



# PARTICIPATORY REFLECTION TOOL: CBO CAPACITY TO FACILITATE COMMUNITY- DRIVEN SYSTEMS-CHANGE

This tool is intended to be used by CBOs to stimulate and facilitate dialogue and reflection among your team about your capacities to facilitate community-driven systems change.

We recommend that the tool first be filled out through reflection and dialogue among your staff, volunteers, and key community stakeholders. Subsequently, you may wish to discuss your reflections and observations with someone you trust who is external to your organization (a peer organization, a community leader, an organizational consultant, etc.) – who you can be honest with, and who can provide you with a sounding board and feedback within a safe relationship.

Relevant, impactful, and sustainable change at the community level comes when –

Community members determine, own, and drive the change process; and

Change actions focus on addressing the underlying systems and root causes that cause the issues of concern – rather than only reacting to symptoms.

*This is **community-driven systems change.***



## **Important notes:**

This tool is not meant to be an assessment or evaluation of your organizational capacities. Rather, it is intended to stimulate and facilitate reflection and discussion among your team around where you find yourself strong, where you see gaps, and what you might like to work on in the coming year(s) in terms of your capacities to facilitate community-driven systems change. There are no right or wrong answers.

Your narrative comments are intended to inform your own journey of learning and development. It is important to appreciate where we are doing well, but also to identify areas for improvement – which each and every organization has. This process is critical as it will involve unpacking and reflecting on your goals, your context, your capacities, and what you want to strengthen in order to be able to achieve your goals. You may wish to include examples to explain your reflections.

This tool is an ongoing discussion, not a one-time assessment. You can reuse it as often as you like. We recommend using it out once or twice a year during periods of organizational growth or change. You may find yourself satisfied with where you are in one area today, but a year from now circumstances may change, your knowledge may change, your community's priorities may change, and you may find yourself dissatisfied in this area at that time. This does not reflect a regression – but rather reflects learning and growth.

This tool is intended to support and be useful to you – CBOs – and your communities, so feel free to adapt it as you need to make it so.

## **Structure of tool:**

- Section A is about how your organization interacts with your community and engages in programming.
- Section B is about your organizational capacities, structures, and processes.
- Section C involves reviewing your reflections and observations from Sections A and B, and prioritizing and planning your capacity strengthening goals for the coming year(s).

*We wish to acknowledge and thank the following CBO leaders for their critical contributions towards this understanding of characteristics of CBOs that are able to effectively catalyze community-driven systems change: Action pour le Développement du Peuple (Rwanda), Agape AIDS Control Programme (Tanzania), Luapula Foundation (Zambia), Namwera AIDS Coordinating Committee (Malawi), Organization of People Empowerment (Tanzania), Tanzania Home Economics Association – Mwanza (Tanzania), and Touch Roots Africa (Lesotho).*

## **SECTION A. HOW OUR ORGANIZATION INTERACTS WITH OUR COMMUNITY AND ENGAGES IN PROGRAMMING / ACTIONS**

This section is about how our organization interacts with our community, develops programs, and implements actions – in ways that are grounded, responsive, appreciative, and participatory, and support, catalyze, and sustain community-driven systems change. For each indicator, reflect on the ways in which you are doing well in this area, and the ways in which you would like to improve in this area.

Note: These “explore” questions we provide below are intended to provide examples and stimulate discussion. Discuss those that are applicable and useful to your work and in your context.































## OTHER ASPECTS THAT ARE IMPORTANT TO US AROUND HOW WE INTERACT WITH OUR COMMUNITY AND ENGAGE IN PROGRAMMING/ ACTIONS

List other areas of organizational capacity relating to engaging with the community and developing and implementing actions that are important to you, and share your observations and reflections on the ways in which you are doing well and the ways in which you would like to improve in these areas.

## **SECTION B. OUR ORGANIZATION'S ORGANIZATIONAL CAPACITY AND STRUCTURES**

This section is about how your organization's internal capacities and structures – the characteristics and processes that make you effective, ethical, accountable, sustainable, and resilient as an organization. For each indicator, reflect on the ways in which you are doing well in this area, and the ways in which you would like to improve in this area.

Note: These “explore” questions we provide below are intended to provide examples and stimulate discussion. Discuss those that are applicable and useful to your work and in your context.





















## OTHER ASPECTS THAT ARE IMPORTANT TO US AROUND OUR ORGANIZATION'S CAPACITIES AND STRUCTURES

List other areas of organizational capacities and structures that are important to you, and share your observations and reflections on the ways in which you are doing well and the ways in which you would like to improve in these areas.

## SECTION C. OUR CAPACITY STRENGTHENING PRIORITIES, GOALS, AND PLANS FOR THE COMING YEAR

This section provides a space for you review and prioritize the areas of capacity strengthening from Sections A and B that you would like to work on this coming year. Take some time to think about your goals in each of these areas, and how you would like to achieve those goals. We recommend prioritizing 2-3 goals for this year, to enable you to focus on them, make meaningful and quality progress, while not stretching yourself too thin across too many goals and activities.

<b>List your top 2-3 capacity strengthening priorities for the coming year, along with your goals and plans within each.</b>			
	Capacity strengthening priorities for the coming year	Our goals What would we like to achieve?	Our plans What we will do to achieve our goals? Are there colleagues or resources who might be helpful to us?
1			
2			
3			