



WAGGGS Capacity Assessment Tool Guidelines

Background

We give our Members the tools, connections and the global voice they need to keep their organisation thriving, united and growing.

This is the value that has guided our work on the Capacity Building Framework.

In 2014, at the 35th World Conference in Hong Kong, WAGGGS Member Organisations (MOs) committed themselves to the Global Membership Development Strategy in order to reach ambitious and sustainable growth targets for the Movement.

In 2015-2016, WAGGGS conducted extensive consultations with MOs, Regional Committees, Working Groups and staff that resulted in major changes to organisational structure. WAGGGS reviewed the way we work with MOs, refined its Mission, Vision and Purpose through extensive research, and conducted a review of all documents, toolkits, processes and systems in use. This led to the development of a Capacity Building Framework, which includes a self- assessment tool.

WAGGGS Capacity Assessment Tool (CAT)

WAGGGS designed a Capacity Building Assessment Tool to support associations to understand their own organisational capacity as measured against an organisational capacity model and defined minimum standards of membership.

The tool will also assist WAGGGS Global Team to identify what type of support is required to most effectively develop and grow each association, and to support the development of new and improved tailored services and products.

Structure

The CAT is organised into four different areas which comprise different organizational elements:

I. Organisational Identity (Who we are)

Mission and Vision

Values

II. Organisational Structure and Strategy (How we grow)

Strategy and Planning

Governance

III. Core Mission Elements (What we do)

Girl Experience

Leadership Practice

IV. Functional Elements (How we do it)

Organisational Management

Finance

Resource Mobilisation

Image and Visibility

Influence

Membership Recruitment and Retention

There are also five cross-sectoral elements: Volunteerism; Change and Innovation; Inclusivity; Partnership and Social Impact.

We have divided the CAT into two sections. In the first section, we focus on **Girl Experience** and the **Adult Leadership Practice** and how to provide it, namely the **Volunteering** aspect of the Movement and some elements related to **Governance**. In the second part, we go deeper into the other elements such as **Organisational Identity, Structure and Strategy** and more **Functional** components.

Step by Step Procedure

The principles that should accompany the CAT completion, in order to make it an active and effective means of self-reflection are: honesty, transparency, and involvement of all members of National Board and key decision makers including staff members.

Suggested steps;

1. Identify all of the people that need to be involved. 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.
2. Allocate a period of time to conduct the exercise (depending on association's structure).
3. Nominate a trained facilitator to maximise process management and learning
4. On the day, introduce the tool and process to all involved in the assessment.
5. Organise parallel meetings of all directly involved in the different areas of the assessment. The aim is to discuss the standards related to their area of work and assess where the organisation currently stands.
6. Provide evidence for each choice
7. Have the group feedback on the results and debrief.
8. Evaluate and share feedback to WAGGGS on the tool and process via a short online survey.
9. Share your results with your Relationship Manager via the online Data Collection Tool.

Benefits

We hope that you will find it helpful in many ways. Please remember that this is not a test, but a tool that provides a way to **review, consolidate and measure progress**. It helps **define areas for**

improvement and opens up **discussion on strategy**. It is designed to be an **empowering** support for **self-reflection**, allowing for **team-building** and a **holistic view of the organisation**. The **healthy, structured discussion** it aims to generate is in itself **a learning process** that will help drive a **focused and powerful action plan for future progress**.

The benefits of the CAT are practical as well. It is very helpful when your organisation wants to approach fundraising partners, for example, because it shows a thorough grasp and understanding of the most important elements of how the organisation functions at all levels. It shows transparency and a willingness to share information and strive for constant, measurable improvement.

Support available

WAGGGS has put in place a team to support you through this process. Your first point of contact is your assigned Relationship Manager or CAT Mentor¹, if you have been assigned one, so feel free to ask them for support.

It is also important to consider the support and advice that other networks may provide. Laws and regulations vary from country to country, of course, but you can often reach out for answers and insight from your local community.

Please do refer to the **Frequently Asked Questions** and **Glossary** before you go through the tool, and allow yourself enough time for it.

Suggestions from MOs who were part of the CAT pilot (2018)

Lastly, the associations who piloted the CAT shared some thoughts on how best to approach it:

- Many associations found that filling the CAT out in a group is best.
- Make sure to allow enough time for discussion.
- Involve Regional Commissioners.
- Staff and volunteers should work closely to complete the CAT.
- They suggested to use the tool for WAGGGS only every 3 years and to have the freedom for the organisation to use it as often as they like.
- To choose someone to act as a facilitator for the group discussions and debriefing.

Thank you for taking the time to complete the Capacity Assessment Tool. We appreciate the effort and energy each association puts into it. The results will enable you, and us, to identify the kind of tailored support that will most benefit your organisation.

Best of luck and we hope you enjoy the process. We are here to support at any step, so please feel free to get in touch.

Thank you,

WAGGGS Membership Team

¹ The name of this team may change from region to region