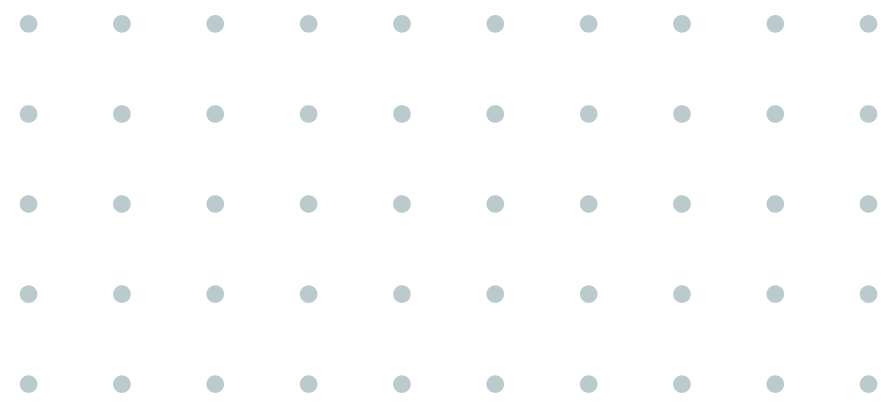
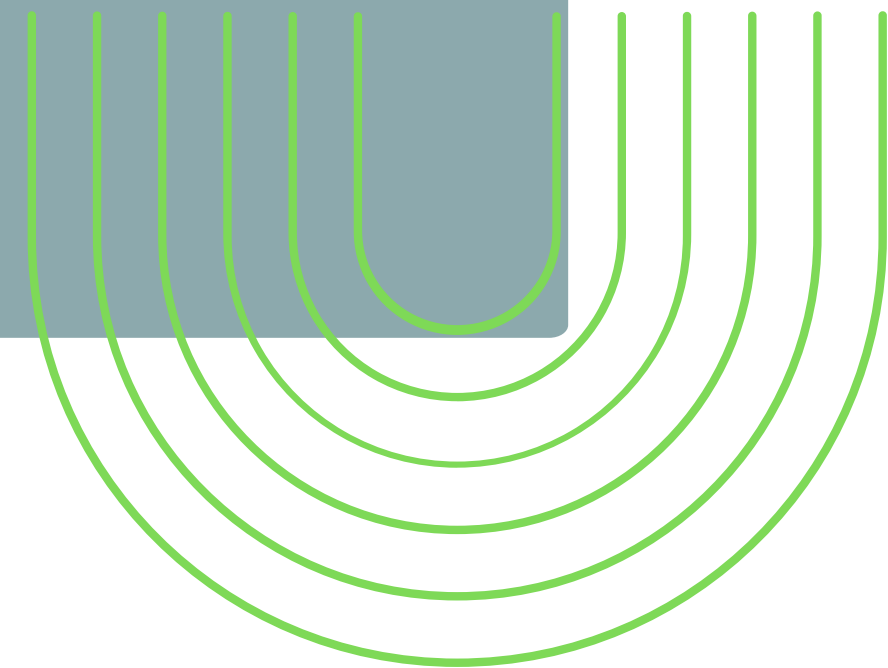




CAPACITY BUILDING AS A CONTINUOUS PROCESS

Train the trainers

The RESIST project is co-financed by the European Union (European Regional Development Fund) under the Interreg Baltic Sea Region Programme.



