

Capacity, Change and Performance

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Study Objective

- To improve understanding of:
 - *the meaning/dimensions of capacity*
 - *the complex connections between capacity and performance*
 - *how organisations/systems develop the capacity to perform*
- To offer insights /good practice on how to facilitate the capacity development process

Status

- 14 cases finished or nearly finished
- 4 cases in process, possibly 2-3 more
- Extensive bibliography
- Cooperation with other orgs
- Series of occasional papers begun
- Interim findings published –
Capacity.org
- Interim report

Capacity

- 2 complementary ways of thinking -
 - Aggregated outcomes
 - More specific abilities
 - Individuals have competencies
 - Organisations have capabilities
 - Organisations and systems connect capabilities and competencies for performance

Patterns of capabilities

- Inside/outside
- Hard/soft
- Core/non-core
- Transitory/permanent

Change

- Influence of politics
- Operating space
- Supply and demand
- Legitimacy
- Leadership
- Incentives/motivators
- Managing change

Performance

- Link between capacity and performance
- Incentives/motivators
- Time frame
- CD, performance and organisational survival

Implications for donors

- Inherent risks and limits
- Local practice vs external prescription
- Internal capacity issues
- Long vs short
- Learning
- Validating local capacities
- Dysfunctional states

Finishing up...

- Complete cases this winter
- Attention to inter-organisational systems
- 5 discussion papers + 2 mini-workshops
- Discussions in other fora
- Workshop in fall
- Final report end year