

**ipat**

international peacebuilding  
advisory team

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## **THE 5 CAPABILITIES FRAMEWORK.**

*Effective Advising in Statebuilding and Peacebuilding Contexts – How*

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## 1. UNDERSTANDING 'CAPACITY'.

### A. Who's Capacities?

'Capacities' can exist at different levels: that of an individual (which we then will call '*competencies*'), a team, a unit within an organisation, an organisation as a whole. We are looking here at 'capacity' for an organisation as a whole. We will call this '*capacities within*'. But 'capacities' also exist in the collaborative interaction between different organisations or organized groups of actors. We can look for example at the 'collective capacities' in a value-chain or a sector. For example, when considering 'capacities in the agricultural sector', we may pay attention to the ability to collaborate of farmers' groups, the Ministry of Agriculture and its irrigation department and extension workers, the marketing board, the associations or networks of companies that provide agricultural inputs (seeds, tractors and spare parts...) and process and market agricultural produce, the colleges for farmer training etc. etc. This we will call '*capacities between*'. Strengthening the capacity to collaborate effectively with others, can sometimes be a stronger driver for improved performance of an organizational entity, than strengthening the capacities within.

*"Capacity development comes from within: no one capacitates another without their permission, willingness or cooperation."*

(Keijzer et alii 2011:21)

### B. Capacities for What?

Capacity is not an end in itself – it is the ability to achieve something in a wider environment. So a second key question is 'capacities for what?' This has been defined or answered in many different ways, but we will take here two thoughtful definitions:

*"Capacity is the overall ability of an organisation or system to create value for others."*  
(Keijzer et alii 2011:13)

*"Capacity is the ability of a human system to perform, sustain itself, and self-renew."* (Ubels, Fowler & Acquaye-Baddoo 2010:4).

A 'system' here stands for any set of actors around which a boundaries has been drawn: that can be a unit, department or division, a Ministry, a local administration, the 'educational' or the 'security' sector (where it will have to be decided who is considered 'in' and 'out' of the system), a cooperative enterprise, a savings and credit group, a political party (or the 'youth wing' of a political party), a women's network etc.

The inclusion -or not- of 'value for others' is significant: Those who wish to include it do not consider 'capacity' as just the ability to produce or deliver or organize something, such as cheap housing or a next generation of mobile phones, blankets to displaced people or health care to a local population or training, or organize workshops etc. In this perspective real 'capacity' is linked to whether others than yourself perceive and experience value for them, in what you do. Others point out that there are many organised entities that demonstrate significant 'capabilities', mostly to the benefit for narrow self-interest group and without concern of wider value. A criminal gang might be one such example.

In international cooperation, the dominant paradigm tends to understand 'capacity' (or lack thereof), as the ability to deliver 'results', which is seen as largely dependent on the availability of resources and competencies and the functionality of structures and procedures. The logical response then is to provide additional financial resources, equipment and training. Yet experience shows that often this does not fundamentally increase organizational capacity.

*An exclusive performance perspective tends to shift attention away from addressing the deeper human systems dynamics that lie at the heart of capacity. By itself, the presence of resources, techniques, plans and structures are not sufficient to give the organisation or system the adaptability and resilience it needs to ensure real capacity."* (Morgan 2006:11-12).

*"The results perspective tends to emphasise the development of more functional, thematic or technical capabilities such as policy analysis, management information systems, research methodologies, financial management or service delivery. These represent a type of capability that is accorded particular importance by most stakeholders both in countries and in international development agencies. But less attention is given to other more generative, non-technical, less instrumental capabilities such as reflection and 'double loop'*

