Organisational Capacity Analysis Tool (OCAT)

Capacity Building Plan

The Freedom Fund’s Organisational Capacity Analysis Tool covers 3 main themes, with 10 different dimensions, as follows:

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| Theme | Dimension | Explanation |
| 1. Program | 1.1    Program Development and Implementation | Are Projects designed and implemented to a high standard? |
| 1.2.    Monitoring Evaluation and Learning | Are projects effectively assessed to understand their achievements and impact and is there evidence that the organization uses this information to improve its work? |
| 1.3.    Accountability to participants | Does the organization promote ownership among participants and take account of their feedback? |
| 2. Operations | 2.1.    Human Resources | Does the organisation have systems and processes in place for recruitment, retention, professional development, and performance management of the staff? |
| 2.2.    Organizational Policies | Does the organization have effective policies and do this support effective functioning of the organization and reduce risk related to programmatic, administrative and governance? |
| 2.3.    Financial Operation and Management | Does the organization have a system in place to manage financial operations following key principles of transparency? |
| 3. Organizational Structure and Sustainability | 3.1.    Governance | Does the organization have well-established governance and administrative structures in place, making it a transparent and sustainable institution? |
| 3.2.    Leadership and Values | Does the organization have shared values that it lives out in practice, with accountable leadership at multiple levels of the organisation? |
| 3.3.    Fund Raising | Does the organization have an effective fund-raising strategy, engaging with diverse funding sources? |
| 3.4.    External Relationships | Does the organisation actively communicate and collaborate with stakeholders and groups of people that help to reach the organizational goals? |

**Capacity Building Plan**

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| **ORGANISATION NAME:** |  |
| **DATE:** |  |
| **COMPLETED BY:**  **(Printed name of organisation representative)** |  |
| **COMPLETED BY:**  **(Signature of organisation representative)** |  |
| **AGREED UPON BY:**  **(Signature of FF program advisor)** |  |

The Freedom Fund is asking partners to develop an organisational capacity building plan that prioritizes the key action items and areas for development that have emerged following the completion of the OCAT tool. In the chart below, please list up to 3 priority issues your organisation has identified and main activities you are proposing to address each issue. Please include a timeframe for each activity at a maximum of 12-18 months, which individuals at your organisation will be responsible for completing. Also, list the resources required for each activity. An example has been filled out for you below in red, please use this as a guide when completing the template.

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| **Example:** | | | |
| Identified area for capacity building: | | | |
| Strengthening Safeguarding processes | | | |
| **Activity**  What do you plan to do? Define each activity that would lead to achieving the expected outcome. Include as many activities as necessary by adding rows to the table. | **Timeframe**  When do you expect this activity to take place? An anticipated time of implementation should be included for each activity. Maximum time frame is 12-18 months | **Individual Assignment**  Who is responsible for completing this activity? Who will participate in this activity? | **Resources**  What resources are needed to implement this activity (i.e., funding, staffing, etc.)? |
| **Activity 1:** Update and revise SG policy and guidance | 2-3 months | Executive Director, Board, HR manager/Head of programs | Staff time |
| **Activity 2:** Training for partner staff on SG focal points | 4-6 months | SG focal points | Cost for travel and workshop registration fee; SG trainer |
| **Activity 3:** Strengthening SG system (eg recruitment, reporting, complaints management, communications, IT, as appropriate) | 8-10 months | All staff | Staff time, cost for external consultant to help develop SG systems |

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| 1. **Priority # 1** | | | |
| Identified area for capacity building: | | | |
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| **Activity**  What do you plan to do? Define each activity that would lead to achieving the expected outcome. Include as many activities as necessary by adding rows to the table. | **Timeframe**  When do you expect this activity to take place? An anticipated time period of implementation should be included for each activity. | **Individual Assignment**  Who is responsible for completing this activity? Who will participate in this activity? | **Resources**  What resources are needed to implement this activity (i.e. funding, staffing, etc.)? |
| **Activity 1:** |  |  |  |
| **Activity 2:** |  |  |  |
| **Activity 3:** |  |  |  |

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| 1. **Priority # 2** | | | |
| Identified area for capacity building: | | | |
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| **Activity**  What do you plan to do? Define each activity that would lead to achieving the expected outcome. Include as many activities as necessary by adding rows to the table. | **Timeframe**  When do you expect this activity to take place? An anticipated time period of implementation should be included for each activity. | **Individual Assignment**  Who is responsible for completing this activity? Who will participate in this activity? | **Resources**  What resources are needed to implement this activity (i.e. funding, staffing, etc.)? |
| **Activity 1:** |  |  |  |
| **Activity 2:** |  |  |  |
| **Activity 3:** |  |  |  |

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| 1. **Priority # 3** | | | |
| Identified area for capacity building: | | | |
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| **Activity**  What do you plan to do? Define each activity that would lead to achieving the expected outcome. Include as many activities as necessary by adding rows to the table. | **Timeframe**  When do you expect this activity to take place? An anticipated time period of implementation should be included for each activity. | **Individual Assignment**  Who is responsible for completing this activity? Who will participate in this activity? | **Resources**  What resources are needed to implement this activity (i.e. funding, staffing, etc.)? |
| **Activity 1:** |  |  |  |
| **Activity 2:** |  |  |  |
| **Activity 3:** |  |  |  |

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| 1. **Other Comments** |
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Please include below a budget for the proposed activities that will require financial resources. In your project budget, Freedom Fund has allocated $XXXX for your organisation to use on capacity building activities. These funds are eligible to be used towards capacity building needs identified during the Organisational Capacity Analysis. Please specify what amount of each activity you would like to fund using the $XXXX capacity building set-aside in your project budget and which activities will be co-funded by your organisation or another donor.

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| 1. **Budget** | | | |
| **Activity** | **Total Budget (USD)** | **FF Share**  Amount of the budget you would like to fund using the $XXXX set-aside from FF | **Co-Funding/Other Donor Share**  Amount of the budget your organisation or another donor will fund |
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| **Total Budget** |  |  |  |

The completed and agreed upon capacity building plan should be emailed to:

Program Advisor at XXXX@freedomfund.org

**EOD**