

A photograph of several pigeons perched on and flying around power lines against a clear blue sky. The pigeons are silhouetted against the light background. One pigeon is in flight in the upper left, another in the upper middle, and several others are perched on the wires. A single pigeon is also in flight in the lower left.

NEGOTIATING THE SLIPPERY SLOPE OF CAPACITY BUILDING

A WORLD CAFE DISCUSSION SUMMARY REPORT

SEPTEMBER 2008



VOCBC Voluntary Organizations
Consortium of BC

NEGOTIATING THE SLIPPERY SLOPE OF
CAPACITY BUILDING: A WORLD CAFÉ
DISCUSSION SUMMARY REPORT

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ORGANIZATIONS CONSORTIUM OF BC (VOC BC)

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Executive Summary

On May 23rd, 2008, the Voluntary Organizations Consortium of British Columbia (VOC BC) and the Social Planning and Research Council of BC (SPARC BC) convened a world café to discuss **capacity development** in civil society in British Columbia. The session was held prior to the *Community and Social Planning Network's 2nd Conference: Traction for Community Action*, in order to capitalize on the gathering of individuals from around BC involved in the non-profit/voluntary sector (the collection of not-for-profit and non-governmental groups and organizations that make up what is sometimes called civil society).

VOC BC and SPARC BC hosted this event, called *Negotiating the Slippery Slope of Capacity Building*, with two mutually reinforcing goals in mind. For VOC BC this represented an opportunity to reconvene the non-profit/voluntary sector around questions related to capacity development. This is part of the longer-term of strengthening the sector through increased understanding of capacity development. Similarly, SPARC BC's goal was to facilitate discussions about different aspects of capacity development that can inform research and innovation in the practice of capacity development in BC. The event was designed to identify existing capacity gaps through a café-style discussion and serve as a place where individuals had an opportunity to voice their concerns and interests in relation to capacity development in BC. The results of this discussion will inform the directions, goals and activities of both VOC BC and SPARC BC.

The discussion dealt with four different levels at which capacity development can take place: individual, group, organization and sector (see Appendix A for elaboration), and the existing gaps at each of these levels. A number of different concerns emerged. The majority of these concerns, however, fit into three major themes:

1. Individual Capacity
2. Structures and Processes
3. Networks and Relationships

These three themes offer useful categories into which capacity development issues can be divided, which still recognize the links between the various levels and concerns.

Individual Capacity reflects the importance of individuals at all levels. On their own, individuals can act as champions for an issue. As part of a larger community, individuals can contribute knowledge and expertise to groups, organizations and the sector as a whole; they can address capacity gaps where necessary, or contribute to already effective groups or organizations to make them even stronger.

Structures and Processes consists of governance and decision-making capacity, within organizations, groups and the sector. The importance of transparent, democratic and effective governance was voiced at every level in the discussion. Furthermore, the need to develop effective governance structures and processes for the various scales at which groups and organizations operate was a key concern.

Finally, the theme **Networks and Relationships** deals with the links between individuals, groups, organizations, and between sectors (public, private and non-profit/voluntary). This theme reflects the importance of developing and maintaining relationships, both formally and informally, to effectively develop capacity.

While the various levels—individual, group, organization and sector—reflect the different scales at which activity takes place within a larger community, the three key themes that emerged from discussion reflect the ways in which these levels operate: through individuals, through internal governance processes and through external relationships. As such, these themes reflect an opportunity for a more comprehensive understanding of how a community addresses capacity building. Using the Living Framework (Appendix A) as a guide to the various levels of the non-profit/voluntary sector and these themes as an analytical lens, we can better understand and address the issues at play within the non-profit/voluntary sector.

What emerges from the analysis, then, is a need to rethink the way we look at capacity development in the non-profit/voluntary sector. We need to capitalize on individual resources: groups, organizations and all sectors are only as strong as their parts. We need to take a proactive stance toward the issues we face, and to do so we need clear and democratic governance in place, in groups, organizations and throughout the sector. Finally, we need to take an approach toward capacity development that recognizes the significant interconnectivity of the various levels of the sector: that it is a system where one part affects others. With these goals in mind, we can view the three key themes not as problems, but as areas that can contribute to stronger, more effective individuals, groups and organizations, which in turn will strengthen the non-profit/voluntary sector.

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1. Introduction

Negotiating the Slippery Slope of Capacity Building, held on May 23rd, 2008, was jointly hosted by the Voluntary Organizations Consortium of BC (VOC BC) and the Social Planning and Research Council of BC (SPARC BC). The session served as a pre-conference event for the Community Social Planning Network (CSPN) Conference held on May 23rd and 24th, 2008, thereby capitalizing on the gathering of individuals involved in social planning and the non-profit/voluntary sector from across the province. With up to 85 participants, the session was extremely well attended and offered a variety of diverse perspectives on capacity strengths and weaknesses in BC's non-profit/voluntary sector.

SPARC BC and VOC BC had parallel goals in hosting this event; both organizations sought to use this session to inform their strategic planning efforts. For VOC BC this represented an opportunity to reconvene the non-profit/voluntary sector around questions related to capacity development. This is part of the longer-term of strengthening of the sector through increased understanding of capacity development. The issues raised in this session will inform goals and actions for the organization in the future. A key goal for SPARC BC was to engage key stakeholders in initial and creative discussions on the future of capacity development work in BC. This session and report therefore contribute to a larger research and development process regarding capacity development.

The session also represents a further step in VOC BC's efforts to build capacity in BC's non-profit/voluntary sector, by convening individuals active in the non-profit/voluntary sector to discuss concerns and experiences regarding capacity development. This long-term process can be followed through a number of documents published by VOC BC in the last few years:

- *Time to Act: Positioning the BC Voluntary Sector*, from VOC BC's January 11, 2005 Roundtable, focuses on the links between the non-profit/voluntary sector and government.
- *What We Know: A Roundtable for Leaders in BC's Voluntary/Nonprofit Sector*, from October 14, 2005 and

“WE NEED TO STRENGTHEN
VOICES, YES, BUT ALSO
STRENGTHEN OUR EARS...

WHAT ARE WE MISSING?

WHAT ARE OUR PROCESSES?

WHAT DO WE NEED TO
CHANGE?”

-
- *BC Voluntary Nonprofit Sector Five Theme Priorities Action Plan: VOC BC 2005-2006 Working Report* also reflects VOC BC's commitment to developing leadership and determining key priorities upon which to act.

This event was a continuation of VOC BC's work in this area. By assessing the capacity development needs of the various levels at work in the sector, it is hoped that VOC BC can orient its goals and activities toward addressing the capacity gaps identified in the discussion.

A central research goal of the event for both VOC BC and SPARC BC was to more fully develop the Living Framework (Appendix A) on capacity development, by discussing the various levels at which capacity is built. The session was intended to provide qualitative data on long-term capacity development needs, gathered from a variety of individuals working in the non-profit/voluntary sector. The Living Framework, which provided the basis for the discussion, distinguishes between five levels at which capacity development takes place: individual, group, organization, sector and community. It defines these levels as follows:

- **Individual:** People who live in a community, especially the attitudes, values, knowledge and skills of people.
- **Group:** Ad hoc groups, and informal committees and coalitions who identify as working in a geographically defined community.
- **Organization:** Entities that are incorporated under the BC Societies Act.
- **Sector:** The total of all of the people, groups, organizations and networks in a particular sector, which include: non-profit/voluntary sector, economic sector, public sector.
- **Community:** The individuals, groups, organizations, networks, sectors, communities of interest, as well as their relations to each other and the material features of their shared geographically defined community.

