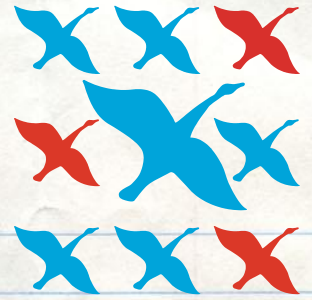


WILDE GANZEN



ONTWIKKELINGSSAMENWERKING

## PI-DOC 5: CAPACITY OF AN ORGANIZATION





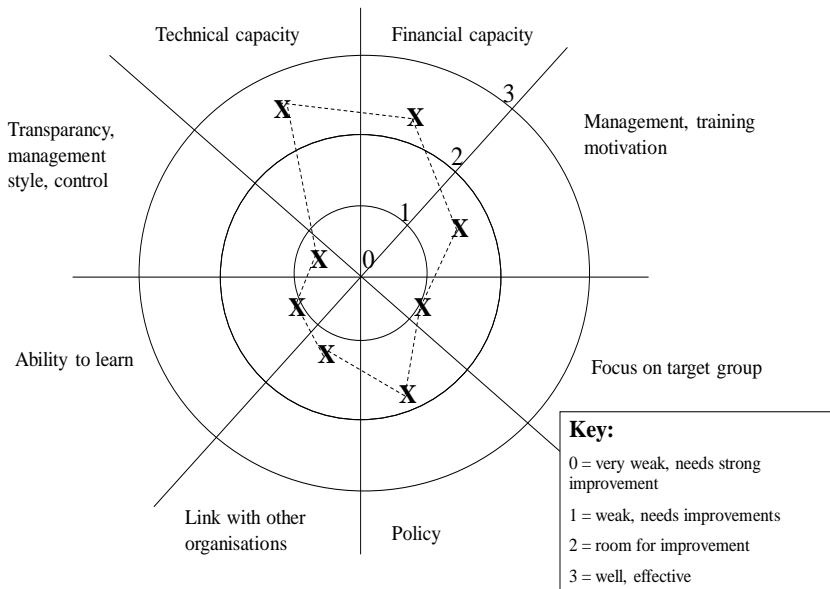




### Appraisal criteria

- 0 = very weak, needs strong improvement
- 1 = weak, needs improvement
- 2 = room for improvement
- 3 = well, effective

Using the spider web tool, based on the eight criteria shown as an example, this could lead to the following outcome:



## Carrying out the capacity analysis of the organizations(s)

### 1. IDENTIFY AND DEFINE THE PROJECT RESULTS AND ACTIVITIES

Results and activities that need to be achieved and implemented by the project need to be clearly described in a project document. What is the project purpose? With which strategy you intend to achieve the project purpose? Which activities will be implemented to achieve the results? Once this is clear you can go to the next step.

### 2. IDENTIFY AND DESCRIBE THE CAPACITIES THAT ARE NEEDED FOR THE IMPLEMENTATION OR SUPPORT THE PROJECT

Based on the eight criteria it is important to collectively describe the ideal capacity of both partners, needed to implement or support the project as described in step 1.

#### For example:

*Your project purpose is: to increase the number of girls attending primary school in a certain village. One of the results is: to create a girl-friendly school environment. Regarding the technical criteria, one could expect your organization to know the local school conditions and to know what is necessary to have a girl-friendly school. This criteria will now have to be described in terms of desired knowledge and expertise, for example 'knowledge of a girl-friendly school environment for girls of a specific age category'.*

*Your Dutch partner now will have to check whether he is able to mobilize the required support in the Netherlands, so that he will be able to collect the necessary means.*

### 3. COLLECT INFORMATION ON THE PRESENT CAPACITIES OF THE ORGANIZATIONS, BASED ON A LIST OF CRITERIA

In this step the present capacity of the organizations is analysed based on the eight criteria. The following questions could help you map out the present capacity:

#### *Products and services*

- Which products or services does the organization offer at present?
- Who (which target group) uses these products and services?
- Why does the organization offer these services? What is the aim of it?

