# Tool No. 9:
# Capacity assessment checklist

In developing and implementing a NAP on forced labour, it is important to assess the capacity of the partners involved. This will help guide the selection of implementing partners or help identify some capacity-building needs to be addressed for effective implementation. This checklist can be used as a starting point to stimulate thinking and generate discussion; some points may not be relevant in all countries, while some countries may face further capacity issues that are not included.

| Capacity assessment checklist | |
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| **1. Who does what?** | ▶ Find out who will implement which activities. Not all types of activities require the same types and levels of capacity.<br>▶ Does the organization(s) in question have a leadership role (for example, in the NAP steering committee or oversight body)? |
| **2. Define "capacity"** | ▶ What do you actually mean when you use the term capacity?<br>　▶ Knowledge?<br>　▶ Skills among staff?<br>▶ What are the criteria to consider?<br>　▶ Available human resources (for example, the number of staff, external experts that can be drawn upon)?<br>　▶ Available logistics (such as buildings, transport equipment, IT equipment, communication tools)?<br>　▶ Financial resources?<br>▶ Are partners more concerned about one of these aspects than the others? Does it make sense to focus the capacity assessment on a particular issue or do you need to assess capacity more broadly? |
| **3. At what level?** | ▶ Do partners just need to look at specific skills and knowledge related to the NAP activities they will implement; or<br>▶ Do they need to know more about the overall capacity of an organization, e.g. its financial status, its governance structures, its partnership network?<br>▶ The greater the leadership role an organization takes on, the higher the likelihood that the capacity assessment needs to be an in-depth exercise. |
| **4. Who will assess capacity?** | ▶ Is self-assessment and/or peer review possible?<br>▶ Find out how key representatives view the capacity of the organization themselves (self-assessment). This can be done in many ways, for example, through questionnaires or through interviews conducted by an independent expert or by peers. Sometimes this will be sufficient to identify the critical area for capacity assessment. Involving organizations in peer reviews of each other can be very useful also in terms of strengthening partnerships. In this process, mutual trust between organizations is important, as is the respect of confidentiality.<br>▶ External experts can also be tasked to assess capacity. They will have experience from similar exercises with other partners and will carry out in-depth assessments to identify trends, patterns and needs that partners may not have identified through the self-assessment. They can also provide recommendations on how to prioritize resources for capacity development.<br>　The external assessment can be undertaken as part of the overall background study for the NAP or at the beginning of implementation. |

| Capacity assessment checklist (continued) | |
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| **5. Agree on the priorities** | ▶ Partners need to discuss the findings and agree on priorities, based on available resources. <br> ▶ Capacity development initiatives should be included in the NAP so as to contribute to the achievement of the NAP objectives. <br> ▶ Some recommended activities (e.g. training activities) may need to be planned specifically and as stand-alone activities. <br> ▶ Other activities, e.g. revision of job-descriptions in partner agencies, require management commitment (e.g. allocation of staff time to implement NAP activities). <br> ▶ Priorities should be set in an open and realistic manner, considering competing demands on organizational resources. |
| **6. Check the impact** | ▶ Monitor and evaluate the impact of capacity development initiatives. |