The discussion focused on the first four of these levels. This focus was

1. For more on the Community Matrix see CIEL's website: <http://www.theciel.com/>

chosen because the Centre for Innovative and Entrepreneurial Leadership (CIEL) has already done a significant amount of research surrounding the community level, presented in their Communities Matrix.¹ One intended outcome of the world café is to deepen the understanding of capacity development at the individual, group, organizational and sectoral levels to match the work done at the community level by CIEL.

Furthermore, this event links with a capacity development review undertaken by VOC BC and SPARC BC. A review of a range of organizations and the types of capacity they develop was synthesized into a living inventory that aims to track organizations working on capacity development in the non-profit/voluntary sector (Appendix B). One of the outcomes of this process for SPARC BC is to help develop capacity within the non-profit/voluntary sector in order to more effectively advocate for social change.

This report synthesizes the conversations that took place on May 23rd regarding the various levels of capacity development. The report is organized into four major sections:

1. Introduction
2. Methods: A discussion of the adapted world café format used in the session.
3. Analysis of Major Themes: A discussion of major themes that emerged, and how they are reflected at each level of capacity development.
4. Conclusion: A summary of the report, a discussion of the major themes and suggested next steps.

In addition to these four major sections, the report includes an Executive Summary, a Postscript and Appendices.

2. Methods: World Café on Capacity Development

The information for this report was gathered at a world café session on May 23rd, 2008, jointly hosted by VOC BC and SPARC BC and served as a pre-conference event for the Community Social Planning Network's Traction for Community Action Conference, held May 23rd and 24th. Up to 85 people attended the event, from a range of BC communities, and representing a range of groups and organizations working in the non-profit/voluntary sector.

The world café itself was prefaced by a number of speakers, discussing a range of topics relevant to the discussion itself, with Tim Beachy acting as Master of Ceremonies. Scott Graham of SPARC BC and Stacy Barter of the Centre for Innovative and Entrepreneurial Leadership (CIEL) discussed the five levels of capacity development: individual, group, organization, sector and community. This presentation framed the discussion by describing the various levels at which capacity is developed in the Living Framework (Appendix A).

This was followed by a number of speakers representing various organizations: Gail Joyce on behalf of VOC BC, Kathleen Speakman representing the Centre for Sustainability, Gilda Good from the Centre for Non-Profit Management and Justin Ho for the Non-Profit Human Resources Sector Council. These speakers discussed a range of issues influencing capacity development in the non-profit/voluntary sector, from networks, to funding, governance and management issues, to human resources. Judi Piggott then explained the world café format that would follow.² The speakers also presented a sampling of resources available to the sector to help develop capacity and to launch the discussion of issues in the world café.

2. The information from these presentations is available at each organization's website: www.cnpm.ca, www.centreforsustainability.ca, www.hrcouncil.ca/home.cfm, and www.volunteerbc.ca/vocbc/

The rest of the event consisted of facilitated discussions around the four of the five levels outlined in the Living Framework. Conversations took place at nine tables, divided into these four distinct levels as follows:

- **Individual** (2 tables)
- **Group** (2 tables)
- **Organization** (3 tables)
- **Sector** (2 tables)

Given the background of most participants in the non-profit/voluntary sector and their experience with organizational capacity development, slight weight was given to this level in terms of number of tables.

The session used the world café format, an informal meeting template developed around the notion that some of the strongest ideas for social change are developed in a café-like setting.³ In this case, the following three questions regarding capacity development were used to guide the discussion:

- What are your personal experiences with capacity development initiatives at this level?
- What kinds of capacities do you think should be developed at this level?
- How can these kinds of capacities be developed and supported?

Participants rotated tables every 25 minutes, engaging with these questions in three separate conversations, discussing how they related to different levels of capacity development. A facilitator/note-taker from SPARC BC was assigned to each of the nine tables to guide and track conversations, using the predetermined questions to build ideas from one session to the next. In this way the conversations at each table progressed even as the participants changed.

3. More information on the World Café at <http://www.theworldcafe.com/>

Café etiquette was provided on flyers at each table, and reflects the playful, inclusive, and open spirit of the world café:

- Focus on what matters
- Contribute your thinking
- Speak your heart and mind
- Listen to understand
- Link and connect ideas
- Listen together for insights and deeper questions
- Play, doodle, draw—writing on the tablecloths is encouraged

The world café method provides an informal forum for discussing a range of issues, and can therefore be a powerful way of collecting personal reflections and experiences from participants; it is not, however, without its problems. Strong facilitation is required, without which discussions can often digress from the core concerns of the discussion. It can also be difficult for facilitators to catch all the information being discussed; there is sometimes a tendency to synthesize or abbreviate information. When developing a report from facilitation notes, concerns or issues raised by participants may be skewed or lost. As such, this report is simply an effort to synthesize the variety of discussions and concerns raised by participants and connect them meaningfully with existing theories, research and programs around capacity development.

3. Analysis of Major Themes

During the conversations about each of the various levels of capacity development, participants identified a range of concerns at each level identified in the opening presentation. Three overriding themes emerged from these discussions: stronger individual capacity development opportunities, the need for clear governance and decision-making structures and processes appropriate to each level identified in the living framework, and the need to strengthen networks and relationships in the non-profit/voluntary sector.

These themes are referred to as Individual Capacity, Structures and Processes and Networks and Relationships. Each theme emerged in some form or another at each of the levels of the discussion. While this report is organized thematically, the various levels of capacity development that framed the discussion—individual, group, organization and sector—permeate the analysis. Readers will note that each level is dealt with comprehensively under each of the three main themes. To this end an asterisk (*) has been used to show a change from one sub-theme to the next. In addition to these major themes, participants discussed the need for group-specific capacity development initiatives and the importance of recruiting and retaining volunteers.

“CREATE A CULTURE AT THE LEADERSHIP LEVEL THAT MAKES IT OKAY TO COLLABORATE – LEADERS OF AN ORGANIZATION NEED TO SUPPORT COLLABORATION.”

3.1. Individual Capacity

At every level considered—sectoral, organizational or group—individuals provide the building blocks around which these associations function. This means that individual capacity development is a central concern for all levels of the non-profit/voluntary sector. Individual capacity refers to the ability that any member of a group, organization or sector has to problem-solve, provide leadership, deal with conflict and otherwise work effectively on behalf of themselves, their group or organization. A poorly functioning organization can be improved by developing the capacity of its individual members or staff; similarly, well-functioning groups work efficiently and

effectively in large part because of the abilities of their individual members. Working from this basis, participants discussed how individual capacity should be dealt with at each of the various levels being discussed.

* A concern voiced by participants was the need to ensure that capacity development initiatives are directed at a breadth of individuals, rather than just existing leaders: personal capacity development is seen as important for those working at all levels in the sector, from administrative positions to new volunteers. Programs also often develop clients' capacity, but the range of this report is limited to capacity development for individuals volunteering or working in the non-profit/voluntary sector. These individuals should be provided with a variety of effective tools for work dealing with sectoral issues; broadly speaking, these tools can be considered in terms of hard and soft skills that need to be developed individually.

“THE PASSION AND
COMMITMENT OF
INDIVIDUALS IN THE
NON-PROFIT SECTOR IS
INSPIRATIONAL TO ME.”