01. TERMINOLOGY

02. CAPACITY BUILDING METHODS

03. CAPACITY BUILDING FRAMEWORK, MODEL
AND CORE COMPONENTS

04. CHALLENGES AND SOLUTIONS IN
CAPACITY BUILDING

05. MONITORING AND EVALUATION

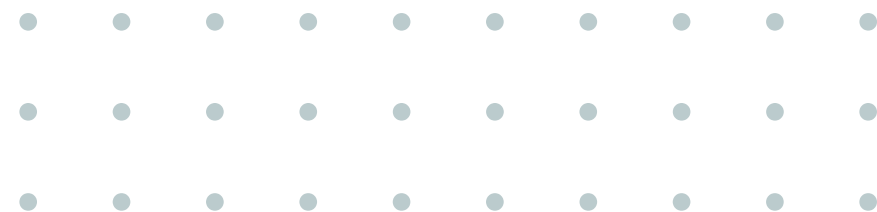
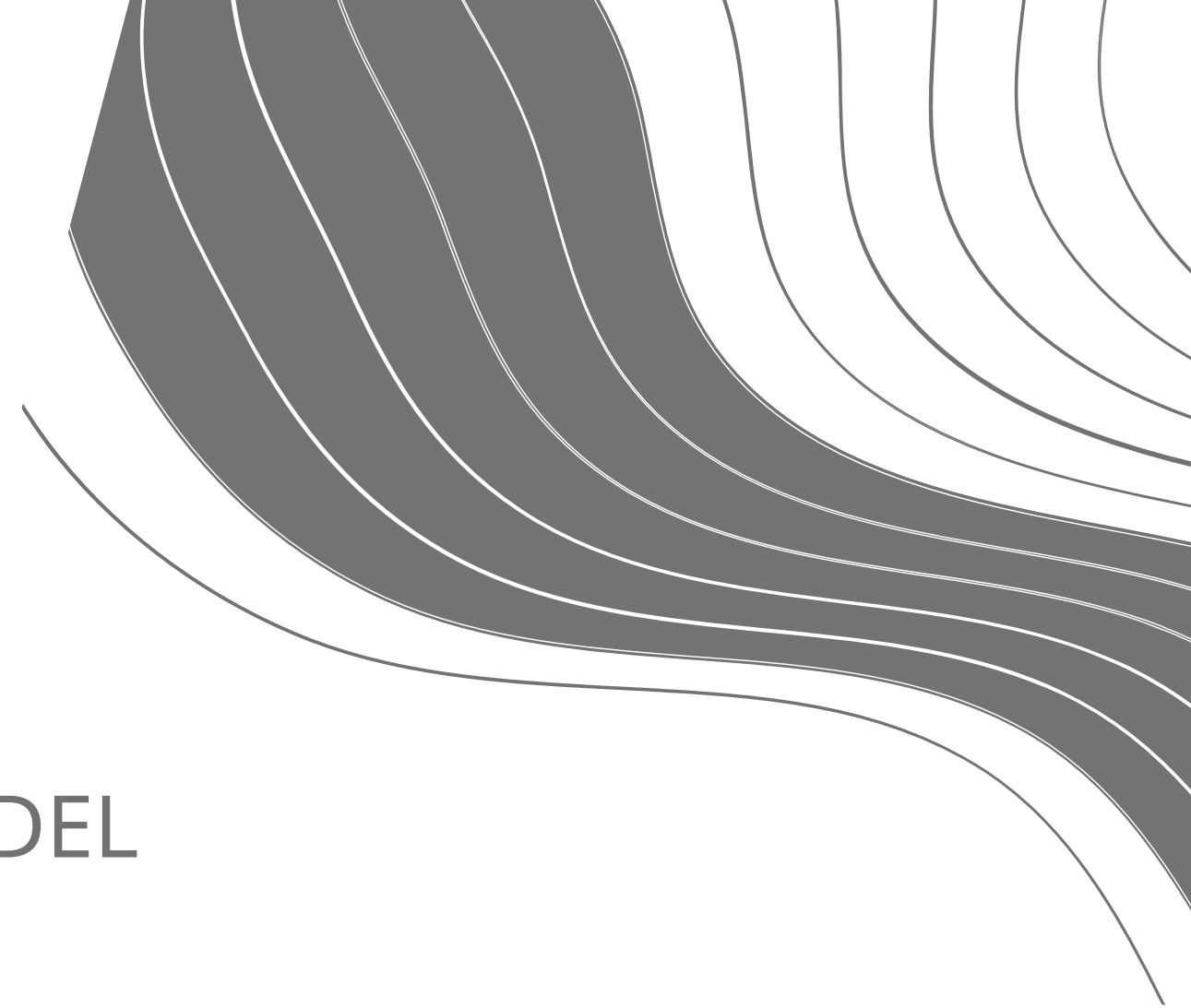
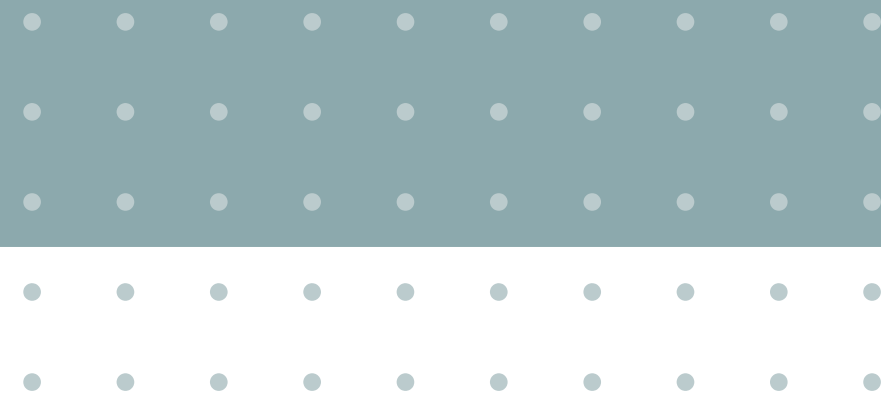
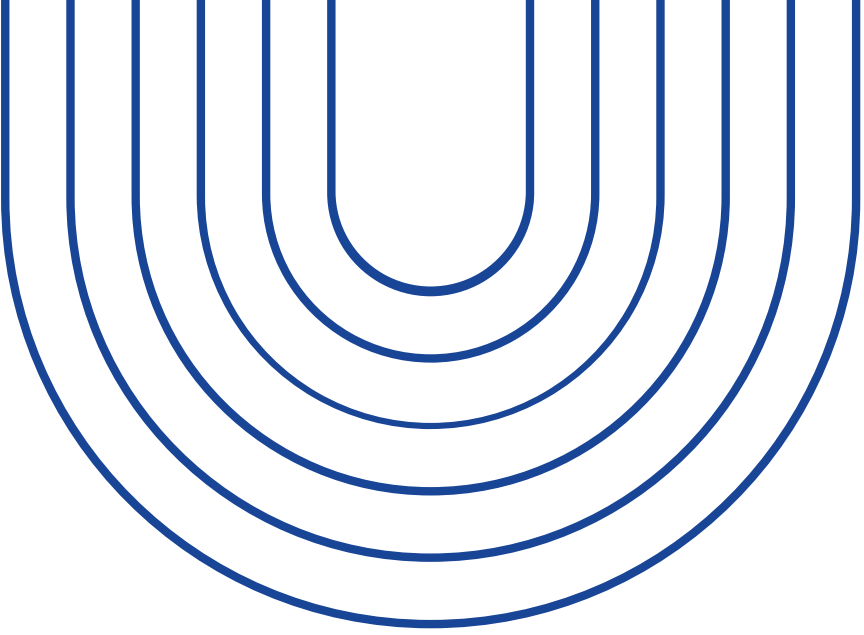


