

Facilitation Options for Capacity Diagnosis

Type	Description	Advantages	Drawbacks
Solely self-analysis	Partner produces its own analysis of the data it has gathered.	<ul style="list-style-type: none"> • Strong sense of ownership • Confidentiality gives confidence to tackle tricky issues 'in private' (if leaders are prepared to do so) • Shared understanding of components of final picture 	<ul style="list-style-type: none"> • Requires critical self-awareness and honesty • Needs self-discipline to come to agreements without being too time-consuming • Easier to avoid exposing tricky issues to external scrutiny
Facilitated self-analysis	An external person coordinates the process and facilitates any face-to-face discussions. S/he does not offer any personal views nor challenges the participants.	<ul style="list-style-type: none"> • Less demanding of staff time • May help to unearth difficult issues 	<ul style="list-style-type: none"> • Needs a skilled practitioner with a good understanding of the capacity diagnosis process
Moderated self-analysis	An external person coordinates the process and facilitates discussions. S/he brings in questions to probe and challenge, based on her/his understanding of the data and topics.	<ul style="list-style-type: none"> • Likely to unearth difficult issues • Can contribute to increased learning 	<ul style="list-style-type: none"> • Needs a skilled practitioner with a detailed understanding of the capacity diagnosis process and understanding of organisations.
Validated self-analysis	Views from external stakeholders are used to compare with self-analysis. The external facilitator plays a moderating role.	<ul style="list-style-type: none"> • Useful checking of self-perceptions. • Offers input to people who care about the organisation and its work. 	<ul style="list-style-type: none"> • May feel like unwelcome scrutiny • Needs skilled practitioner to make it safe

External expert analysis	An external specialist provides an analysis of collated data, usually in the form of a written report.	<ul style="list-style-type: none">• Less time-consuming for staff• May be appropriate for very technical capacity building	<ul style="list-style-type: none">• Low levels of ownership• Needs a skilled practitioner with detailed understanding of CD
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