The hard skills consist of leadership skills and education, as well as tools that help organizational function. Individuals require a diversity of educational experiences to work effectively whether as a front-line volunteer, ad hoc group member or an employee in an organization: managers and volunteers alike are more effective when capable of motivating a team and knowledgeably engaging with difficult issues. This means that leadership training and related work experience are key components for individuals at any level of responsibility. Participants noted that along with leadership skills, individuals should have an awareness of legal and political frameworks in which they function. This can range from something as complex as an understanding of funding mechanisms and proposed legislation on a given issue at the managerial level, to a simple awareness of general policy trends on the pertinent issue at the voluntary level. Furthermore, it was noted that all individuals would greatly benefit from increased access to fundraising and mobilization tools, no matter in what capacity they work.

The soft skills participants felt were important to individual capacity development included a variety of tools intended to facilitate the sometimes-challenging group dynamics faced by volunteers and managers

alike. Among these key skills were training in conflict resolution, abilities to develop confidence through things like public speaking and cross-cultural communication tools. Participants also felt that the development of personal relationships, through peer support, mentorship and providing individuals the opportunity to share skills and knowledge with each other in team building activities, would help develop individual capacity.

* As has been previously noted, all groups are dependent upon the individuals that compose them. In groups composed of members with diverse backgrounds and interests, an imbalance in individual capacity can result in uneven decision-making processes, even group dysfunction. Participants noted that this is often a more acute problem at the ad hoc or informal group level than it might be at an organizational or sectoral level, because issue-based groups are often staffed or run by people not immediately with little or no prior experience of the non-profit/voluntary sector. People were quick to point out that this diverse group composition is one of the greatest assets of many groups. However, it also means that individual capacity development is a core requirement for the effective operation of informal groups.

The same types of individual capacity-development needs that were voiced at the individual level were voiced at the group level, in this case specifically oriented toward group concerns and actions. The need for leadership development, facilitator training and conflict resolution skills were all noted by participants to be key. In addition, participants felt it was important that groups engage in trust- and team-building activities to help develop positive group dynamics. Individuals in groups should also be encouraged to engage in personal reevaluations of their level of capacity development.

* At the organizational level the individual capacity theme was concerned mostly with the role of leadership in organizations. Specifically, leadership concerns surrounding Boards of Directors and Executive Directors was a concern during these conversations. It revealed the potential for leadership conflict between a Board of Directors and an Executive Director and therefore a need to clearly delineate responsibilities at an organizational

“THERE IS A TREMENDOUS MYTHOLOGY THAT BUSINESSES ARE WELL-RUN AND THAT NON-PROFITS ARE NOT; PRIVATE SECTOR BOARD MEMBERS CAN BE FULLY SELF-SERVING, BUT THAT IS LESS PREVALENT IN NON-PROFIT BOARDS.”

level. Because of limited resources in most groups and organizations, it is also important to identify and recruit committed board members, willing to serve an organization for a reasonable period of time.

A number of questions were raised regarding the role of the Board of Directors. Specifically, participants questioned whether an organization's board should be more formal or less, and how blurred the lines should be between board and staff. There was also concern over whether the board should develop an organizational vision, or work with staff to develop this vision. To the extent that more established organizations function well, it was suggested that these organizations could mentor or sponsor smaller organizations and the development of their board.

Although this development would differ according to the needs and wants of an organization, some suggestions put forth by participants included the use of strategic planning processes and the development of clearly defined roles for the Executive Director and the Board of Directors. Part of this mentorship would also help develop an organization's capacity to attract a board that would give enough of a long-term commitment that the organization can invest in their individual capacity development.

* In order for the non-profit/voluntary sector to function effectively, individuals must be trained to deal with a variety of concerns, particularly with regards to group dynamics, both formal and informal; these parallel the hard and soft skills discussed at the individual level.

Among the more formal skills that individuals should have access to, participants consistently identified facilitation and procedural skills as essential. The ability to determine effective decision-making structures for different situations, work within those structures, manage the energy of a group and provide leadership are all key elements of an effective team member. As such, training in a variety of decision-making processes would strongly contribute to more effective sectoral efforts.

“IT ALL STARTS WITH THE INDIVIDUAL AND IF INDIVIDUAL CAPACITY IS LOW THEN THE GROUP DOESN'T FUNCTION.”

“FIND OUT WHERE AN INDIVIDUAL'S SPECIFIC SKILLS AND TALENTS CAN BE USED: IT REQUIRES A LOT OF INITIATIVE FOR INDIVIDUALS TO WORK OUTSIDE OF AN ORGANIZATION.”

Participants also noted that a variety of interpersonal skills were essential individual capacities to develop; participants' opinions on these interpersonal skills echo earlier comments regarding soft skills from the individual level. Working within any group can be challenging and at times even frustrating. As such, training in conflict resolution and cooperation were again emphasized as essential to those involved in efforts at the sectoral level. Because of the diversity of individuals involved in the non-profit/voluntary sector and the variety of ways in which they communicate, sector communication skills, particularly cross-culturally, are also absolutely essential. A sectoral association whose members can not communicate will be incapable of effectively addressing any of the multiple concerns facing the sector.

“ LEADERSHIP AND SKILL DEVELOPMENT IS REALLY IMPORTANT TO BRING OUT THE VOICES OF PEOPLE WHO DO NOT NORMALLY SPEAK OUT.”

3.2. Structures and Processes

This theme, structures and processes, represents concerns around organization, governance and decision-making systems at work in an organization or group. A structure represents an existing way of arranging a group or organization (e.g. with little or no difference between members vs. having an Executive Director, Project Managers, etc.). A process refers to ways of arriving at decisions for a group or organization (e.g. a visioning session, facilitated meetings, etc.). Combined, structures and processes contribute strongly to any group or organization's effectiveness in developing goals and visions, setting priorities and implementing programs.

“WE NEED TO BE DEVELOPING A CONSCIOUSNESS OF THE BENEFITS OF GROUP TENSION AND NURTURE BETTER PROCESSES AROUND ‘STAYING IN THE MESSINESS.’ ”

* As previously discussed, an individual provides the building blocks around which actions at any level take place. This means that with proper training individuals can provide effective leadership in implementing transparent and effective structures and processes at a group, organizational or sectoral level. The variety of skills and tools discussed in the last section, individual capacity, largely reflect the development of these skills and tools: leadership training, experience in facilitation and conflict-resolution and communication skills all provide the basis for good governance and decision-making, at any level.

* Many ad hoc groups function using organic processes: using little or no hierarchy and making decisions about approaches and strategies as the need arises. According to participants, however, this approach can lead to an array of problems, including dysfunctional group dynamics and difficulty organizing people with diverse backgrounds into meetings and decision-making structures. As such, processes need to be developed or made more readily available that balance the excitement of a flexible, organic decision-making structure with processes that efficiently work toward the achievement of long-term goals.

“ THE CAPACITY I FIND IT
DIFFICULT TO GET MY
ENERGIES AROUND IS
GOVERNANCE.

WHAT KIND OF
GOVERNANCE STYLE IS THE
ORGANIZATION USING AND
HOW ARE MEMBERS OF THE
BOARD BEING INFORMED
ABOUT THE STYLE THEY ARE
USING?”

Participants noted a variety of concerns when it comes to developing or imposing governance or decision-making structures on groups. A central point was maintaining an awareness of the benefits of tension in decision-making processes and so developing a process that appreciates “staying in the messiness.” However, a need for goals, objectives and group continuity was also voiced. Participants also pointed out that groups need to develop collective ownership of their initiatives and spread leadership equally among the group, rather than relying on champions, who often burn out. Participants were also keen to see the development or implementation of governance structures that capitalized on the flexible, grassroots approach of many informal groups, but provided a system and tools that would actually allow them to be clear about their directions, goals and activities.