TABLE OF CONTENT



"Capacity building is beneficial in that it increases the 'self-sustaining ability of people to recognise, analyse and solve their problems by more effectively controlling and using their own and external resources'"
(de Graaf cited in Crisp et al. 2000: 100).





Capacity Building

Defining capacity building

Capacity building is the process of developing and strengthening skills, instincts, abilities, processes, and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.

Why do we do that?

Importance of capacity building in ensuring resilience and adaptability.

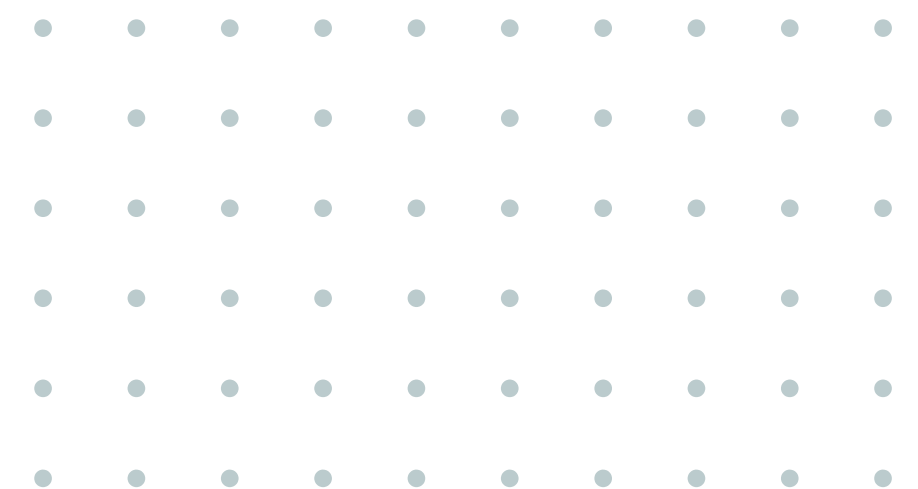


DEFINITION

Defining Social Enterprise: Social enterprises are organizations that aim to address social goals while operating with business methods. They reinvest their surpluses to fulfil their mission, balancing between profit-making and achieving social objectives.

RELEVANCE

Relevance to Capacity Building: Capacity building in social enterprises focuses on enhancing their ability to fulfill their social missions effectively while ensuring financial sustainability. It involves developing managerial, strategic, and operational competencies.



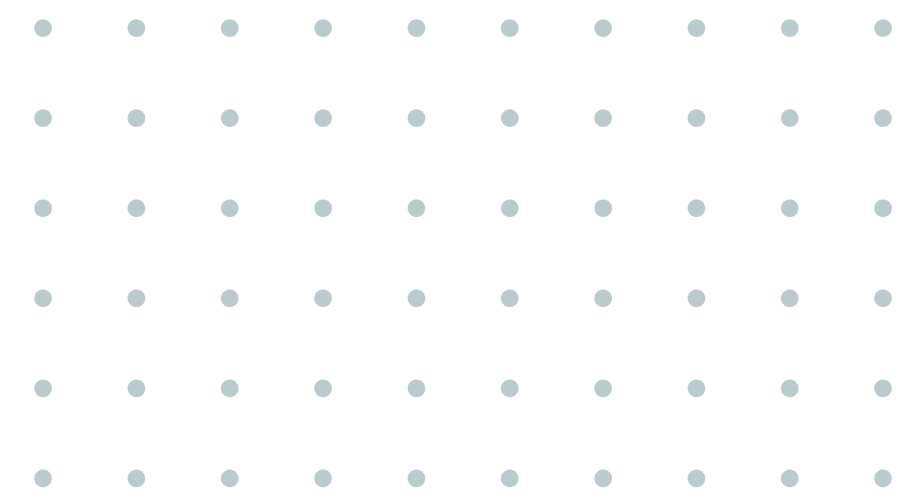


IMPACT

Impact on Community and Economy: Social enterprises significantly contribute to the economy and community. They provide employment, generate revenue, and address social needs, exemplifying how business methods can be leveraged for social good.

ROLE

Capacity Building's Role: It's a crucial tool for developing skills within small organizations, particularly in social enterprises where the balance between social objectives and financial viability is vital.



