States to illustrate the application of the framework to empirical practice. Compares approaches used in Hartford, Connecticut, and Milwaukee, Wisconsin. Focuses on two factors that influence the development of community capacity building: the constraints of organisational collaboration, and the complexity of involving 'neighbourhood actors' in the community capacity building programme.

Management of regeneration.

Diamond, John, Liddle, Joyce. Routledge , 2005
Explains strategic processes, forms of regeneration management, and changing managerial roles. A valuable professional resource, it presents a balanced approach using both theoretical and practical material. Contents include: Context Setting; Learning New Skills and Competences; Strategy; Leadership and Stakeholder Engagement; Partnership; Capacity Building; Governance Scrutiny and Accountability; An International Dimension.

Local regeneration initiatives and capacity building: whose 'capacity' and 'building' for what?

Diamond, John Community Development Journal, Vol 39 No 2 Apr 2004, pp177-189
Argues that new regeneration structures based on concepts of 'partnership' and multi-agency' cooperation have failed to alter differences in power between community groups and regeneration professionals. Outlines competing accounts of the evolution of UK government neighbourhood regeneration initiatives. Outlines shared assumptions concentrating on partnership working and capacity building. Reflects on the decentralisation of services by some local authorities in the 1980s and the impact this had on current local government policy. Critically defines a model of capacity building. Reports on community involvement in two regeneration initiatives in Glasgow and Manchester. Applies Schuftan's model of empowerment to the two projects. Concludes that there is a need for 'externality' or independence of workers in the community capacity building process.

Engaging Scotland: the implications for community capacity building,

Elrick, Deirdre Journal of Lifelong Learning Initiatives, No 32 Oct 2002, pp22-24
Examines some of the issues and opportunities to consider when engaging with the public in decision-making processes. Looks at the need for basic capacity building and dealing with the elementary needs of communities if they are to become effectively involved, and outlines the processes used for engagement. Notes that access to information is one of the basic core values, and analyses the connection between

capacity building at community level and the growth of engagement in decision-making processes.

Empowering Communities - The Community Gateway Model.
Chapman Hendy HACAS. CIH, 2003
Tenants often feel that they lack influence over their housing, particularly in big decisions like stock transfer and proposals for arm's length management. This report shows how they can get involved right from the start. The Community Gateway Model allows tenants to have different levels of control or even ownership. The report sets out the process of involving tenants in this new approach, and how to develop a 'community empowerment strategy'. It describes in detail how to set up a 'community gateway association' to implement the new model. The report deals with business planning and funding. A comprehensive 'toolkit' is provided for councils, housing associations and tenants who want to try this new approach.

Community leadership development.
Kirk P.; Shutte A.M. Community Development Journal, Volume 39, Number 3, July 2004, pp. 234-251(18)
This paper presents a model for community leadership capacity building. This model for individual and organizational development is being used with the Resource and Development Foundation (RDF) in Stellenbosch, South Africa. RDF is a non-governmental organization with the aim of providing resource-based training and capacity-building services to the socially excluded and disadvantaged youth, women and rural people of the Western Cape. Here we examine the process of capacity building, theoretically and practically, with the intention of discovering lessons to inform management education in relation to leadership and change. The paper explores the issues related to developing empowerment: the capacity of a system to engage in enterprising dialogue where power is unequally distributed. It proposes a community leadership development framework that comprises three components: leading change through dialogue, collective empowerment and connective leadership.

Case study of grassroots community development: sustainable, flexible and cost-effective responses to local needs
Kelly, Katharine; Caputo, Tullio. Community Development Journal, Volume 41, Number 2, April 2006, pp. 234-245(12)
This paper presents the results of a case study of a grassroots community development initiative in St. John, New Brunswick. It was part of a larger study designed to investigate the sustainability of community-based crime prevention activities. This case study highlights a unique strategy for addressing local community needs. The lessons learned in St. John address many of the common challenges related to community development such as community mobilization, capacity building, planning, partnerships and sustainability. Some attention is also directed at the role of government and non-governmental agencies in community-based initiatives since this represents an ongoing concern for those involved in community development.

Maintaining Product – Process Balance in Community Antipoverty Initiatives.