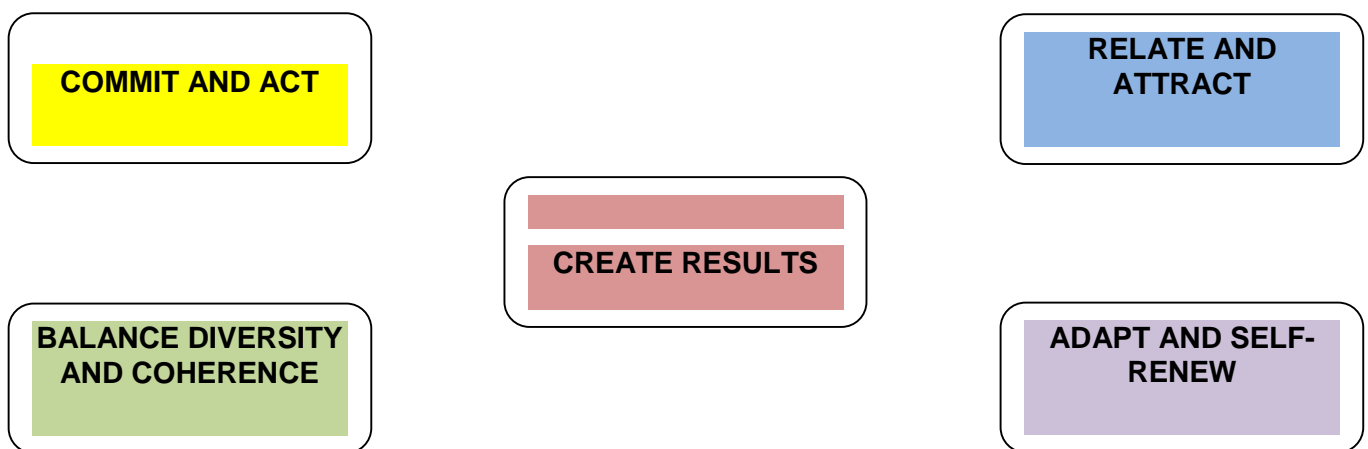
*learning, self-organisation, bridging and linking. Without these latter capabilities, the technical core of the system cannot be sustained over the medium and longer term.” (Fowler & Ubels 2010:19)*

### C. THE FIVE CAPABILITIES FRAMEWORK.

The 5C framework is one among other organizational assessment approaches.<sup>i</sup> It has been developed in the Netherlands, and has shown its usefulness in the public sector, the private sector and the not-for-profit one.

#### a. What is the 5C Framework?

The 5C Framework sees organizational capacity as a combination of capabilities in 5 functional areas <sup>ii</sup>:



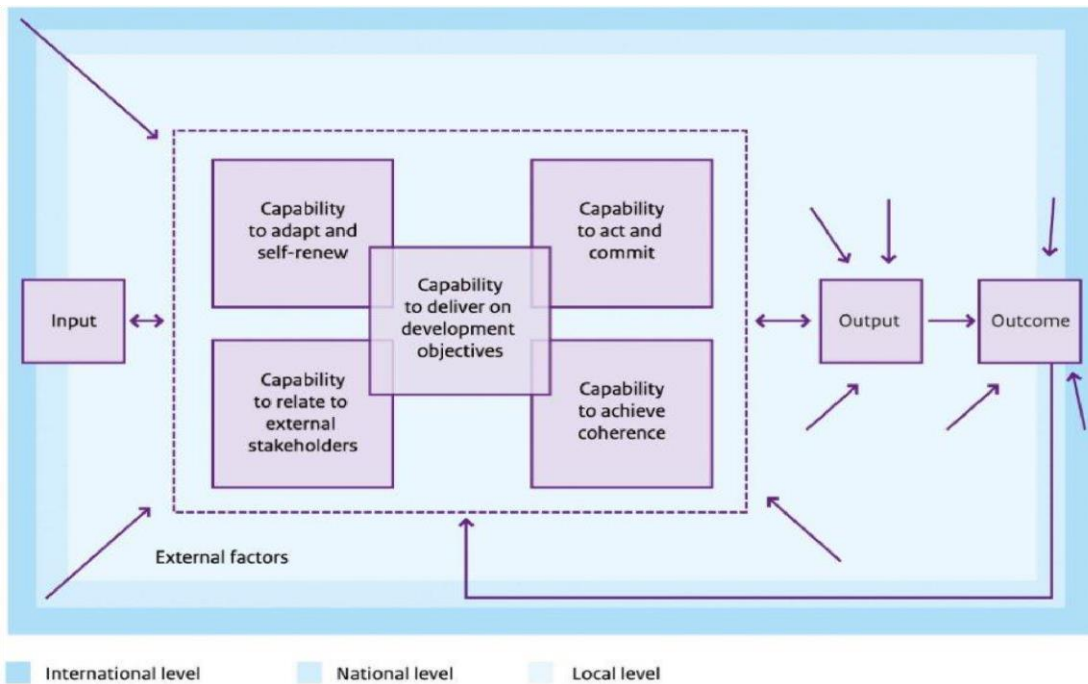
The capabilities to ‘commit and act’, to ‘relate and attract’, ‘balance diversity and coherence’, to ‘create results’ and ‘to adapt and self-renew’ are the five core capabilities that allow organisations to perform and sustain themselves in evolving environments. Each is necessary but none is sufficient by itself. It are strengths in each of the capabilities that add up to ‘organisational capacity’.

