

This tool is published by INTRAC in conjunction with the [Partner Capacity Strengthening toolkit for small charities](http://www.intrac.org/ba-pcs-toolkit)authored by Catherine Squire – part of a collection of [five toolkits](http://www.intrac.org/ba-toolkits) produced as part of the [*Strengthening Small Organisations with Big Ambitions*](https://www.intrac.org/projects/strengthening-small-organisations-with-big-ambitions/)programme (2021-2022). This programme was funded by the UK Foreign, Commonwealth & Development Office (FCDO) through a Small Charities Challenge Fund (SCCF) Capacity Development Grant.

# **PCS tool – CAPACITY STRENGHTENING competencies list[[1]](#footnote-1)**

This document is released with the Partner Capacity Strengthening Toolkit for Small Organisations with Big Ambitions. Please refer to the toolkit for further guidance. You should adapt this list to your and your partner(s) needs.

**Conceptual competence**

• Big picture

• Diagnostic skills

• Ability to handle data

• Understanding of how organisations work *and their true nature*

**Technical experiences and expertise in specific interventions**

• Organisational smarts i.e. Leadership dev / organisational strategy / organisational design / programme design / service design / MEL / fundraising / technology / financial

management / safeguarding / procurement / DEI etc

• *Organisational health i.e. org politics, clarity and lack of confusion, morale, high*

*productivity, low turnover*[[2]](#footnote-2)

• *Partnership management*

• *Specific language skills*

**Change competence**

• Change approaches and methods

• Evaluation & metrics

• Ability to manage both logical and psychological issues as well as organisational politics

**Strong individual group process skills**

• Process consultation and facilitation

• *Knowledge and experience of a range of capacity strengthening methods*

• Interpersonal work – *including coaching and/or mentoring*

**Self-awareness**

• Clear knowledge of who you are

• Understanding of how you work *and how to balance your organisation’s needs with partners’ needs.*

• Understanding of personal preferences, style and approach (e.g. humility, generosity,

honesty, self-control, compassion, patience, determination[[3]](#footnote-3))

• Understanding of personal impact *including power/privilege associated with your role and organisation*

**Self-confidence**

• Solid judgement

• Grounded sense of self

• Not driven by need for people’s approval

**Ethics and values**

• Clear value set

• Subscribe to organisational development *and partnership* values

• Espouse and live the value

• Ability to role model ethical behaviour

1. This list has been developed based on Cheung-Judge’s Organisational Development competence profile, with additional insights from Patrick Lencioni, Rick James & Lucy Morris (in italics). [↑](#footnote-ref-1)
2. From ‘The Advantage’ by Patrick Lencioni at Table Group [↑](#footnote-ref-2)
3. CS ‘virtues’ as articulated by Rick James, INTRAC [↑](#footnote-ref-3)