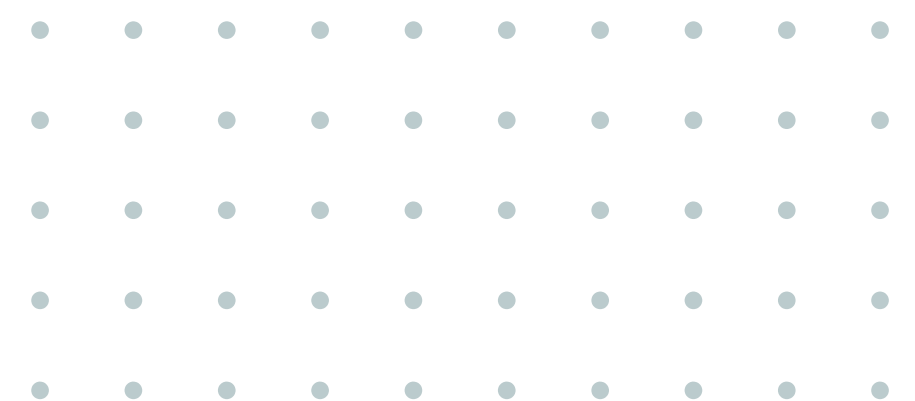


INITIATIVE

Brunel University's Initiative: engagement with local social enterprises, demonstrates a practical application of capacity-building theories. Their sessions aim to empower these enterprises to enhance their community impact and business sustainability.

APPROACH

Holistic Development: The approach to capacity building in social enterprises should be holistic, addressing not just business skills but also fostering an organizational culture that aligns with social missions. It's about creating a supportive environment where employees are motivated to balance social goals with economic sustainability.



Capacity building methods

Methods

01

Mixed-Methods Approach: Combining qualitative and quantitative methods offers a robust framework for understanding the nuanced effects of capacity building, capturing both the numerical outcomes and the contextual experiences of social enterprises.

Application to Brunel: At Brunel, adopting a similar methodological approach could involve conducting case studies on local social enterprises, surveying participants before and after capacity-building interventions, and analyzing the data to assess the effectiveness of these initiatives.

02

Methods

03

Iterative Learning: Emphasize the importance of an iterative process where findings from the research inform continuous improvement of capacity-building programs. This approach ensures that strategies are responsive to the evolving needs of social enterprises.

Stakeholder Involvement: Highlight the significance of involving various stakeholders in the research process, including social enterprise leaders, employees, beneficiaries, and funders, to ensure a holistic understanding of the impact of capacity building.

04

Methods

05

Ethical Considerations: Address the ethical considerations in conducting research, particularly in ensuring confidentiality, obtaining informed consent, and accurately representing the voices of participants.

Key Findings

Participant Feedback

The sessions received positive feedback from participants, highlighting the practical application of the concepts learned, such as strategic networking and storytelling, which significantly impacted their organizations.

Organizational Impact

One organization reported a proactive approach in applying theories to daily work, resulting in substantial funding acquisition, demonstrating the direct benefits of capacity building.

Challenges and Adaptations

Despite successes, some participants felt a tension between pursuing profits and maintaining their social mission. This indicates the complexity of balancing business and social objectives in social enterprises.

Strategic Applications

Participants began applying strategic tools like SWOT analysis to their planning processes, indicating an enhanced understanding of their operational and strategic environments.



Key Findings

Networking and Communication

The introduction of business cards and strategic networking practices marked a shift toward professionalization and a broader engagement with external stakeholders.

Continuous Improvement

The feedback highlighted areas for further development, such as resolving tensions between profit generation and social objectives, suggesting a need for ongoing support and training in capacity building.

These findings demonstrate the tangible benefits of capacity building while also revealing the nuanced challenges faced by social enterprises in balancing their dual objectives.