Without strengths in all five capabilities, organisations risk getting stuck in a situation of “*low commitment, low capacity, low performance*” that technical approaches to CD cannot overcome. (Baser & Morgan 2008:28).<sup>iii</sup>

#### b. Do Certain Capabilities Need to be Prioritised over Others?

From a real world point of view, the ‘capability to deliver results’ is the central one. An organisation that has the capabilities to commit and engage, to relate, to achieve coherence and to adapt and self-renew, but doesn’t deliver ‘results’, has little justification for a continued existence. ‘Delivering results’ tends to be closely linked to and follow from the ‘capability to commit and act’, so in practice these are the two capabilities that usually get attended to – to the neglect of the others.

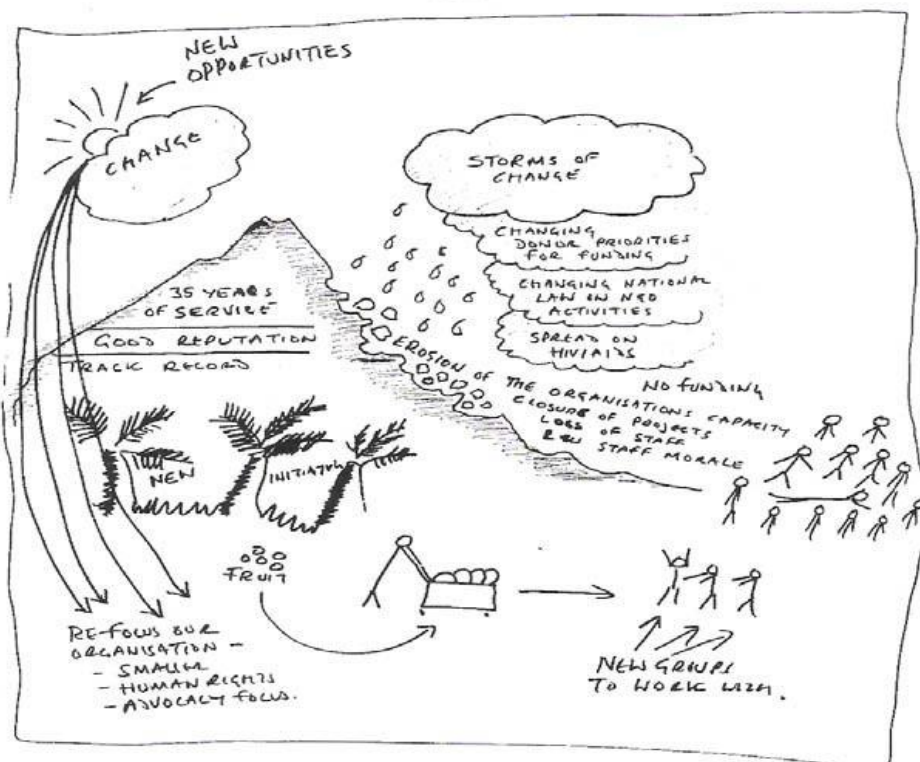
Research and evaluation however has shown that strong and sustainable organisations need strengths in all five capabilities. An organisation that is internally fragmented and not coherent will find its ability to commit and act, and hence to deliver results, weakened. Often, the ability to deliver results will critically depend on the organisation’s ability to have good relationships and collaborate with others: the ability to relate. And the ability to continue to deliver results in environments that seem to be evolving ever more rapidly, will depend heavily on the ability to adapt and renew.



