



**WORLD ASSOCIATION  
OF GIRL GUIDES  
AND GIRL SCOUTS**

## WAGGGS Capacity Assessment Tool FAQ

### What is the Capacity Assessment Tool (CAT)?

The CAT is a facilitated self-assessment tool that supports associations to evaluate and understand their own organisational capacity as measured against WAGGGS organisational capacity model and defined minimum standards of membership. The tool is also to assist the WAGGGS Global Team to identify what type of support is required to most effectively develop and grow each association.

### What is the difference between the Capacity Assessment Tool and the Performance Assessment Tool that we used until 2012?

If you have used the old tool, you will probably be able to identify the differences. The main ones lay in its scope, process and areas.

Scope: The Capacity Assessment Tool focus is on the processes that should be put in place in order to deliver high quality Girl Guiding/Girl Scouting experiences. It is designed to give you a sense of where you are in the process of becoming a robust organisation in the different areas assessed. The previous tool focused on results and actions, and not on the processes.

Process: The trend with the previous tool was to have a very small group of people (most commonly members of the National Board) filling the tool and agreeing on the rating. The Capacity Assessment Tool proposes connecting all people (volunteers and staff) involved in the work developed against each one of the areas, and pair them with Members of the National Board in order to assure that the communication and information is flowing and being shared amongst the executive and the governance teams (of course this does not apply if there is no difference between the executive and the governance teams).

Areas: Whereas the Performance Assessment focused on six areas of work respectively: Membership, Adult Training, Educational Programme, Finances, Relationship with Community, Structure and Management, the Capacity Assessment Tool is structured in four different areas comprising different organisational elements: Organisational Identity, Organisational Structure and Strategy, Core Mission Elements and Functional Elements.

### Who can answer the Capacity Assessment Tool?

This will depend on your organisational structure. In order to make it an active and effective means of self-reflection process, both volunteers and staff must be part of it. These can be the members of the National Board, senior members of staff (National Direction) and any key decision makers. It is recommended to assign a team for each different area of the assessment. When possible, each team should be led by the member of the National Board who is responsible for the area of work. The CAT is a participatory process, which requires real teamwork. For best results, it is suggested to include everyone involved in key leadership roles.

### Why are there two Capacity Assessment Tools?

There are no two tools; we divided the Capacity Assessment Tool into two sections. In the first section, we focus on Girl Experience, Adult Leadership, volunteerism and some governance elements. In the second part, we go

deeper into the other elements such as organisational identity, structure and strategy and the other functional components.

### **How often/ when should we use the tool?**

The frequency of use of the tool may vary from one organisation to another. You can use it as often as you like, according to your organisation's needs. For WAGGGS it is only every 3 years, but you can use it annually if you wish to, as a mean to monitor and evaluate your progress, or at the start of the development of your strategic plan.

### **Our Organisation was part of the pilot; do we need to do it again?**

If your organisation already did the pilot, there is no need to do it again. Please share your results with your Relationship Manager if you have not done so via the online Data Collection Tool.

### **I am a Component Association in a Federation; do I need to do the Capacity Assessment Tool?**

Of course. The Capacity Assessment Tool is intended to all organisations regardless of their size and whether they are Component Associations (CAs) or SAGNOs (Scouts and Guides National Organisations). The objective is to strengthen the capacity of our Movement becoming robust in the different areas assessed.

### **Can the Capacity Assessment Tool be done online?**

Yes, we recommend (if it is possible) that you send your results via the Data Collection Online Tool.

### **What if we do not fit into any indicator?**

If you consider that the suggested indicators do not accurately reflect the reality of your organisation, choose the closest option to your current situation and write an additional observation in the Capacity Assessment Tool mentioning the item referred to.

### **What are the pieces of evidence or documents we should provide?**

The recommended approach is allocating team members in charge of each area of the assessment the task to collect and compile the evidence per criteria. Create an online folder or make files for each area to collect all the evidence in one place, as one document can be evidence for more than one criteria. The assessment of different areas must be based on written evidence. If you would like to share evidence with WAGGGS you can do it via the WAGGGS Data Collection Tool or by sending it via email to your Relationship Manager.

### **How to ensure objectivity?**

- Make sure your answers are based on the statistical data of your Organisation and its documents (policies and procedures).
- Choose the answer that demonstrates your current situation.
- Gather the right people and make sure everyone involved is part of the process.
- Be honest and transparent.
- Avoid over/underestimating your Organisation's capacities.

- Step back and think of what would an external observer choose as an answer.
- Keep in mind that this tool is developed to help you identify the gaps in your Organisation and the areas of improvement.

### **What if we do not understand something during the process?**

If something is unclear during the process, refer to the guidelines and the glossary. If your question remains unanswered do not hesitate to contact the Capacity Assessment Tool Mentor (\*), if assigned to your organisation, or your Relationship Manager, they will be able to help you and provide you with the support needed.

(\*) the name of this team may change from region to region.

### **Who are the Capacity Assessment Tool Mentors? (\*)**

The Capacity Assessment Tool Mentors are a team of regional volunteers available to support and facilitate the process of associations going through the Capacity Assessment Tool. They received adequate training and the necessary knowledge to help you especially if this is your first time doing this kind of evaluation. When progressing in the process keep in mind that you can reach out to the Capacity Assessment Tool Mentor assigned to your Organisation at any point.