Another series of concerns voiced by participants dealt with the evolving nature of groups. Though groups often coalesce around a single issue, many evolve beyond their original issue of concern. The need for the development of tools for growth, succession planning and perhaps formalization into organizations is key for groups at a certain stage of growth.

Although a variety of decision-making and governance tools already exist for groups, participants expressed hesitation over when they could be appropriately used. One idea voiced was the development of different criteria for the use of different decision-making tools for ad hoc groups. Training and access to resources in this area could allow groups to self-govern through the informed selection of appropriate decision-making and governance processes.

* An organization's decision-making and governance policies provide the backbone for that organization's programming. Also, many of the same concerns from the group level were voiced at the organization level. Participants noted that the effective management of these structures and processes encompasses a range of activities, from developing human resources, to managing growth and visioning strategies, to developing governance processes. Only with clearly defined internal processes, whether tightly structured or organic and flexible, can an organization effectively function in the non-profit/voluntary sector.

The first major concern voiced by participants was the importance of clearly defining different roles and responsibilities within an organization. Human resource capacity then became a central discussion point, with participants noting the importance of not burning out staff and appropriately using volunteers, but not relying on them too heavily. Participants also pointed out that by identifying each staff member's strengths, they could be more effectively used in an organization. From this discussion, the need for strong human resources was expressed.

An organization's ability to structure and govern itself also determines its efficacy in the sector; while organizations choose a variety of governance structures, participants identified some core needs for all governance systems. These include clear operational ground rules and an environment that fosters healthy interpersonal communication. An organization must be able to engage in effective visioning or strategic planning processes to determine its direction and desired outcomes, both on a project-to-project basis, but also as a whole system. An organization's governance structure should also be capable of developing an organizational memory: "knowledge capital" should be retained even while staff changes. This knowledge capital should also be effectively shared across and between both regions and sectors. Participants noted that organizations, when establishing a governance or managerial structure, should ask what's appropriate, effective and established and consider how this will change as the organization changes.

"KNOWLEDGE TRANSFER IS
IMPORTANT TO HELP THE
KNOWLEDGE DEVELOPED
DURING THE PROJECT
MOVE FROM STAFF TO THE
ORGANIZATION."

As with any level of the non-profit/voluntary sector, identifying and accessing key resources for an organization is always a challenge. Participants noted that adequate funding and personnel, particularly in small towns, can provide a constant challenge in ensuring reliable organizational performance.

* Finally, participants expressed a variety of capacity-development needs with regards to governance and decision-making tools and structures, both within the non-profit/voluntary sector, and between this sector and private and public sectors. As at the group level, a repeated concern voiced about the non-profit/voluntary sector as a whole is that it tends to be reactive, and that capacity-development efforts should focus on cultivating more proactive approaches to key issues in the non-profit/voluntary sector. To this end, participants identified skills, knowledge and organizational structures that sectoral bodies could use to act in a planned and strategic, rather than purely reactive, manner.

As at the organization level, participants identified human resources as a central concern for the non-profit/voluntary sector. Making use of existing individuals and developing recruitment strategies across the sector, through bodies such as social planning councils, are both necessary for cultivating the desired proactive approaches to sectoral issues. The former concern requires a human resources strategy in order to make use of involved individuals' talents and skills. Recruitment strategies for sectoral bodies are dependent upon the development or encouragement of networks within the sector, such as CSPN or VOC BC.

The next key elements for the development of a more proactive approach include changes in both the internal and external functions of the sector. Internally, members of the sector must associations must have a strong understanding of the legal and financial frameworks in which they operate. Municipal, provincial and federal legal training or advice is therefore a necessity for sectoral bodies to make effective decisions. These decisions will affect the way the sector works internally, but also how it engages with public bodies, such as the provincial and federal governments, and the private sector. Effective financial advising is also required, both for internal operations and access to funding.

“THE STRENGTH OF AN UNINCORPORATED GROUP IS ITS CAPACITY TO KNOW WHEN IT’S TIME TO MOVE ON — TO TRANSFORM, ADAPT, BE FLEXIBLE.”

Organizations and associations operating across the sector must also plan and make decisions efficiently: this requires facilitation training, and education in decision-making and governance processes. A variety of governance processes may need to be explored for different bodies operating across the sector before the right fit is found. These processes can be used to efficiently organize sectoral associations, contribute to strategic planning efforts, determine priority issues and ensure constant transparency.

The use of effective decision-making and governance structures to develop informed, transparent strategies will also help address a number of other capacity-development issues that participants identified. These include organizing the sector across the province, bringing on board a broader array of concerned, but uninvolved, participants, and more efficiently and effectively using the capacities that already exist within the sector. These capacity-development initiatives could also contribute to stronger processes with other sectors: efficient organization and clear, proactive strategies will help develop bridging means that would more successfully work with the public and private organizations and bodies.

3.3. Networks and Relationships

Networks and relationships represent the connections between individuals, groups and organizations not only across the sector, but also between sectors. Strong networks and relationships mean that cooperation between the various levels (individual, group, organization and sector) to work toward common goals is easier. This theme reflects the interconnectivity of the sector: that each part is connected to the whole and that actions in one area of the sector affect other areas. By considering the networks and relationships in a sector—or across sectors—it becomes easier to understand the individuals, groups and organizations as a system.

“GROUPS ARE A CENTRE OF EXCITEMENT AND PASSION BECAUSE OF COMMON SENSE OF PURPOSE – MAYBE THE MOST PRODUCTIVE LEVEL OF COMMUNITY ORGANIZING.”

“THE NON-PROFIT SECTOR NEEDS
A DIFFERENT RELATIONSHIP
WITH THE GOVERNMENT.
THEY NEED TO BE A PARTNER
WITH GOVERNMENT, NOT JUST A
SERVICE PROVIDER.”

* Participants pointed out the variety of ways in which individuals benefit from networks and relationships. Institutional support is required in order to properly develop individual capacity; strong relationships with larger institutions—whether ad hoc groups, legal organizations or sector-wide councils—result in the delivery of individual training. These institutions provide individuals with the opportunity to network and sustain relationships, including both real and virtual networking opportunities. They also provide funding and training opportunities involving the various hard and soft skills discussed above, so that individuals can function and effectively voice their concerns or opinions on significant issues.

* Because many groups form to tackle specific issues, participants noted that a central challenge for them is ensuring that every new group does not have to ‘reinvent the wheel.’ In avoiding this trap, networks and relationships with larger, well-established organizations are important. Organizations that play this role, such as community social planning councils, can offer groups access to tools and knowledge that allow them to more effectively act on their issue.

This support can come in a variety of forms, not least of which involves practical support regarding operations and management of a group. Established organizations often have a strong grasp of legal concerns and funding mechanisms of which ad hoc groups may be unaware. Organizations are also capable of expanding the network of involved individuals for a group and developing networking capacity. Essentially, recognized organizations can play a mentorship role to smaller groups as they work to establish and mobilize themselves effectively.

This mentorship role means that groups can access individually- or group-oriented capacity-development resources through organizations that work to support them. These may come both through personal development training, but also, participants pointed out, through help with decision-making and governance processes. The ‘growing pains’ of established organizations, and network capacity provide insight into effective governance structures and processes for informal groups.

* Participants also voiced concerns about networks and relationships at the organization level, and discussed ways that these could be used to the benefit of not only the organization, but also smaller groups and the sector as a whole. These include working to create unified resources with other organizations, the role of organizations as 'nodes' for networks and the opportunity to develop new relationships with government.