The graph above (IOB 2011:14) puts the 'organisation' within its wider contexts (local, national, international) and signals also clearly that we cannot simply consider 'capacity' in terms of what the organisation does (outputs) but need to look at the value it creates for others (outcomes). This visualisation also draws attention to the fact that the capacity of an organisation is shaped not only by internal factors but also by external influences.

*Organisations exist in a context.* "The lens employed to see and read an organisation in its history and context makes a big difference: in diagnosis, in negotiation and selection of remedies, in accountability for and commitment to change. Identifying adequate action requires a robust and inclusive understanding of a situation." (Keijzer et alii 2011:7).

*Today, tomorrow, yesterday:* A systematic assessment of the capabilities of the organisation today can establish a 'baseline'. This can later serve as the reference to see if something has changed, what and how? But it is often also very informative to also trace back the past 'story' and history of the organisation, what it has been and what has brought it to where it is today. This may reveal a gradual development of capacities that happened implicitly, intuitively rather than planned and without clear objectives. The story of the organisation should be complemented with the story of the evolving context relevant to the organisation, as external factors can play a major role.



### c. How do We Understand the Various Capabilities?

Even within the Dutch environment where the 5Cs framework has been extensively used, there is variation in how the respective capabilities are more concretely understood. Many of these variations relate to the relative emphasis given to the harder and more visible sides of organisations (procedures, decision-making processes etc.), and the softer and less visible but no less important aspects of it (motivation, positive energy and ambition, pride in quality and excellence of performance etc.) Others differ simply because they put certain concrete elements in a different functional capability e.g. ‘financing’ can be put under ‘capability to create results’, but also under ‘capability to relate’ (attract funding). And financing may reappear under ‘capability to adapt and renew’. This is not really a problem – the framework doesn’t intend to be rigid, there are not always sharp boundaries between different ‘capabilities’, and certain core elements can be considered through different capability lenses.

➤ Capability to commit and to act

This refers to the orientation of the organisation towards ‘action’. That is not just a function of availability of financial and human resources, infrastructure and other material assets (offices, computers, vehicles etc.) although these are certainly important pre-conditions. But the capability to commit and to act comes very much from the overall level of motivation, energy, confidence, volition to move forward, to achieve certain objectives in the face of internal and external constraints, and disinterest, inertia and even resistance in the surrounding environment. It is the collective will to ‘achieve’ something meaningful. It is the life-given dynamism within the organisation that comes from the quality of leadership and from the overall ability of the organisation to generate and maintain motivation, and the collective will to work together towards a common purpose. That translates in the quality of decision-making and the degree to which decisions are implemented. It is manifested also in the internal accountability practices. The ability to ‘commit and act’ is a precondition for the ‘capability to deliver results’, and itself partially dependent on the capability to relate, to maintain coherence and to adapt and renew.

➤ Capability to create results (of value to others)

There are highly performing organisations that create results only for its members (e.g. a crime syndicate). In our line of work, the justification for the continued social existence of an organisation can only come from its ability to deliver results that have social value. It is therefore not just about actions and outputs, but about the relevance and quality of the outcomes, such as improved products or service provision, improved protection, improvements in household incomes and economic security etc., and the sustainability of such outcomes. The quality of the outcomes (and the efficiency with which they are achieved) tends to be poorly evaluated and documented – the tendency is to focus on the activities and outputs. But these are not the only type of outcomes that matter. An equally relevant and important outcome is ‘improved capacity’, or the organisation itself and of others whom it seeks to provide value for. Once again, improved capacity is not only a matter of tangible ‘resources’, but also of confidence, hope, mobilization, the ability to organize and pursue a collective interest together. This will require skills such as strategic but also operational management of people, goods, movements, communications but also listening to intended beneficiaries, clients etc. and the ability to deliver according to quality standards.