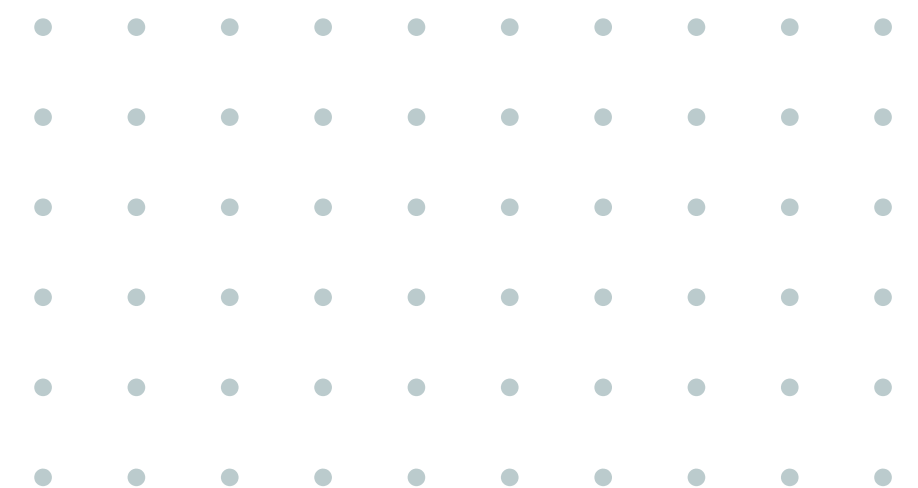




Framework for Capacity Building in Social Enterprises

Introduce a comprehensive framework that guides social enterprises through the capacity-building process, focusing on areas critical to their growth and sustainability.

Detail the core elements of the framework, which might include organizational development, leadership training, financial management, operational efficiency, and impact measurement.



Framework for Capacity Building in Social Enterprises

- Phased Approach
- Tools and Resources
- Learning and Evolution
- Customization
- Case Application
- Support Mechanisms



Core Components of Capacity Building



Skills:
Capacity-building focused on developing core business skills, crucial for the growth and sustainability of social enterprises.



Management and Leadership Styles:
Emphasizing various leadership approaches and their impact on organizational culture and effectiveness.



Strategic Marketing and Environmental Analysis:
Teaching the importance of understanding the market and stakeholders, including competitor analysis and strategic marketing planning.



Strategy Integration:
Highlighting the importance of aligning mission statements with daily operations and strategic objectives, emphasizing core competencies.



Continuous Process Model in Capacity Building

Iterative Approach

The continuous process model emphasizes iterative learning and development, where feedback from one phase informs the next, creating a cycle of ongoing improvement.

Assessment and Feedback

Regularly assess organizational needs and the impact of capacity-building interventions, using feedback to refine and adjust strategies.

Adaptation and Flexibility

Encourage adaptability, allowing the organization to respond to new challenges and opportunities proactively.

Sustainable Development

Focus on long-term sustainability, ensuring that capacity-building efforts are ingrained in the organizational culture and operations.



Case study

Since June 2005, Brunel Business School has been working closely with two organisations seeking to build capacity and generate sustainable income streams. Both organisations are similar in size (i.e. have less than 25 staff members), face similar issues (i.e. unsteady income streams and staff skills shortages) and offer services to socially excluded groups. Organisation 'B' offers support, training and counselling to those affected by mental health difficulties and drug abuse issues.

Organization 'B' exemplifies an emerging social enterprise with a proactive approach to integrating session learnings into their daily operations, showcasing a model for successful capacity building.

01 Emphasis was placed on strategic networking, introduced in a marketing session, and storytelling, where participants were encouraged to create compelling narratives about their organization. This storytelling approach was not just about sharing experiences but about crafting and disseminating positive organizational stories to engage stakeholders and attract resources.

02 A participant from Organization 'B' managed to secure over £80,000 in funding, demonstrating the direct impact of applying learned strategies to their work. This success underscores the potential financial benefits that strategic storytelling and networking can bring to social enterprises.



Case study



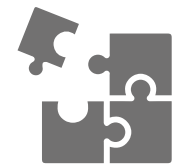
03 While Organization 'B' was adept at balancing social missions with financial objectives, Organization 'A' faced challenges in this area, highlighting a common tension within social enterprises between pursuing profit and maintaining a social ethos.

04 Organization 'B's case illustrates the importance of continuous learning and the application of new knowledge to enhance strategic planning and operational effectiveness. The use of tools like SWOT analysis indicates a structured approach to integrating capacity-building insights into organizational development.