Participants noted that the lack of funding for non-profit and voluntary organizations can create a competitive atmosphere; however, the development of networks and comprehensive needs lists across the sector provide a good starting point for countering this competitiveness. Participants noted the necessity of organizations not competing with the formal and informal groups they sponsor or work.

Well-established organizations can provide network nodes for smaller groups, linking them with funding, resources, training and other groups concerned with similar issues. Organizations that have strong individuals and well-developed structures and processes are often most effective in this regard: community social planning councils are an excellent example of organizations that can provide leadership to issue-based groups and help them achieve their goals.

Participants also discussed the relationship between non-profit and voluntary organizations and the government. The conversation touched on the need to form a different relationship with the government, with more secure funding and long-term cooperation. Participants then expressed the importance of ensuring that social planning is written into Official Community Plans (OCPs).

&& As with any level of non-profit work, access to resources is a key concern for sector-wide capacity development; at this level many resources are accessed or advocated for through network-wide initiatives. The two central resources participants discussed were financial resources and information and research. Participants noted that significant change with regards to available resources can be achieved through a unified sector

“WE NEED TO BE ABLE TO
ENGAGE IN COLLECTIVE
ANALYSIS OF THE COMPETITION
IN COMMUNITIES, AND
DETERMINE HOW TO TAKE
COLLECTIVE ACTION ON ISSUES
THAT DRAW ON THE STRENGTHS
IN OUR SECTOR.”

response to scarce funding; moreover, information and research links provide a greater ability for the sector to be proactive in its approaches to sectoral issues.

Not surprisingly, funding is a constant concern in the non-profit/voluntary sector, though two key areas were identified for capacity-development efforts. The first of these concerns dealt simply with the need to advocate, sector-wide, for more government funding. Specifically, participants felt that funding should be provided to allow more organizations to send their members to participate in cross-sector planning initiatives. The second financial issue focused on internal pay scales. Participants expressed concern over the non-profit/voluntary sector's capacity to pay living wages to staff: without adequate wages the social justice advocacy becomes hypocritical.

Another resource concern participants discussed is in the area of research and information sharing. Also a network concern, information sharing allows for informed decisions to be made across the sector. To this extent, capacity needs to be developed around cooperative research and analysis of complex sectoral issues. Furthermore, capacity needs to be developed to monitor issues locally and regionally through research and reporting, and then shared with a network of other organizations also engaged in research in other communities and regions.

3.4. Additional Concerns:

Some key additional concerns emerged from the discussion, including the need for targeted capacity-development approaches and the ability to recruit and retain volunteers at both the group and organization level

* Participants noted that while some capacity needs to be built in individuals community-wide, there are also specific groups of individuals that require targeted capacity development. The different and sometimes difficult experiences of people involved in the non-profit/voluntary sector, either as staff, volunteers or program recipients, create profound differences

“FROM A COMMUNITY
ENGAGEMENT POINT OF
VIEW THERE IS DIFFICULTY
CONNECTING HOT BUTTON
ISSUES TO LARGER CONCERNS
TO INSPIRE THEM TO WORK
TOWARD SYSTEMIC CHANGE,
BUT THAT'S WHERE THE
POTENTIAL LIES AS WELL.”



in the needs and interests of these individuals. Some capacity-development efforts therefore need to be established for individuals working with specific communities or groups. Participants identified some (but not all) key groups that would benefit from a targeted capacity development approach:

- Youth: large capacity development gaps exist; youth lack skills and tools for effective community engagement more than some other groups
- Seniors: they benefit less from academic or institutional approaches to capacity development (e.g. formal meetings or training sessions); instead less formal knowledge-sharing and community-building tools for their peer group are useful
- New immigrants: basic cultural capacity needs to be developed first (e.g. adapting to new environment, different cultural norms, employment, housing, etc.); this could be neglected or overlooked depending on the concerns of the group approaching them
- Individuals with mental-health issues: communication skills, empathetic ways, a significant knowledge-base of the challenges facing those with mental-health issues and adequate communication/problem-solving skills are absolutely necessary to navigate this territory and ensure that everyone is rewarded from process
- Physical accessibility: Greater resources are needed to advocate on behalf of a more accessible society

“IS EVERYONE TRYING TO DO WAY TOO MUCH?”

HOW DO YOU FUND COLLABORATION?”

HOW DO YOU BUY PEOPLE’S TIME TO BE PRESENT AND BE INVOLVED IN COLLABORATION?”

Participants also identified some key concerns regarding how to engage in capacity development with these groups. Participants noted that accessible and appropriate language should be used, taking care to avoid academic or institutional jargon. Leadership tools should also be developed with specific groups of individuals in mind, rather than using the same template or series of activities for diverse groups of individuals. Finally, appropriately targeted methods of engagement and outreach need to be developed; otherwise large segments of any given demographic will be missed.

* Ad hoc groups are particularly dependent on volunteer contributions; as such, the ability to recruit and retain front-line volunteers was a central challenge. Participants expressed the need to make volunteering sustainable, as it contributes to making a community the best it can be.

Two central concerns emerged regarding volunteers: poor recruitment and volunteer burnout. A variety of recruitment issues were discussed, including overall community commitment to voluntary organizations and steering committees and the decline of volunteerism. Another major concern participants voiced was around what could be offered to volunteers to ensure their continued participation. The central question that emerged from this discussion was: how does the non-profit/voluntary sector make volunteering appealing and rewarding?

Out of these concerns a number of possible approaches and solutions emerged. Participants agreed that in terms of volunteer engagement, a variety of recruitment techniques always prove more useful than approaching individuals or a group through one recruitment method. This means building a variety of relationships (inter-generational, inter-cultural, etc.) through a variety of means (canvassing, approaching people at meetings, putting up flyers, etc.). Volunteer retention requires building in benefits for volunteers, by offering challenging work and opportunities for training and skill development: groups need to ensure that volunteers are developing skills and that those skills can extend beyond the group, to the wider community. Participants also noted that it's key to volunteer retention to ensure that they feel appreciated and celebrated for their work.

Like ad hoc groups, many organizations are highly dependent on volunteer work to function. However, volunteers are not always used as effectively by an organization as they might be. Participants noted a few key elements, similar to those discussed at the group level, that provide for more effective use of volunteers: these involve the recruitment and retention of volunteers and developing structures to support them.

As at the group level, participants noted that recruiting and keeping volunteers is a key challenge. The importance of knowing where to recruit volunteers was again mentioned. Furthermore, organizations that use incentives, provide effective and useful training and show appreciation for their work create a strong sense of loyalty in volunteers. One additional point of concern was the issue of supporting volunteers on low fixed incomes. These volunteers may have an interest in the work performed by some voluntary organizations, but not necessarily the time to volunteer. It's important, then, that groups and organizations support their needs as much as possible.

Participants also discussed the importance of adequate support for volunteers. Trained volunteer coordinators can provide greater leadership for volunteers, develop the strong structures they need, and properly define their roles and responsibilities.

4. Conclusion

4.1. Summary

The Living Framework document for capacity development provided the structure for the world café discussions. Three major themes emerged: Individual Capacity, Structures and Processes and Networks and Relationships. These themes represent the need for a variety of level-specific skills, tools, and management frameworks, but also a holistic and flexible approach to capacity building that recognizes the intersecting and overlapping needs of each level in the non-profit/voluntary sector.