➤ Capability to relate and attract

Effective organisations need to relate effectively to a large diversity of other actors and stakeholders, for different purposes, such as:

- Being able to continuously attract financial resources possibly from a variety of sources;
- Being able to attract and retain motivated and skilled staff;
- Being able to protect and enlarge its operating space i.e. influence its environment for it to be and remain ‘enabling’ and leave the organisation enough ‘autonomy’ to do what it feels it needs to do and how it feels it has to do it. This relates for example to avoiding strong financial dependency on one or a few sources of income, but also working to ensure a favourable legal and political space, maintain acceptance for its presence and actions from a variety of population groups and influential actors in its operating environments etc.
- Gain and maintain credibility and legitimacy in the eyes of a diverse set of actors and stakeholders;
- Increase its influence and effectiveness through collaborative action with others;
- Maintaining connectivity with the users of its services, the customers / clients of its products etc.

This requires a constant scanning of the environment, building a wide and diverse net of relationships, effective external communications to different target audiences, a willingness and ability to collaborate with others (and not just always compete) etc.

If this capability is singled out too much, to the relative neglect of the four others, the organisation risks becoming obsessed with its own institutional self-interest and survival and starts rewarding loyalty over integrity, innovation and ambitions for greater quality.

➤ Capability to adapt and renew

In an evolving environment, organisations have to adapt and renew themselves to remain relevant and sustainable. This will require a practice of pro-actively scanning the environments (plural!) that the organisation operates in and can affect it, so as to quickly detect important changes and pro-actively adapt. Some changes may be big and come abruptly: the sudden decision of an important donor not to renew funding; a major disaster that demands a complete change of programming in the operating environment; a significant deterioration of the security situation that make access much more difficult etc. This will also require imagination, aspiration, willingness to innovate and test out new approaches, rapid learning feedback, adaptive management...

This capability refers therefore to various elements:

- Is the organisation responsive to trends, pressures, shocks, opportunities?
- Does the organisation strategically reposition itself in an evolving environment?
- Does and can it adapt its programming to evolving needs, priorities, capacities of those it works with and for?
- Can it adapt its role in evolving collaborative relationships with other organisations?
- Is there managerial support and appreciation for controlled experimentation and innovation, for active learning and adaptation? Does the organisation also absorb external learning?
- Is management willing and able to adapt to new requirements and to the learning from practical experience (revise plans and budgets, revise the roles and allocation of human resources etc.)
  
- Capability to maintain internal coherence
- This can cover various aspects of the organizational life:
- Is there coherence between the mission, the strategies, resources and concrete actions of the organisation?
- Is the organisation (even if large and much decentralized) still a unified whole, or rather a fragmented collection of loose pieces? In other words, can it handle diversity, geographical spread, different perspectives within etc. while also maintaining a common identity and focus?
- Can the organisation balance participatory approaches with effective decision-making?
- Can the organisation balance stability with innovation and renewal? Not changing in an evolving environment may create a high degree of 'comfort' but risks reducing the organisation's relevance and ultimate sustainability. Constantly changing (e.g. restructuring) and chasing the new will on the other hand lead to a constant feeling of instability, and risks taking the organisation into actions for which it really does not have the knowledge and experience.

**1. WHAT IS THE ADDED VALUE OF THE 5C FRAMEWORK – AND WHEN NOT TO USE IT?**

**a. What is its Added Value over Other Frameworks?**

- It takes a broader perspective on organizational capacity and capacity-development: it does not only look at its performance in terms of its capability to produce or provide in a fairly utilitarian way, but also at other capabilities that are crucial to its sustainability and renewal;
- It has shown to make sense to both organizational leaders/managers/staff and external advisers. People can identify well with these essential capabilities for a living and successful organisation;
- It doesn't only consider the more tangible aspects of organisations (resources, procedures...) but opens up the conversation about also the less tangible aspects (e.g. motivation of staff). It doesn't just look at the more visible aspects of capacity such as infrastructure, staffing, financing and financial management, project management skills etc., but pays equal if not more attention to the more invisible life and energy sources of organisations: perceived legitimacy, motivation and commitment, trust, confidence, the quality of leadership, learning culture – but also power dynamics, identity dynamics (age, gender, other social identity markers), the role of personalities, the ability to collaborate towards a common purpose, pride in quality and achievement etc.
- It takes a holistic perspective, requires efforts at different levels and in different aspects of the organisation: 'you cannot do parts only'.
- It creates a common language with which to talk about the organisation (or other 'system' unit);



- It encourages a learning and energy-generating process, unlike more ‘accountability’ and ‘gap-finding’ processes that tend to reduce energy;
- It cannot be used as a checklist;
- It is not normative;
- It also focuses on what is going well, on positive experiences and elements to build on. <sup>iv</sup> (Keijzer et alii 2011:15-16/31 and overall IOB evaluation pp. 122-124)

#### **b. When Not to Use the 5C Framework.**

Experience has taught that certain conditions are not favourable to the use of the 5C framework (Keijzer 2011: 22-23) e.g.