05 Organization 'B' serves as a model for other emerging social enterprises, showing how proactive application of learned theories and tools can significantly impact an organization's funding and strategic positioning.

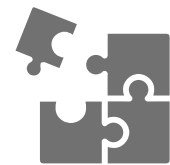


Challenges and Solutions in Capacity Building



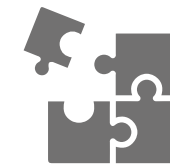
Identifying Tensions:

Participants expressed a desire for solutions to the tension between pursuing social objectives and financial sustainability, highlighting a common challenge in the social enterprise sector.



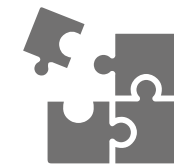
Integrative Approach:

The feedback suggested a need for an integrated approach, termed the 'Third Way,' which balances social goals with profit motives, ensuring that organizations do not compromise their social mission for financial



Valuing Contributions:

Emphasizing the importance of making people feel valued and indispensable within their organizations, aligns with the goal of creating a supportive and empowering work environment.



Recognition and Rewards:

The approach advocates for acknowledging and rewarding positive actions, reinforcing a culture that appreciates individual contributions toward the organization's dual objectives.



Challenges and Solutions in Capacity Building



Empowerment and Support:

Creating an environment where employees feel empowered and supported is crucial. This involves aligning organizational culture with the social mission and profit motives, ensuring that staff are motivated and aligned with the organization's goals.



Interactive Learning:

The feedback underlined the value of interactive learning experiences, such as role-plays and group tasks, in consolidating knowledge and facilitating the practical application of new skills.



Reflection and Application:

Encouraging organizations to reflect on their successes and failures post-training is vital for continuous improvement. This reflection helps in applying learned concepts to enhance strategic planning and operational effectiveness.



Recognition and Rewards:

Emphasize recognizing and rewarding positive actions, fostering a culture where people's contributions towards both social and financial goals are acknowledged.



Monitoring and Evaluation - Enhancing Continuous Improvement

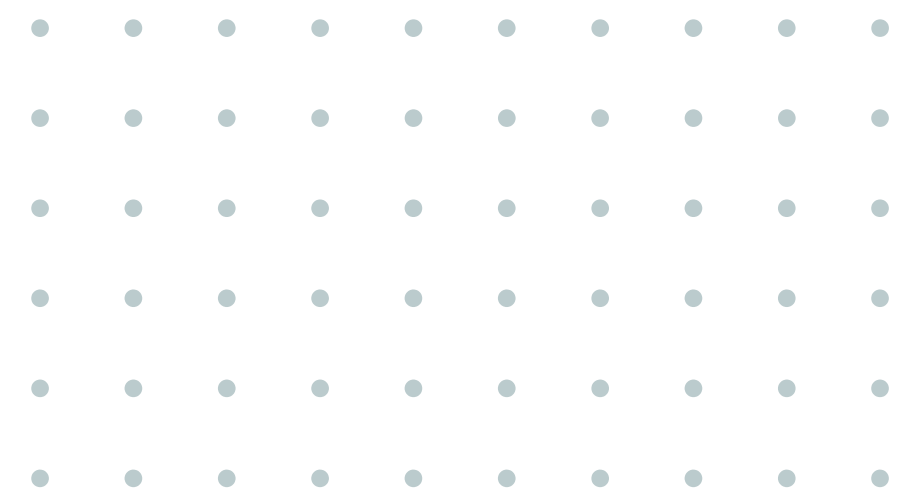


FEEDBACK MECHANISMS

Utilize questionnaires and focus groups as key feedback mechanisms to gather detailed insights from participants on the effectiveness of the capacity-building sessions.

CONTINUOUS APPLICATION

Encourage participants to continually apply the learned concepts to their daily operations, as reflected by one organization's successful strategic networking and storytelling leading to significant funding acquisition.