Individual Capacity: This theme was similarly discussed at every level of organization. Laid out in detail by participants at the individual level, the need for individual capacity development (specifically the tools, knowledge and approaches discussed in depth at the individual level) was reiterated at each progressive level from group, to organization, to sector. This reflects participants' collective understanding that individuals represent both a level of capacity development and a key element at work in all levels of community, from group, to organization, to sector. Moreover, it reflects the importance of continued investment in individual capacity development, as this will resonate through all levels of the non-profit/voluntary sector.

Structures and Processes: Participants consistently cited the need for well-defined governance and decision-making structures and processes at all levels of discussion. Even at the individual level, the need for these tools was expressed through the desire for greater individual training in facilitation and conflict resolution. Currently, a variety of governance and decision-making processes exist, ranging from totally organic models, such as consensus decision making, to slightly more structured processes, such as facilitation and dynamic self-governance, to more conventional, hierarchical structures. However, groups, organizations and sectoral bodies may not be aware of the most appropriate democratic and transparent governance models for their scale of operation; similarly, they may not be aware of how to shift these governance models as their organizations change and grow. Thus, a review and assessment of existing, in-use decision-making and governance processes and structures, combined with training for individuals, groups and organizations, would allow for the development and implementation of governance models most suited to each level and scale of operation.

“BE RESPECTFUL: WE HAVE A RESPONSIBILITY TO DEVELOP CAPACITY IN OURSELVES BY VOLUNTEERING OR JUST ENGAGING PEOPLE.

THIS CAN START AT THE WORKPLACE, BY ENGAGING PEOPLE WHO ARE PART OF YOUR SOCIAL NETWORK OR WHO LIVE IN YOUR NEIGHBORHOOD, AND HELP BREAK DOWN BARRIERS.”

Networks and Relationships: Networks and relationships represent the strongest possibility for positive sector-wide change and development. Sector-wide bodies, consortiums and less formal inter-organizational relationships all provide means for individual capacity development, mentorship and resource-sharing initiatives, and advocacy for greater resources, amongst many other things. Networks and inter-organizational relationships can represent either the strengths or the weaknesses of a sector's capacity and attention should be paid to how networks affect each distinct level considered during the session, from the individual level to the sector as a whole. Resources therefore need to be dedicated toward developing and strengthening the potential of these networks and relationships and determining the most effective types of networks.

“BUILDING THE CAPACITY TO
USE CONSENSUS IS A LONG
TERM PROCESS. THE BIG PIECE IS
TAKING TIME TO BUILD TRUST.”

These three themes encompass a wide range of concerns voiced by participants in the world café session (though not all of them). They also reflect a strong understanding that certain key capacities must be developed simultaneously in order to see a more successful sectoral response to concerns: for example, without individual capacity, a well-structured organization or strong network could be meaningless. Further, an individual with leadership skills, but lacking organizational support could be equally ineffectual. This understanding, in turn, represents a comprehensive or systems-based perspective on the non-profit/voluntary sector. Though a community can be broken down into discrete units—individuals, groups, organizations and sectors—these elements are all related in complex ways. Thus, only by enacting capacity development initiatives that simultaneously address individual components, the governance of groups and organizations and the networks that exist between these levels and across the non-profit/voluntary sector will the sector be more able to proactively address existing sectoral concerns and plan for emerging challenges.

It should also be noted that while these concerns cover a broad array of capacity development issues, in any discussion of this nature there are blind spots. An example of this might be the lack of concern over recruiting and retaining members for a Board of Directors. There was little discussion of

this issue during the event, though it continues to be a challenge for many organizations. This simply shows that while these kinds of discussions go far in capturing concerns and experiences of participants, no single meeting can capture all the necessary information required to inform future strategies and actions. For this reason we need a variety of processes over time building on one another to more completely identify gaps within the sector.

4.2. Future Actions

Negotiating the Slippery Slope of Capacity Building contributes significantly to a number of goals for both VOC BC and SPARC BC. As part of a larger process, the event and this summary report contribute to the body of literature and research regarding capacity development in the non-profit/voluntary sector. This in turn will have an influence on future directions and actions taken by both VOC BC and SPARC BC.

This research into capacity development provides a qualitative basis for SPARC BC's actions in the area of non-profit capacity development. By staying aware of trends and gaps, SPARC BC can continue to meaningfully contribute to the strengthening of the sector as a whole from a social justice perspective. This process will also heavily inform the living understanding of capacity for the Capacity Development Consortium, of which SPARC BC is a part. This process will therefore contribute to a larger process, particularly the development of a common understanding of what is meant by capacity development at various levels of the non-profit/voluntary sector.

Negotiating the Slippery Slope of Capacity Building will also inform VOC BC in two important ways. Firstly, it will serve to situate VOC BC more strongly in research, discussion and planning processes around capacity development within the sector. . Secondly, the report's themes provide direction for future plans. The importance of networks like VOC BC was emphasized in the theme Networks and Relationships. VOC BC plans to strengthen its network overall by linking with a wider range of nonprofit

voluntary umbrella groups as well as other BC networks. Given the comments in the report VOC BC will also be working to ensure that it is better connected with grassroots organizations by working to strengthen its links with local, regional and provincial umbrella groups and networks that have strong community connections, such as, sport and recreation umbrella groups and community foundations. VOC BC will also continue to recognize the importance of honouring and building Individual Capacity in all of its activities.

Post Script

Making the Connections: Capacity Development and Adaptive Governance

As a facilitator during the session and the researcher responsible for drafting the report, the themes that emerged from the discussion when considered through the Living Framework of capacity development, made me consider how a comprehensive perspective, a systems view, might be useful in thinking about the non-profit/voluntary sector. This comprehensive perspective—that values networks, internal governance processes and individuals and recognizes their inter-connected nature—strongly parallels the work on ecological and adaptive governance systems.

Adaptive or ecological governance systems emerged as a governance theory from natural resource management, and draw heavily on ecological systems theory. Adaptive governance models see networked, nested forms of organization as more effective institutional structures than conventional, linear “siloed” governance structures. As such adaptive governance “relies on networks that connect individuals, organizations, agencies and institutions at multiple organizational levels . . . [and] also provides for collaborative, flexible, learning-based approaches” to management (Olsson et al. 2006). The goal of adaptive, or ecological, governance models is to mimic the functioning of ecosystems in our social systems of organization in order to maximize the potential of individuals, organizations and systems and ensure a democratic, interdisciplinary approach to management.

The parallel therefore becomes quite clear between capacity development themes outlined above and adaptive and ecological governance models. The gaps the non-profit/voluntary sector currently faces in terms of capacity development are precisely the issues that ecological governance emphasizes and seeks to develop: individuals with an understanding of the larger systems and processes, organizations and groups with appropriate, innovative and flexible governance approaches and networks that tie individuals, groups and organizations together to form a larger sector and community. By understanding the various levels of capacity development through their individual parts, internal structures and processes and networks and relationships, we gain a systemic, ecological understanding of the community (the metaphorical ecosystem) as a whole.

I learned a great deal about some of the challenges facing the non-profit/voluntary sector while developing this report, but also wondered if it wouldn't be useful to consider some of these challenges using a theoretical underpinning based on ecological systems theory, particularly as it is expressed socially through such models as adaptive and ecological governance systems. The following questions represent my personal interest in connecting the area of non-profit capacity development and ecological governance, and point to some future research directions connecting the two areas.

Future Research Possibilities

Individual Capacity

- A number of skills and tools were identified above useful for individuals at the various levels. What individual skills and tools are necessary or useful in developing a more comprehensive, systems-informed approach to capacity development in the non-profit and voluntary sectors?
- How would an adaptive/ecological governance approach to capacity development affect individual capacity?