### **What happens after the Capacity Assessment Tool?**

A tailored support provision process is already in place. Once your results and answers are sent back to WAGGGS, your Relationship Manager will help you (if necessary) to compile your association priorities areas of need and discuss the outcomes with the Head of Region, which in turn will share analyses and progress with the Regional Committee. Together they will ensure that the response to your need is reflected in their business plan. The Regional team will determine where support will come from. Different options are possible depending on your structure, results and needs. This will vary between regional event or support, cluster events for associations from different regions, expert webinars organised by WAGGGS and/or associations, etc. If a tailored or intense support is needed our Capacity Building Experts team will intervene. Association-to-association support will also be an option.

### **Our Organisation is already well established (strategies, performance measurement, policies, staff, infrastructure), why do we need the Capacity Assessment Tool?**

The Capacity Assessment Tool is not primarily made for organisations experiencing difficulties or to lead you necessarily to bad results. It is designed to help you collect data about your organisation, show what you are doing well and support you monitoring progress to organisational capacity benchmarks. When reflecting about your level in an area where you already identify that you are doing well, you can explore ways to improve and look at changes or trends that may affect your work in the future. Another benefit you can take advantage of is networking; you could be paired up with associations who are looking to enhance their capacities in certain area. This gives a great opportunity for your experts to share their knowledge and expertise, to live a new experience at the international level and be active globally.

### **My organisation has limited resources (no staff or infrastructure), how can we do the Capacity Assessment Tool?**

Your Capacity Assessment Tool Mentor is ready to offer you the support you need to make the process more efficient according to the specific situation of your Organisation. She will help you to identify who can do it and how to develop an adequate framework for your existing resources. In case this is not enough our team in coordination with your Relationship Manager is ready to assist you to find the best way to do the assessment with the resources you already have.

### **We are a small association; do we still need to have a facilitator leading the process?**

A skilled facilitator will ease and maximize process management and learning; assist you to save time and increase the working group's effectiveness. Facilitation also helps everyone to feel that they had their say, and worked together to achieve the best possible outcome.

### **The Capacity Assessment Tool is defined as a self-assessment then why do we need to share our results?**

Sharing your results is not compulsory, but having your results would assist WAGGGS Global Team to develop the strategies and plans required to most effectively develop and grow our Movement. Your results would also be taken into account and inform the Regional Business plan.

A full report will be shared with your Regional Committee and appropriate executives within the Bureau to identify specific needs for support. Support in the different areas will be provided to the associations who identified the area as of being a priority for the organisation, allowing WAGGGS to focus its resources more efficiently.

We assure you that any information you share will be considered confidential and will not be made public.

### **What type of evidence should we submit to support our choices for the various indicators and how do we submit this?**

The recommended approach is allocating team members in charge of each area of the assessment the task to collect and compile the evidence for each standard. It is suggested to create an online folder or make files for each area to collect all the evidence in one place, as one document can be evidence for more than one criteria.

The assessment of different areas must be based on written evidence. If you would like to share evidence with WAGGGS you can do it via a link that you will find in the WAGGGS Data Collection Tool (for which you will need to have a Gmail account) or by sending it via email to your Relationship Manager. Please note it is not necessary to have a Gmail account to complete the Data Collection Tool, this is only required for uploading documents.

We encourage associations to share their documents with WAGGGS as this will allow us to understand better where your association stands and identify best practices. Below is a list of the documents you can use to support your answers.

Element	Examples of evidence that could be provided
Mission and Vision	Mission statement, Vision statement
Values	Value proposition, Set of values statement,
Strategy & Planning	Strategic plans, Capacity assessment Tools, Annual plan, Annual reports
Governance	Constitution and Policies, Bye-laws, Registration, Board Members/CEO Recruitment policies, Performance Appraisal policy
GG/GS experience	Educational Programs, Volunteer Resources, Handbooks, Educational Framework
Adult leadership practice	Leadership Development policy. Adult development framework.
Organisational Management	Organisational policy, Operational policies, Training guidance, Volunteer policies and procedures, Risk management policies, Performance Appraisal policy, Project management policies, People Policies and Procedures, Recruitment policy, Staff Induction policies, Code of conduct, Organisation Charts, Insurance / Health and safety policy, Training and development policy, Disciplinary rules and procedures, Handover policies
Resource Mobilisation	Disclosure Statement, fund raising plan and policies
Finance	Finance Policies & Guidelines
Image & Visibility	Communication policy, Brand guidelines, External communication policy, Social Media Charter, Internet Safety Pledge
Influence	Partnerships, Position/policy statements, Strategic plan(Advocacy)
Recruitment & Retention	Confidentiality policy, Data privacy policy, Personal Data Request forms, Diversity and Inclusion Policies, Strategic plan(membership recruitment / Retention ),
Safeguarding and Child Protection	Safeguarding policy, Child Protection policy

Please note that this list is not exhaustive, it represents only some examples and names may change, you can share any similar documents you believe to be related to an indicator.