- When you are not really familiar with it, and would work with it as just another ‘technical framework’ or ‘checklist’;
- The stakeholders are not really committed and/or do not really understand the framework. It is ‘just another’ framework for organizational assessment, which is seen as a ‘must go through’ exercise but without real energy to reflect critically and to drive positive change;
- There is little interest in taking a holistic perspective on the organisation: the interest of the leadership or key stakeholders is on a particular action or project;
- The ‘cost’ is perceived as too high: Working with the 5C framework in an interactive manner while including many key stakeholders is time consuming, and therefore also has a cost (and opportunity cost). An external consultant report may not generate the same sense of ownership and energy, but it is likely to come quicker and cheaper; (Though it has been proved useful also in one-to-one conversations with top leadership of an organisation, for example.)
- The relationships between key actors and stakeholders within and related to the organisation are not good. This will make it problematic to involve them in a process that works best when it is inclusive and collaborative.

## **2. HOW TO USE THE 5Cs FRAMEWORK?**

### **a. For an Organisational Assessment.**

The framework is an excellent basis for conversations about the current state of the organisation. This is really done in an interactive manner, involving various actors and stakeholders that are really familiar with the organisation, at least if there is enough trust to speak openly and realistically about the capabilities of the organisation today. If need be, the range of actors and stakeholders that becomes included is expanded over time: perhaps the conversation starts with the senior management, to then involve mid-level managers, then the Governing Council of the organisation and later on a larger section of staff. There are other possible pathways to broaden participation, and it will be situational judgment to determine which one is most suitable.

There are different ways of getting to a 5Cs conversation e.g.

- The 5C framework can be introduced from the outset, with or without a series of exploratory questions under each of the capabilities.
- Participants are asked to list the characteristics of a competent, performing organisation. These are then visually structured on a wall according to the 5C framework; this then generates a conversation in which the facilitator can also add additional elements if the participants do not.
- A lightly directed conversation is first initiated about the organizational strengths and challenges e.g. through questions such as:
  - ✓ What do you see as the three biggest organizational challenges for the next 3-5 years?
  - ✓ What do you see as the three most important strengths of the organisation today that you absolutely want to protect, retain and build on over the next 3-5 years?

What comes out of such initial conversation can then be located within the 5C framework, which in turn then becomes the source for deeper and broader inquiry into the situation of the organisation today.

- Consider an action that is planned, and then inquire into the capabilities that will be required to see that action through efficiently and effectively. That will then again draw the attention to particular capabilities, and can broaden out into a wider conversation about the five capability areas. (SNV guide)
- Work through a step-wise process of self-assessment:
  - ✓ A timeline is established of major events and achievements in the organisation over an agreed timeframe, and internal and external factors that influenced those achievements;
  - ✓ Participants are then asked to identify the competencies that the organisation mobilised or demonstrated to reach those achievements;
  - ✓ These competencies are then organised according to the 5C framework; the facilitator can then ask whether there are important competencies not identified so far, and/or suggest those. (Some of these points are taken from Keijzer et alii 2011:44-45)

The above follows the philosophy of appreciative inquiry. It can be complemented by inquiry into areas where ambitions have not (yet) been realised.

- ✓ What, from the perspective of the mission of the organisation, are important achievements that have not yet been realized, and why is that?

Part of this can lead to a 'scoring', by different categories of staff and/or outsiders, of the different capabilities or components therein. Such organizational assessment constitutes a diagnosis at a certain point in time, but can serve as a baseline, a reference point for later to see if something has changed, and how.