Hannah, Gordon. Social Work, Volume 51, Number 1, January 2006, pp. 9-17(9)
Antipoverty initiatives strive to improve distressed communities by producing outputs, such as housing, new businesses, and enhanced social services, and by building the capacity of communities to address their own problems. Although crucial for addressing the social and cultural factors contributing to community problems and for the sustainability of initiatives, capacity building is frequently set aside once implementation of initiatives begins. This article explores the funding realities, implementation demands, and power dynamics between stakeholders that result in output production being favoured over capacity building. Examples from past and ongoing initiatives illustrate points and drive recommendations to help future initiatives maintain a balance between producing outputs and building capacity.

Community Capacity Building: A Critical Evaluation of the Third Sector Approach.

Williams, Colin C. Review of Policy Research, Volume 21, Number 5, September 2004, pp. 729-739(11)
Throughout the advanced economies, public policy has become ever more deeply involved in developing the capacities of communities to help themselves. Until now, this has been pursued through facilitating the development of community-based groups. The aim of this paper, however, is to critically evaluate the implications and legitimacy of this public policy approach that views developing community-based groups and community capacity building as synonymous. Drawing upon empirical evidence from the United Kingdom, it is here revealed that this third sector approach of developing community-based groups privileges a culture of community involvement that relatively few engage in and is more characteristic of affluent populations, while disregarding informal acts of one-to-one engagement that are both a more popular form of community involvement and also more characteristic of the participatory culture of less affluent populations. The paper concludes by exploring how public policy might respond, especially with regard to the finding that less affluent populations have relatively informal cultures of engagement.

A Practitioner's Guide to Successful Coalitions.

Wolff T. American Journal of Community Psychology, Volume 29, Number 2, April 2001, pp. 173-191(19)
The highly complex practice of building successful community coalitions is explored. Key dimensions related to coalition success are identified and best practices are delineated. Nine dimensions are explored that are critical to coalition success: coalition readiness, intentionality, structure and organizational capacity, taking action, membership, leadership, dollars and resources, relationships, and technical assistance. Two coalition case studies follow the discussion of dimensions and illustrate the journey travelled to create successful community coalitions.

"Consultation Guidelines, Effective Public Involvement."

Fife Council, 1999 (Contact: Communications unit, 01592 413984)
This guidance not only describes a range of methods for consulting communities but also stresses the importance of preparation, choosing the most appropriate method, and the need for good evaluation.

Regenerating neighbourhoods: a critical look at the role of community capacity building,

Banks, Sarah; Shenton, Felicity. Local Economy, Vol 16 No 4 Nov 2001, pp286-298
Presents a critical analysis of the concept of community capacity building. Discusses the growth in interest in capacity building and identifies two approaches - developmental and strategic. Briefly discusses the term 'community capacity building' within the context of the new vocabulary being used in the field of neighbourhood regeneration. Explores two examples of the different approaches to community capacity building, drawing on research undertaken in two ex-coalfield villages in Bolton on Dearne in South Yorkshire and Craghead in County Durham.

Devolved approaches to local governance: policy and practice in neighbourhood management.

Burgess, Hall, Mawson & Pearce, YPS 2001.
Three approaches to neighbourhood management: area based; theme or client based; and project specific. They are identified according to how they attempt to meet eight possible objectives: establishing the needs, priorities and aspirations of key players and individuals; building community capacity; enhancing and legitimising the role of elected members; improving service delivery; developing the enabling role of local authorities; producing better 'joined up' working; controlling main programmes and budgets; and encouraging innovation.

The Paradoxes and Promise of Community Coalitions.

Chavis D.M. American Journal of Community Psychology, Volume 29, Number 2, April 2001, pp. 309-320(12)
Community coalitions, as they are currently applied, are unique organizations whose ability to promote community change is different from other types of community organizations. This article explores those differences and elaborates how community coalitions can use those differences to transform conflict into greater capacity, equity, and justice. Concerns are also raised in this article about how community coalitions can intentionally and unintentionally protect the status quo and contain the empowerment of grassroots leadership and those of marginalized groups. There is a need for more theory, research, and discourse on how community coalitions can transform conflict into social change and how they can increase the power of grassroots and other citizen-lead organizations.

Black voluntary and community sector funding: its impact on civic engagement and capacity building.

Chouhan, Karen; Lusane, Clarence. *York Publishing Services, 2004.*
Looks at the relationship between funding of the black and voluntary community sector and how this affects the ability of the sector to involve black and minority ethnic (BME) communities in London and Leicester in civic engagement, social inclusion and capacity building. Explores how black organisations perceive their position vis-a-vis funding particularly the opportunities and operation of funding streams supporting civic engagement, social inclusion and capacity building. Includes brief case studies. Sets out conclusions and recommendations.

