

# **Information Management Resource Kit**

## **Module on Building Electronic Communities and Networks**

### **UNIT 2. UNDERSTANDING NEEDS AND ASSESSING OPPORTUNITIES**

#### **LESSON 2. CREATING YOUR TEAM AND STATING GOALS**

##### **NOTE**

Please note that this PDF version does not have the interactive features offered through the IMARK courseware such as exercises with feedback, pop-ups, animations etc.

We recommend that you take the lesson using the interactive courseware environment, and use the PDF version for printing the lesson and to use as a reference after you have completed the course.



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## Objectives

At the end of this lesson, you will be able to:

- identify the principles to consider when you create a team;
- understand how to involve stakeholders in the project; and
- distinguish between vision, mission and goals of your project.



## Introduction

In this lesson we will discuss the first activities to be carried out at the start of a needs analysis.



Defining your idea: building up your team and identifying goals



Needs assessment: assessing the needs of the potential online community members



Capacity building assessment



Analysing technical, financial, institutional and social barriers

### Forming a team



A project should not be just one person's vision and knowledge.

Since your project will involve some changes in the way people live and work, it is essential to **include those who will be affected by the change** and get their buy-in.

This is why it is important to form a committee or team.

### Forming a team



The team or committee will:

- involve people in the project;
- define a vision and establish goals;
- collect and analyse data for assessment;
- develop the plan; and
- oversee the plan's implementation.

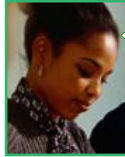
EVALUATION

NEEDS ANALYSIS

PLANNING

IMPLEMENTATION

### Forming a team



So let's start to think about the team...

With which of the following opinions do you most closely agree?

- Since the project will also involve people that are not familiar with these technologies, it would be preferable to also include novices and someone who is anti-technology or afraid of it.
- As the project will deal with the usage of a new media, it would be better to have only people who have skills and knowledge about technology and online community building, or, at least, who are supportive of technology.

Click on the answer of your choice

### Forming a team



How many people should be included in the team?

With which of the following opinions do you most closely agree?

- Only two or three people from the organization's communication department should make up the team. It will be faster and more effective.
- It would be better to involve representatives of all those who have an interest in the project in the planning.

Click on the answer of your choice

### Involving stakeholders

You need to have a clear idea of **who** has an **interest** in your project. These **key stakeholders** are the organizations or the individuals who can provide support or oppose your project.

Involving key stakeholders means ensuring that different interests can best be represented in all the project phases. These are some criteria to identify a list of stakeholders:

The stakeholder may benefit from the project.

They might be legally required to participate.

They could play a critical role in ensuring success of the community.

They could be an important person to build community support and engagement.

They may have specific knowledge about online community building.

### Involving stakeholders

Let's consider the following groups of people. They have been identified as stakeholders for an online community project for radio broadcasters.

Can you indicate the criteria used to identify each of them?

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Community radio staff members who work in the field every day	They have specific knowledge about online community building
Experienced, skilled and representative community staff members	They benefit from the project
People with previous experience in online community building	They play a critical role in ensuring success of the community

Click on each option and drag it to the corresponding box.  
When you have finished, click on the Confirm button.

### Involving stakeholders



Involving stakeholders is one of the first critical tasks.

You should actively communicate with people about the **benefits** related to their context.

For example, you may convince radio broadcasters to participate in the project:

- By explaining that they will have support in learning to use the new online network.
- By showing an example: a community that previously didn't use Internet, and that has now improved its work by using an online network.
- By asking a trusted member of the community to promote the project to the community.

### Involving stakeholders

Valuable assistance in involving stakeholders can be provided by **champions**.



Champions are members of the community who will take a **leadership role in the online community**. They are individuals, or group of individuals, that:

- have direct ties to the targeted population of users,
- will devote time to building the community,
- are trusted and respected members of the communities.

You will need to build a **solid relationship with them** and involve them in the team so they can promote the project to the local community.

In fact, many online communities become networks of people and organizations that themselves drive the online communities' success. These are known as **distributed networks**, as the responsibility to make the community a success is spread out among members who communicate, generate content and take leadership.

### Managing the team

Remember that participation does not mean involving everybody in all decisions at all times. Having too many people involved in **absolutely everything** will slow down the process.

The key is to find a good mix of people who can define a vision together, form strategy and complete tasks.



It is also important to be sensitive to **the time** your team members have to meet either face to face or virtually.

Only meet when there is a reason to, and be clear with them about what you hope to accomplish.

Keep your meetings short and focused so people will feel that the time is used wisely and something concrete was accomplished.

### Stating your goals

Thinking about **the value of online community building** for those who will participate will help you determine if you should even attempt to build the online effort.

Some questions to consider to help you define the value of building the online community are:



- Will improved information sharing and communications within your online community result in benefits to those who are part of the community?
- Will those who participate in the online community develop more valuable collaborations with each other?
- Will there be improvements in other programmes, services or activities that you or others in the online community are involved with, therefore resulting in stronger communities?