#### **b. For planning.**

In the real world, many tactics and trajectories have been and continue to be pursued to develop capacity. Some are more directed and controlled, others more exploratory and evolutionary. Some focus on gaps and weaknesses while others concentrate on strengths by connecting and activating sources of underutilized capacity. Some focus directly on developing capacity while others take a more indirect approach and try to nurture the relationships and conditions within which capacity can develop. The art is to craft an approach to change that fits the shifting circumstances. (after Morgan 2006:15)

The 5Cs framework is an approach, not a detailed planning method. In principle it allows the members of the organisation (or partnership, coalition, network, sector...) to identify what they see as priority areas for capacity-development, how and by when. As we have seen, each of the five capabilities is a broad 'headline' for a set of more and less visible elements. The 5Cs framework has also drawn the attention to the interrelatedness of the respective capabilities. Strengthening one or two with no attention to the others may not yield the desired overall improvement. The prior assessment should also have drawn attention to what are constraining and possibly enabling factors to do so, so that the first efforts may be focused on the conditions rather than directly on the capabilities.

*"By applying the 5Cs framework the strategy can focus on designing capacity development that drives local solutions for priority goals." (Keijzer et alii 2011:30)*

The 5Cs framework provides a holistic perspective on an organisation (or set of organised entities) within a context. In that landscape, there are many factors or variables. Those using the 5Cs framework therefore tend to be skeptical about 'grand design planning': a 'masterplan' for the development of organizational capabilities, with detailed steps to reach precise objectives by a predetermined time. The reality, and therefore the advice, is to take smaller but realistic steps in various areas, a step-by-step, incremental way of developing, with rapid learning feedback loops to enable adaptation if needed, while keeping an eye on the bigger picture.

*"...there are no blueprints for capacity development and that process tends to be more complex, nuanced and unpredictable than is often assumed." (Keijzer et alii 2011:9)*

*"The uncertain, 'emergent' nature of capacity also implies that its development is unlikely to be a linear, well-planned, predictable process." (idem p. 7)*

*"Detailed predetermined strategies (with associated indicators) for capacity-development – especially if they are rigidly based on 'gap' analysis – may be at best irrelevant and at worst counterproductive." (idem p. 28)*

#### **c. For monitoring/periodic review and evaluation.**

If 'capacity' is 'emergent', and the result of a convergence of many different capabilities, then it is much more informative to periodically review where the organisation is advancing and where not and why, and what can and



must be learned from the experiences so far, than to simply monitor 'indicators'. The 5Cs should not be used in a reductionist manner whereby progress is only assessed in relation to indicators for the respective Cs.

In principle three types of outcomes can result from using the 5Cs framework:

- One or more of the individual capabilities are improved, as is the ability to use the various capabilities in a self-reinforcing manner;
- The enabling environment for the organisation has improved;
- The overall organizational performance, in terms of 'results' (preferably considered as value delivered for others, has improved.

### **3. THE CAPABILITIES TO DEVELOP CAPACITY-DEVELOPMENT.**

There is a risk that the 5Cs becomes used as just another technical 'tool', in which case it will not deliver its potential value. The 5Cs framework is not a 'tool', it is an approach with a strong dialogue and process orientation. (Harding & Staal 2012:33). Working with the 5Cs framework, how to introduce it to different groups of actors in different contexts, how to make most of it for planning, review and evaluation purposes etc. requires some guided learning.

It also requires a mindset, attitude and approach that should be at the heart of any 'developmental' approach, although the dominant interpretation of 'project' thinking, with logframes and the expectation to 'deliver results' (preferably quickly and visibly) is often a powerful disincentive for it.

This fits within the wider observation that 'capacity-development' cannot continue to be treated by international partners as something that anybody can do as long as they have some solid thematic experience or expertise. And that there are good arguments to develop the field of 'capacity-development' as a proper professional discipline (Acquaye-Baddoo, Ubels & Fowler 2010: chapter 24).

*"Most funding agencies have assumed that supporting capacity development required no special individual or organizational skills or dedicated internal units, as has been the case with gender, the environment or performance management. The assumption was that capacity issues were already mainstreamed, albeit informally. Yet, perversely, capacity development turns out to require expertise in areas such as political analysis, management theory and practice, and change management, which has always been in short supply in such agencies." (Baser & Morgan 2008: 117).*

The text box on following page identifies some core competencies of an effective CD practitioner.