'CAPACITY BUILDING' AS A PUBLIC MANAGEMENT GOAL - Myth, magic or the main chance?

Harrow J. Public Management Review, Volume 3, Number 2, 1 June 2001, pp. 209-230(22)

The concept of 'capacity building' is explored, through illustration and critique of the concept's development in the international, national and local community literature. Theoretical strands where the concept belongs partially include community development theory, agency theory and stewardship theory. The concept is examined in the context of new public management thinking, and its discovery by professionals to enhance their community roles is highlighted. Findings from micro-level case study research among local community organizations are reported, suggesting organizational scepticism about its meaning and outcomes, and producing a preliminary typology of organizations' responses to the concept. The article concludes that the concept appears theoretically homeless. It emphasizes the need for clarification of the concept's multiple meanings, so that the chances of useful evaluation of publicly funded capacity building programmes may be enhanced.

Building civil renewal: a review of government support for community capacity building and proposals for change - a consultation paper *Civil Renewal Unit. Home Office, 2003.*

Confirms the government's aim to promote civil renewal. Provides a definition of community capacity building. Puts forward some key values and principles. Describes some key components for community level infrastructure and options for change at community level. Discusses the consultation process and the joining up of the consultations. Provides some consultation guidelines and a partial regulatory impact assessment.

Change up: capacity building and infrastructure framework for the voluntary and community sector.

Home Office, 2004.

Explains that the voluntary and community sector plays a crucial role in delivering public services and in building strong communities. Identifies the support needs of frontline organisations, which include performance improvement and the recruitment, and development of volunteers. Provides an architecture of how support should develop in the next decade and highlights key strategic actions which will build that support.

Community capacity building or state opportunism?

Mowbray, Martin. Community Development Journal, Volume 40, Number 3, July 2005, pp. 255-264(10)

Communitarianism is again a vogue idea in policy discourse, but the goals pursued through associated programmes are often confused. Extravagant claims about strengthening communities, rebuilding social capital and addressing human needs in innovative ways proliferate. The state of Victoria boasts that such priorities are now at the heart of its approach to government. As evidence, it promotes one of its community building schemes as helping small communities take charge of their destinies, but a critical analysis reveals nothing of the kind. Although the programme supports the continued provision of low-key local services, it is just as much a frugal means to legitimate the state's continuing commitment to economic fundamentalism.

Capacity building for community planning: a report to the Community Planning Task Force.

Scottish Executive Social Research. The Stationery Office, 2002.

Reports on a study to research the capacity building requirements of community planning (CP) in Scotland, with particular reference to the training and development needs of staff. Outlines the key issues in CP: ambiguity and lack of definition; community planning at an early development stage; cultural context of the CP partners; the differing pace and nature of CP development; the incentives and duties to address CP; and the absence of a learning and development base. Presents an overview of the partnerships' learning and development environment. Develops a learning development framework for CP. Identifies four distinct but inter-related learning areas: values and visioning; partnership working; practitioner skills; and engaging communities. Looks at the current and planned provision of capacity building. Presents recommendations for the following areas: capacity building plans; learning approaches and methods; resourcing; and quality.

Capacity building for community planning Scottish Executive,

Scottish Executive. Social Research, Eglinton. 2002

This research was commissioned by the Community Planning Task Force to help it gain a better understanding of skills & development needs of officers across a range of Community Planning partnerships.

The time of our lives: using time banking for neighbourhood renewal and community capacity building.

Seyfang, Gill; Smith, Karen. New Economics Foundation, 2002.

Reports on time banking in the UK. Looks at its origins and development, and its place in the arena of regeneration and community development initiatives. Evaluates the impacts and outcomes of time banking in terms of overcoming social exclusion. Presents three case studies of existing time banks: Stonehouse Fair Share, Gloucestershire; Rushey Green Time Bank, Lewisham, South London; and Gorbals Time Bank, Glasgow. Identifies those factors which enable greater success and the challenges which face time banks. Assesses the potential of time banks, and the various ways they could be used in the future for projects including regeneration, community development and health improvement.

Capacity-building, representation and intracommunity conflict.