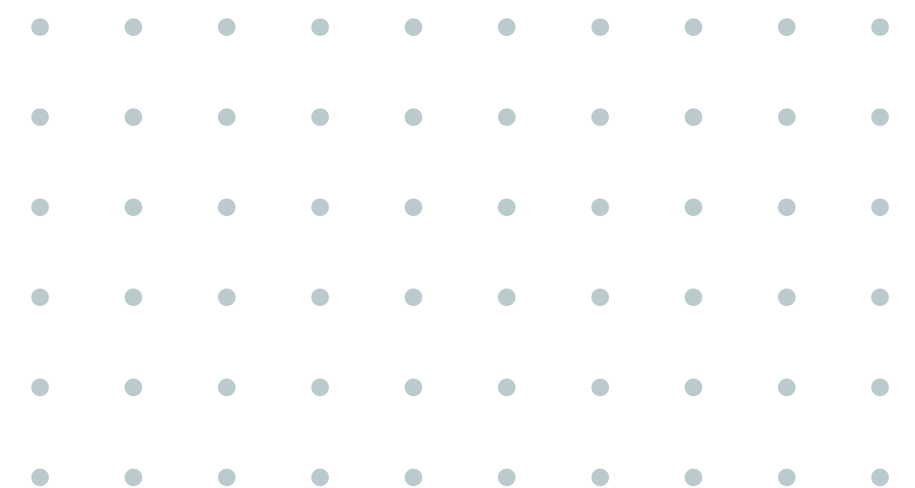


ENHANCING ORGANIZATIONAL AND COMMUNITY IMPACT

Assess how capacity-building efforts contribute not only to organizational growth but also to broader community benefits, reflecting a holistic approach to social enterprise development.

STRATEGIC ADJUSTMENTS

Based on feedback, organizations should regularly update strategic frameworks like SWOT analyses to remain aligned with their evolving goals and the external environment.

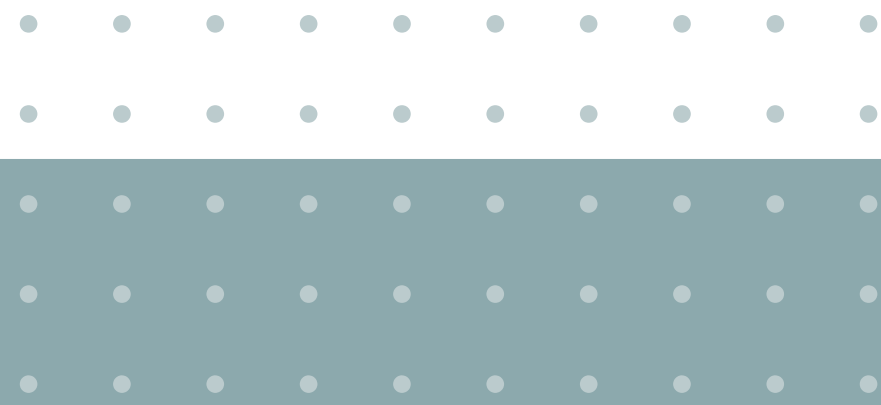


Summary: Enhancing Capacity Building in Social Enterprises

This slide encapsulates the key aspects of capacity building within social enterprises, highlighting the importance of strategic application, continuous improvement, and the delicate balance between financial sustainability and social objectives.

Balancing Acts: Emphasizes the balance social enterprises must maintain between profit-making and achieving social goals, with capacity building as a key enhancer of their mission and financial viability.	Strategic Learning: Showcases how strategic learning from capacity-building sessions, like those experienced by Organization 'B', leads to tangible organizational benefits, including significant funding gains.	Framework Adoption: Introduces a comprehensive capacity-building framework, focusing on critical areas like organizational development, leadership, and financial management for	Iterative Improvement: Advocates for a continuous process model in capacity building and the importance of monitoring and evaluation to refine strategies and enhance impact.	Navigating Challenges: Addresses the tension between social and financial goals with integrated approaches, fostering an environment that values contributions and supports continuous growth.
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THANK YOU

Have any question?