### **QUALITIES OF AN EFFECTIVE CD PRACTITIONER.**

1. You articulate your own framework and ways of looking at capacity. You know key theories that underpin your analysis and choices and are conscious about what you are inclined to focus on and what you are not.
2. You balance thematic understanding with change expertise. You consciously hold and develop expertise on 'both sides of the coin' in order to be effective in the assignments and for the clients that you serve.
3. You develop detailed insight into the country context and the more immediate environment of the entity/ies you will be working with.
4. You have the skill of 'reading situations', and to see the uniqueness of each client or assignment. You develop a sense for discovering the pattern of existing energy and bottlenecks for change.
5. You are skilled at fostering strong interpersonal relationships and trust.
6. You have developed your skills for interaction and listening, and a clear sense of your personal qualities and pitfalls in this respect. You have mastered your own selection of dialogue techniques and methods.
7. You select between or combine different roles as appropriate to the task and the client situation. You know what roles you are good at and which less so. You can help to clarify roles and expectations and select appropriate role choices. You manage your relation with them in an accountable, transparent and ethical manner.
8. You promote the reality rather than the image of national and local broad-based ownership and control, and accept the implications.
9. You are able to deal with multiple interests, politics, conflict, inequality and value differences and your own position in these. You know and deepen your personal style in this respect and are clear about your boundaries, also to clients.
10. You are able to help clients develop connections between actors and levels. You have a repertoire of specific approaches or methods for doing so. If necessary and appropriate you also actively facilitate, mediate, catalyse or broker new connections.
11. You accept long-term evolutionary processes.
12. You search for the best fits between the type of intervention, the nature of the capacity challenge and the environment in which it exists.
13. You fine tune your interventions towards the needs, situation and dynamics of the client and other stakeholders.
14. You adopt flexible approaches to planning and experimentation, and maintain adaptability.
15. You balance and link accountability and learning aims. You are able to 'learn in action' and adjust the course of action on the basis of experiences, and exercise self-reflection
16. You encourage downward and sideways accountabilities (i.e. towards a broad range of local stakeholders and not only to national 'top' authorities, or external actors and donors);
17. You have shaped your own concepts and methods about measuring capacity development and demonstrating its results. You create clarity on this with clients and are able to hold different time frames.

This merges Baser & Morgan 2008:118 and Ubels, Fowler & Acquaye-Baddoo 2010: p. 301

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For a snapshot look at the use of the 5Cs framework in the interaction between northern and southern civil society organisations: <https://www.youtube.com/watch?v=EbE7HBhme1Q> 8 min. 30 sec.

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<sup>i</sup> For a short overview of six such approaches see: 'Approaches to Organisational Assessments'. No author or date.

<sup>ii</sup> We take over the word 'capability' here to indicate that we are talking about an important component of overall 'organisational capacity', but otherwise do not make much of the different terms.

<sup>iii</sup> The 5C framework emerged out of a five year research study by the European Centre for Development Policy Management, commissioned by the Governance and Capacity Development Network of the OECD. It covered diverse entities such as churches in Papua New Guinea, a tax office in Rwanda and nation-wide networks in Brasil. The results were published in 2008 (Baser and Morgan). It has been extensively taken up particularly though not only in the Netherlands, for example by a network of Dutch NGOs who used it as the framework for a multi-year learning programme to assess and strengthen the capacity of their partners – and the partnership. (Hardin & Staal 2012; Christie et alii 2012; Brand et alii 2012). The Evaluation Unit of the Dutch MoFA also conducted a major evaluation with 26 case studies to validate the framework (IOB 2011). But it has been used more widely, more recently for example for a rapid assessment of Syrian NGOs based in southern Turkey.

<sup>iv</sup> See Resource document on 'Appreciative Inquiry' Geneva, Interpeace-IPAT 2015

Put together by Koenraad Van Brabant with Jan Ubels.

*Referencing: Effective Advising in Statebuilding and Peacebuilding Contexts – How. The Five Capabilities framework. 2015, Geneva, Interpeace-IPAT*