#### *Mission*

- What is the mission/vision of the organization? Has this been written down?
- Are the staff, the volunteers and other stakeholders familiar with it?
- Is the organization a legally recognized body and does it have bylaws?

#### *Means*

- What are the means available to provide the services and products?  
Think of:
  - financial means;
  - human resources (how many and with which qualities);
  - material resources;
  - natural resources (water, soil, forest, air, etc.)

### 4. FILL IN THE NEEDED (FUTURE) CAPACITIES IN THE SPIDER WEG, ONE WEB FOR EACH PARTNERS' ORGANIZATION.

Based on this assessment you are now able to fill in the spider web with a description of the concrete *desired* capacities for the ideal situation. This means that the eight criteria are given specific values. For example: *technical capacity* is now described as THE capacity needed for the implementation of the project.

### 5. FILL IN THE PRESENT CAPACITY OF EACH ORGANIZATION, BASED ON THE SCORE, IN EACH SPIDER WEB

Now you are also able to fill in the spider web using the scores of the *present* situation assessed in step 3. The end result is a spider web completed on all eight criteria.

### 6. COMPARE THE FUTURE SITUATION AND THE PRESENT SITUATION (SITUATION A AND B) AND MAP OUT THE DIFFERENCES

For each criterion it is now possible to assess whether the present capacity is sufficient or a gap needs to be filled. For example, is the present technical capacity sufficient for the required capacity?

### 7. DECIDE WHETHER THESE DIFFERENCES ARE IMPORTANT OR NOT FOR THE SUCCESS OF THE PROJECT

After the differences have become clear, the next step is to decide whether all capacities that were indicated 'weak' need to be improved. Some are important, other ones not so much. The end result is a list with prioritized capacity development. The following questions can be helpful:

- How big is the chance that the organization will acquire the required capacity (means, knowledge, skills) in the years ahead?
- To what extent do external factors (threats) have an influence on the

required capacity? You can use the information from the context analysis.

- How probable is it that the required qualities and quantities will become available?

### **8. PLAN ACTIVITIES THAT TRANSFORM THE WEAKNESS OF THE ORGANIZATIONS INTO STRENGTH**

Capacities that need to be strengthened for the sake of the implementation of the project will now have to be translated into concrete capacity building activities. What has to be done, what do the organizations need to do to build capacities? This could be a training course or the introduction of a computer system, etc. Don't forget to budget the costs. Building capacity will cost money, time and resources. These will have to be taken into account in the project plan.

#### **Building the capacities of organizations**

Capacity building needs are different per organization. If both partners are professionals and well-functioning, perhaps little has to be done before embarking into a project. But it is also possible that an organization needs to improve in certain aspects, before cooperation can start. Generally speaking, three scenario's exist:

##### **SCENARIO A**

The present functioning of the organization is not adequate at all. The organization needs improvements in all aspects. There may be various reasons for this conclusion. Think of the following:

- The results or aims that the organization wants to achieve cannot be met, because they are not supported by the target group or by society as a whole.
- The quality and quantity of the products will be insufficient, possibly because of unavailability of resources.
- The intended products and services will lead to unforeseen effects and do not contribute to the aims of the organization.
- The available (human) resources are not in tune with the products.

Is this the case you need to reconsider the project to implement or to adjust it to the actual capacities of both partners.

##### **SCENARIO B**

The organizations function well enough as they are. Now you can put all energy into the project. This is a strong partnership in which each roles are well assigned and the Dutch group is able to support your organisation in developing the project.

##### **SCENARIO C**

The present functioning of the organization shows a few weaknesses. Make an activity plan to strengthen the capacities. Strengthening the capacities should lead to a successful implementation of the project. The end result will be a successfully implemented project as well as empowered organizations that are able to support or implement the project in a sustainable manner.







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