

**Title: Capacity - key areas, barriers and tools, assessment**

**Learning Objectives:**

* Develop a thorough understanding of **the concept of "capacity"** and its importance in organizational contexts
* Learn to **identify common traps** and key obstacles that hinder capacity building within organizations.
* Gain **knowledge of various models** and **tools** for assessing organizational readiness and capacity.
* Apply learned concepts through **practical exercises** and reflect on the usefulness and applicability of capacity assessment tools.

**Learning outcomes:**

Upon completion of this training, you will be ready to:

* clearly define and explain the concept of "capacity" and its significance in organizational development.
* identify common obstacles to capacity building and develop strategies to overcome these challenges;
* identify and select tools and models necessary for capacity building.

**Lesson plan**

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| **Time** | **Content** | **Methodology** | **Materials** |
| 9.00 | Welcoming participants Introducing the trainer, learning outcomes and agenda Icebreaker | PresentationWhich word or adverb do you associate with ‘’capacity’’. Type 1 word. | PC, projector.Mentimeter (app) or similar  |
| 9.15 | Why do we never think of ‘’capacity’’? | **Presentation & discussion.** | Flipchart or (visualisation on a projector) |

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| 10.00 | Share in pairs  | **Exercise**: story when it was obvious that the entrepreneur did not care about some aspects of capacity (in pairs). What we can learn from this – in 1 sentence?  |  |
| 10.30 | Traps & obstacles of capacity | **Presentation 1****Slides 5 – 12**Capacity & Capability;Often traps;Key obstacles. | PC, projector |
| 11.00 | break |  |  |
| 11.20 | Prioritizing capacity building​ | **Presentation 1****Slides: 13 – 21**Short intro;Ways to improve organizational capacity​. | PC, projector |
| 11.40 | Factors and barriers, affecting capacity | **Presentation 2****Slides 4 – 14**Internal factors;External factors. | PC, projector |
| 11.50 | Practical example  | TBC-To be confirmed |  |
| 12.00 | Elimination of capacity barriers | **Presentation 2****Slides 15 – 27**How to eliminate barriers & challenges of capacity building?Elimination of barriers. |  |
| 12.20 | Models for assessing organizational readiness for change | **Presentation 2****Slides 28 – 34**The ADKAR model​;The Burke-Litwin model;The Kotter's ​8-Step model;The Change Readiness Assessment Tool;The Change Impact; Assessment Tool. | PC, projector |
| 12.50 | Is there anything more important than skills, technology and strategy you can imagine to build a capacity? ​ | **Discussion** |  |
| 13.00 | Lunch |  |  |
| 14.00 | Assessing capacity​ | **Presentation 3****Slides 1 – 7**The Necessity of Capacity Assessment;Analytics;Customization and Flexibility;Measuring Adaptability. | PC, projector |
| 14.10 | Capacity assessment – tools & methods | **Presentation 3****Slides 8 – 37**Assessment tools;Assessment methods​;Assessment steps​;Four most often used Organizational Capacity Assessment;Tools for internal and external capacity assessment;Capacity building toolkit. | PC, projector |
| 15.50 | Practical example  | TBC-To be confirmed |  |
| 15.00 | Individual assessment | Individual work: Assessing your own or planned enterprise (maybe only one selected section). | Either printed sheets or online tools. |
| 15.45 | Was it worth it?  | **Discussion**: Was it useful? Would you use a full version? |  |
| 16.00 | Closure & networking |  |  |

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