

**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 | Presentation  Which 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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