## Stating your goals



If there is enough value and you decide to move forward, this effort to define value will help you set general priorities for your online community.

Developing your goals and objectives will help you focus your questions and research.

Most likely there will be changes made to your goals as you learn more about what your online community participants might need and be interested in.

## Stating your goals

Goals must be consistent with your vision and mission.



The **vision** statement reflects your ideas for how things might look different in the future.



The **mission** statement reflects the purpose and nature of your organization.



The **goal** explains why the project is important to society, in terms of the longer-term benefits to final beneficiaries and the wider benefits to other groups.

A goals statement should be a short and clear description and will reflect **WHAT** you hope to achieve by building the online community.

A goals statement should not specify **HOW** you will achieve them.



### Stating your goals

Can you recognize the vision, mission and goal statement of Keper?

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- |                                                                                                                                                                                   |                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| A communication environment in which every community radio in Africa is able and permitted to produce and broadcast its radio programmes.                                         | MISSION STATEMENT |
| Contributing to promote the use of Internet for creating shared knowledge among members.                                                                                          | VISION STATEMENT  |
| Supporting and serving community radio broadcasters by consolidating a regional network across Africa, helping in solving managerial, financial, training and technical problems. | GOAL STATEMENT    |

Click on each option, drag it and drop it in the corresponding box.  
When you have finished, click on the Check Answer button.

### From goals to objectives

The **objectives** are the accomplishments to be achieved by implementing the project and which are likely to outlive the project.


Questions you can use to help you frame your thinking are:



What will change for online community members as a result of our efforts? How will their lives be different?

What knowledge or opportunities will they have that they did not previously?

Be sure to only include objective statements that you can measure after the community has been online for a year or so.

 [Click here to view and print the Keper logical model.](#)  
Please focus on goal and objectives.

## Job aids

From the interactive lesson you can download and print documents that can help you in your work.



### Who Should Be on the Team

Use this form to help you figure out who should be on the team.



### Sample agenda for the first team meeting.



### Task list form

Use this form to manage the team's work after the meeting.



### Finding stakeholders

Classify the stakeholders on the basis of the criteria using this form.



### The Value of Building An Online Community

Hold a 'Value of an online community' discussion with key stakeholders. This document includes the process steps and a worksheet to record a summary of your discussion.



### Developing a vision statement



### Research/Action Questions

List of questions to ask about your specific online community building effort.



## Summary

It is essential to include in your project the people who will be affected by it and get their buy-in. This is why it is important to form a committee or **team**.

You need to have a clear idea of who has an interest in your project and involve these **key stakeholders** in your team.

Valuable assistance in involving stakeholders can be provided by **champions**. Champions are members of the community who will take a leadership role in the online community.

Developing **goals** will help you focus your questions and research.

## If you want to learn more...

### **What is the Total Value of ICT Use?**

Osten, Marc. June 2001. So what's the full value of technology? The *Nonprofit Quarterly*, 8 (2) Boston, MA: Third Sector New England.

[http://www.summitcollaborative.com/npg\\_tvo\\_html](http://www.summitcollaborative.com/npg_tvo_html)

An introduction to the total value of technology use

### **Harnessing Communication Technologies building Community Controlled Telecommunications Services in Keewaytinook Okimakanak First Nations**

<http://smart.knet.on.ca/archive/fsworkshop/index.html>

A report on the telecommunications workshop held in Fort Severn First Nation, Ontario November 30 - Dec. 1, 1999. The planners used a technique called "spray diagram" a visual way for all stakeholders to lay out purposes and indicators in a logical model.

### **Technology Teams - Article and worksheets**

Summit Collaborative Strategic Technology Toolkit

<http://www.summitcollaborative.com/cwpm.html#teams>

Resources to help you create and manage a technology planning team.

### **MSP (Multi-Stakeholder Processes) Resource Portal**

International Agricultural Centre

Practical information on how to facilitate participatory learning processes with various stakeholders. It provides theoretical foundations, methods and tools to create learning processes, facilitation tips, examples, literature and links.

<http://www.iac.wur.nl/msp/index.php?ID=109&IDsub=190>

**Osten, Marc and McCambridge, Ruth.** December 2003. Promising Progressions: Nonprofits and Technology. The *Nonprofit Quarterly*, 10 (4) Boston, MA: Third Sector New England.

Article on organizational change and human interactions triggered by the use of technology.

[http://www.summitcollaborative.com/NPO\\_progressions.htm](http://www.summitcollaborative.com/NPO_progressions.htm)

### **Free Management Library, Capacity Building Section**

The Management Assistance Program for Nonprofits Free Management Library, Capacity Building Section

Resources nonprofit capacity building.

[http://www.managementhelp.org/org\\_perf/capacity.htm](http://www.managementhelp.org/org_perf/capacity.htm)