Structures and Processes

- What governance models have been proved effective for creating or renewing transparency and democratic engagement in differently sized organizations and groups?
- What processes exist to facilitate transition, scaling up or change in a group or organization?
- How would an adaptive/ecological governance approach strengthen group and organizational structural and procedural capacity?

Networks and Relationships

- In what situations are informal or formal networks more appropriate and effective for achieving desired outcomes and how can adaptive governance models capitalize on the strengths of these different approaches?
- How would an adaptive/ecological governance approach address concerns surrounding networks and relationships?

Adaptive and Ecological Governance

- Can adaptive/ecological governance models provide a useful framework for future capacity development initiatives in the voluntary and non-profit sectors and how does this differ from existing perspectives?



Appendices

Appendix A: A Living Framework for Understanding Community Capacity:

Level: Individual	Level: Group	Level: Organization
<p>People who live in a community, especially the attitudes, values, knowledge and skills of people. There is great diversity in terms of the individuals that develop their capacity to engage in community development work (i.e. volunteers, professionals, enthusiasts, etc.)</p>	<p>Ad hoc groups, and informal committees and coalitions who identify as working in a geographically defined community (i.e. support groups, community garden committees, unincorporated networks such as the Central West Coast Family, Youth and Children Coalition, etc.)</p>	<p>Entities that are incorporated under the <i>BC Societies Act</i> (i.e. Chetwynd Community Social Planning Society, Terrace Anti-Poverty Society, etc.)</p>
Examples of capacities	Examples of capacities	Examples of capacities
<p>Understanding of and respect for diverse values in community Knowledge and skills to have input into local decisions that affect one's life Facilitation and presentation skills Event planning skills Research skills Ability to work with others to achieve mutual goals</p>	<p>Trust and respect between group members Terms of Reference Strategic plan Research report on an issue affecting group Effective, inclusive and participatory meetings Ability to work with others to achieve mutual goals</p>	<p>Enthusiasm and team spirit Human resources Governance structures (Terms of Reference, constitution, bylaws, etc.) Finances Physical infrastructure Communication and marketing strategies Ability to work with others to achieve mutual goals</p>
Examples of methods to develop and support capacity at this level	Examples of methods and support capacity at this level	Examples of methods and support capacity at this level
<p>Leadership development programs Community development education workshops Skill building workshops Professional development programs Personal development workshops College and university courses</p>	<p>Workshop on how to facilitate effective meetings Team building workshops and retreats Volunteer training program Appreciative inquiry workshops</p>	<p>Board governance training programs Organizational audits and organizational change strategies Human resource planning: attraction, retention, and succession Social enterprise development initiative</p>

Level: Sector	Level: Community
<p>The total of all of the people, groups, organizations and networks in a particular sector, which include: non-profit sector, economic sector, public sector. The examples below are related to the non-profit sector specifically.</p> <p>Examples of capacities</p> <ul style="list-style-type: none"> Collective human and social capital of sector Networks and/or consortium of organizations Inventories of networks of organizations Inventories of programs, project Network development initiatives Sector-specific indicator monitoring initiative Nonprofit Leadership Council Ability to work with others to achieve mutual goals 	<p>The individuals, groups, organizations, networks, sectors, communities of interest, as well as their relations to each other and the material features of their shared geographically defined community. (i.e. Old Hazelton)</p> <p>Examples of capacities</p> <ul style="list-style-type: none"> Collective feeling of empowerment among citizens to participate in decision making processes that are related to issues that affect their lives Festivals, art and theater productions Community economic development initiatives Official Community Plan Community profile reports Youth engagement projects Ability to work with others to achieve mutual goals
<p>Examples of methods to develop and support capacity at this level</p> <ul style="list-style-type: none"> Inter-sectoral dialogues Network and/or consortium building workshop series Initiative to monitor changing landscape of activities within sector Research and strategic planning initiatives for sub-sectors Professional learning exchanges with other sectors Innovation-oriented projects supported by long term funding 	<p>Examples of methods to develop and support capacity at this level</p> <ul style="list-style-type: none"> Community development education workshops Local developmental processes that result in multi-sectoral change strategies and action programs Community leadership development programs Community dialogues

Appendix B: Living Inventory of Organizations that Develop Community Capacity

Organization Name	What types of capacity does it develop?*	Website
Affiliation of Multicultural Societies and Service Agencies	Sector, Organization	http://www.amssa.org/
BC Association of Aboriginal Friendship Centres	Community	http://www.bcaafc.com/
BC Centre for Non-Profit Development	Sector	http://bccnfpd.ca/
BC Crime Prevention Association	Community	http://www.bccpa.org/
BC Healthy Living Alliance	Community	http://www.bchealthyliving.ca/
BC Healthy Communities	Community	http://www.bchealthycommunities.ca
BC Rural Network	Community	http://www.bcruralnetwork.ca/
Canadian CED Network	Community	http://www.ccednet-rcdec.ca
Canadian Executive Service Organization	Community	http://www.ceso-saco.com/
Canadian Rural Partnership	Community	http://www.rural.gc.ca
Centre for Innovative and Entrepreneurial Leadership	Community	http://www.theciel.com/
Centre for Native Policy and Research	Sector	http://www.cnpr.ca/Home.aspx
Centre for Non-Profit Management	Sector	http://www.cnpm.ca/
Centre for Sustainable Community Development - SFU	Community	http://www.sfu.ca/cedc
Centre for Sustainability	Individual; Organization	http://www.centreforsustainability.ca/
Columbia Basin Trust	Community	http://www.cbt.org
Columbia Institute	Individual	http://www.columbiainstitute.org/
Community Development Institute - UNBC	Community	http://www.unbc.ca/cdi/
Community Foundations of Canada	Community	http://www.cfc-fcc.ca/
Enterprising Non-Profits	Sector	http://www.enterprisingnonprofits.ca/
Fraser Basin Council	Community	http://www.fraserbasin.bc.ca/
Immigrant Services Society	Community	http://www.issbc.org/
Indian and Northern Affairs Canada, BC Region	Community	http://www.ainc-inac.gc.ca/bc/
Integrative Learning Institute	Individual; Organization	http://www.integrativelearninginstitute.com/
Minerva Foundation	Individual; Community	http://www.theminervafoundation.com/
Ministry of Energy, Mines and Petroleum Resources	Sector	http://www.gov.bc.ca/empr/
Ministry of Attorney General, Multiculturalism and Immigration Branch	Community	http://www.welcomebc.ca

Ministry of Community Services, Community Partnership Branch	Community	http://www.cserv.gov.bc.ca/community_partnerships/index.htm
Ministry of Community Services, Community Transition Branch	Community	http://www.cserv.gov.bc.ca/community_partnerships/community_transition.htm
Ministry of Public Safety	Community	http://www.gov.bc.ca/pssg/
Public Works and Government Services Canada	Sector	http://www.pwgscc.gc.ca
Rural Secretariat	Community	http://www.agr.gc.ca/policy/rural/smenue.html
Service Canada	Community	http://www.servicecanada.gc.ca/
Self Help Resource Association	Individual, Community	http://www.selfhelpresource.bc.ca/
Smart Growth BC	Community	http://www.smartgrowth.bc.ca/
SPARC BC	Community	http://www.sparc.bc.ca/
Union of British Columbia Municipalities	Sector	http://www.civicnet.bc.ca
United Native Nations	Community	http://www.unns.bc.ca/
United Way	Individual, Community	http://www.unitedway.ca
Vancouver Foundation	Community	http://www.vancouverfoundation.bc.ca/
Volunteer BC	Community	http://www.volunteerbcc.ca/
Voluntary Organizations Consortium of BC	Sector	http://www.volunteerbcc.ca/VOC_BC/index.html