Shirlow P, Murtagh, B. Urban Studies, Jan 2004 41(1) pp57-70

Challenges some of the assumptions about the categorisation of community as a distinctive stakeholder with a shared set of values capable of mobilising in different discursive arenas with competing interests to achieve its aims. Explores the contested nature of community in the context of urban regeneration and focuses on the Republican Nationalist neighbourhood of Ardoyne in North Belfast. Examines the rationale for capacity building. Questions the unitary notion of community and the motivation of the state in delivering key programmes.

Who are the capacity builders?

Taylor P (introduced by Chanan G) Community Development Foundation, 2006

Provides an introductory discussion of capacity building and how it relates to other policies and objectives, and a summary of the first ever study of how many people are carrying out community capacity building work in the UK. Carried out in six case

study areas in England, the study looks at whether capacity building is carried out by specialist workers or as part of wider responsibilities how it is focused, what agencies are involved and how coordinated local efforts are . The full report (2005) is available at: http://www.cdf.org.uk/SITE/UPLOAD/DOCUMENT/Finalreport.pdf

Building community capacity in governance and decision making
Van der Plaat, Madine; Barrett, Gene., Community Development Journal, Vol 41 No 1 Jan 2006, pp25-36
Examines the mechanisms for involving marginalised groups in the process of participation. Focuses on parents' experiences participating in two of Canada's largest community-based health promotion programmes for children and families. Also looks at community participation in governance and decision making in the community development and health promotion literature. Focuses on the importance of informal governance processes for facilitating the involvement of marginalised groups in the public sphere. Discusses barriers to the process and makes suggestions for capacity building.

Mission impossible? Capacity building and the case of the Crosby Plaza Community Cinema,
Wilks-Heeg, Stuart. Local Economy, Vol 17 No 2 May 2002, pp153-157
Discusses the transformation of a local community action group into a registered charity managing the Crosby Plaza Community Cinema in Crosby, Merseyside. Identifies the challenges faced and the capacity building necessary to achieve such community entrepreneurship. Explores what is different about a cinema business operating under community control, and the wider benefits this brings to the local residents. Examines the implications of the Plaza experience in relation to the extent to which community control of local economic assets can play a role in promoting social inclusion.

Community Coalition Building—Contemporary Practice and Research: Introduction.
Wolff T. American Journal of Community Psychology, Volume 29, Number 2, April 2001, pp. 165-172(8)
Over the last 20 years, coalition building has become a prominent intervention employed in communities across America. Coalitions provide community psychologists and those in related fields with a chance to work with whole communities and to better understand how to create community change. As we reflect on the past two decades of community coalition building, there are many questions to be answered about this phenomenon. Why has there been such an upsurge in community coalition building activity? What is the impact of this activity? What have we as students of community learned? What are the questions that we need to be asking to improve the effectiveness of coalition building efforts and their evaluation? This set of articles will review the state of the art of community coalition building in both practice and research. The structure of the articles reflects a collaborative process, with multiple contributors from different disciplines, using a variety of formats. Because this is an evolving phenomenon where the questions asked are as important as the lessons learned, many of the major sections include dialogues with community experts from across the country and from multiple fields, including community psychology, public health, political science, public administration, and grassroots organizing.

Becoming Visible - Operating standards for community organisations

Published by Community Matters 2006 (ISBN: 0 900787 85 6)

The Visible Communities standards are a bold attempt to help community organisations to measure and develop their work. This workbook focuses on both the mission and the performance and each section has practical examples, case studies and other detail to illustrate their crucial role in communities. The framework has been developed from the grassroots up. Members and other stakeholders of Community Matters were involved in every stage of the design and it is recommended by the Charity Commission, Local Government Association and the Home Office.

Cost: Members: £20 small orgs, £27 large orgs. Non members: £35 small orgs, £46 large orgs.

Available from: Community Matters, 12-20 Baron Street, London, Ni 9LL, tel: 0845 74253, email: liz.cleverly@communitymatters.org.uk or anna.stinson@communitymatters.org.uk

Capacity building: lessons from a pilot programme with black and minority ethnic voluntary and community organisations
Ellis J, Latif S Joseph Rowntree Foundation 2006

This study reviews a pilot programme which aimed to build the capacity of voluntary organisations to flourish by adopting more business-like approaches and becoming more outward-looking. Read it at:
http://www.jrf.org.uk/redirect.asp?url=findings/socialpolicy/1928