* The following classifications were developed through a review of the organization's mission statement or content of website page describing current initiatives

Appendix C: List of Registered World Café Participants

First Name	Last Name	Organization	Position
Mary-Eve	Anderson		
Stacy	Barter	Centre for Innovative and Entrepreneurial Leadership	Director of Education and Program Development
Debora	Broadhurst	Seniors Well Aware Program	Executive Director
Doris	Brocke	Kiwanis Enterprise Centre	Manager
Bella	Cenezero	Parent Support Services Society of BC	Program Director
Julie	Clark	BC Healthy Communities	Regional Facilitator
Deborah	Dee	Powell River Brain Injury Society	Executive Director
Stephen	D'Souza	Burnaby Community Connections	Executive Director
Lynn	Florey		
Vanessa	Gonzalez	Tsleil-Waathuth Nation	Lands Clerk
Jerry	Gosling	Measure Up	Committee Member
Shawkat	Hasan	Richmond Intercultural Advisory Committee	Board Member
Alice	Heiman	Senior Services Society	Coordinator
David	Hendrickson	Centre for Sustainable Community Development, SFU	PhD Candidate
Cheryl	Hewitt	Self-Help Resource Association of BC	Executive Director
Valerie	Hunter	Vancouver Foundation	Program Director
Susan	Hollick-Kenyon	Social Policy Unit, BC Alberta and Territories Region, Service Canada	Policy Research Analyst
Andrea	Keen	BC Recreation & Parks Association	Physical Activity Strategy Coordinator
Liz	Keres	Surrey Association for Community Living	Resource Development Director
Aziz	Khaki	Committee for Racial Justice	President
Donna	Lee	BC Recreation & Parks Association	Physical Activity Strategy Coordinator
Stacia	Leech	Sunshine Coast Social Planning Council	Chair
John	Lepine	Fraser Valley Métis Association	
Cindy	Lise	Cowichan Success by 6	Coordinator
Sasa	Loggin	Make Children First Network	Manager
Brenda	Maisey	District of Chetwynd	Councillor
Ian	Mass	Pacific Community Resources Society	

Irma	Matheson	SPARC Member		
Sandi	McCreight	Castlegar Social Planning Society		Co-Chair
Tracey	McLeod	MOACS at Marpole Place		Program Manger
Kerensa	Medhurst	BC Healthy Living Alliance		Facilitator
Myles	Moreau	Prince Rupert Street Outreach Service		Coordinator / Outreach Worker
David	Morris	Powell River Model Community Project for Persons with Disabilities Society		Executive Director
Michelle	Mungall	SPAN Nelson		Community Coordinator
Jamie	Myah	BC Healthy Living Alliance		Community Capacity Facilitator
Michelle	Nowzek	Social Planning Cowichan		Practicum Student
Niveria	Oliveira	Vancouver Foundation		Program Coordinator
Rona	Park	Nelson CARES Society		Executive Director
Nirmal	Parmar	Kermode Friendship Society		Director
Kurt	Pedersen	Quesnel and District Child Development Centre		Executive Director
Pat	Petrala	Semiahmoo Planning Group		Community Facilitator
Erin	Schultz	Centre of Expertise on Culture and Communities		Research Associate
Bunny	Shannon	Comox Valley Social Planning Society		President
Neil	Smith	Richmond Poverty Response Committee		Transportation Spokesperson
Lidija	Spasovska	PICS		Director, Employment Programs
David	Spence	Port Moody Foundation		
Candace	Spilsbury	Social Planning Cowichan		Board Chair
Jackie	Tegart	BC Health Communities		Regional Facilitator - Interior Region
Luke	Thomas	Tsleil-Waaututh Nation		Lands Officer
Stacy	Tyers	Terrace Anti-Poverty Group Society		Executive Director
Sophia	Woo	Rotary Club of Vancouver Chinatown		Executive Secretary
Caroline	Yan Lau	Charity Village		

Appendix D: Glossary

Capacity building: The term capacity building connotes an approach based on a single solution: that once capacity is “built” nothing more needs to be done

Capacity development: This term implies that there is a process to strengthening capacity, that a flexible approach is applied over a period of time,

Note: After some discussions amongst the facilitators prior to the event, however, it was decided that the questions and terminology would be reformulated to discuss capacity development, because it reinforces the idea of the process that lies behind efforts around strengthening capacity.

Individual capacity: Individual capacity refers to the ability that any member of a group, organization or sector has to problem-solve, provide leadership, deal with conflict and otherwise engage in group dynamics.

Networks and relationships: Networks and relationships represent the connections between individuals, groups and organizations not only across the sector, but also between sectors. They reflect the interconnectivity of the sector: that it acts a system, that each part is connected to the whole and that actions in one area of the sector affect other areas. By considering the networks and relationships in a sector—or across sectors—it becomes easier to understand the individuals, groups and organizations as a system.

Structures and processes: Structures and processes represent concerns around organization, governance and decision systems at work in an organization. A structure represents an existing way of arranging a group or organization (e.g. with little or no difference between members vs. having an Executive Director, Project Managers, etc.). A process refers to ways of arriving at decisions for a group or organization (e.g. a visioning session, facilitated meetings, etc.)

Voluntary/non-profit sector: “The nonprofit and voluntary sector is composed of a diverse array of organizations, including social service organizations, hospitals, universities, museums, sports and recreation organizations, shelters for the homeless, arts councils, food banks, organizations that raise funds to support medical research, self-help groups, places of worship, social clubs, trade associations, and advocacy groups. Although widely disparate in their areas of activity, all nonprofit and voluntary organizations share a common set of characteristics that distinguish them from government and for-profit organizations. . . . Organizations are considered to be part of the nonprofit and voluntary sector if they are:

- organized (i.e., have some structure and are institutionalized to some extent, but not necessarily legally incorporated);
- nongovernmental (i.e., are institutionally separate from governments);
- nonprofit-distributing (i.e., do not return any profits generated to their owners or directors);
- self-governing (i.e., are independent and able to regulate their own activities); and,
- voluntary (i.e., benefit to some degree from voluntary contributions of time or money).”

--definition from Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Note: This report uses the terms non-profit sector and voluntary sector interchangeably

Appendix E: References

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Appendix F: Further Resources on Adaptive Governance

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ON MAY 23RD, 2008, THE VOLUNTARY ORGANIZATIONS CONSORTIUM OF BRITISH COLUMBIA (VOC BC) AND THE SOCIAL PLANNING AND RESEARCH COUNCIL OF BC (SPARC BC) CONVENED A WORLD CAFÉ TO DISCUSS CAPACITY DEVELOPMENT IN CIVIL SOCIETY IN BRITISH COLUMBIA.

THE EVENT WAS DESIGNED TO IDENTIFY EXISTING CAPACITY GAPS THROUGH A CAFÉ-STYLE DISCUSSION AND SERVE AS A PLACE WHERE INDIVIDUALS HAD AN OPPORTUNITY TO VOICE THEIR CONCERNS AND INTERESTS IN RELATION TO CAPACITY DEVELOPMENT IN BC. THE RESULTS OF THIS DISCUSSION WILL INFORM THE DIRECTIONS, GOALS AND ACTIVITIES OF BOTH VOC BC AND SPARC BC.



VOCBC Voluntary Organizations Consortium of BC