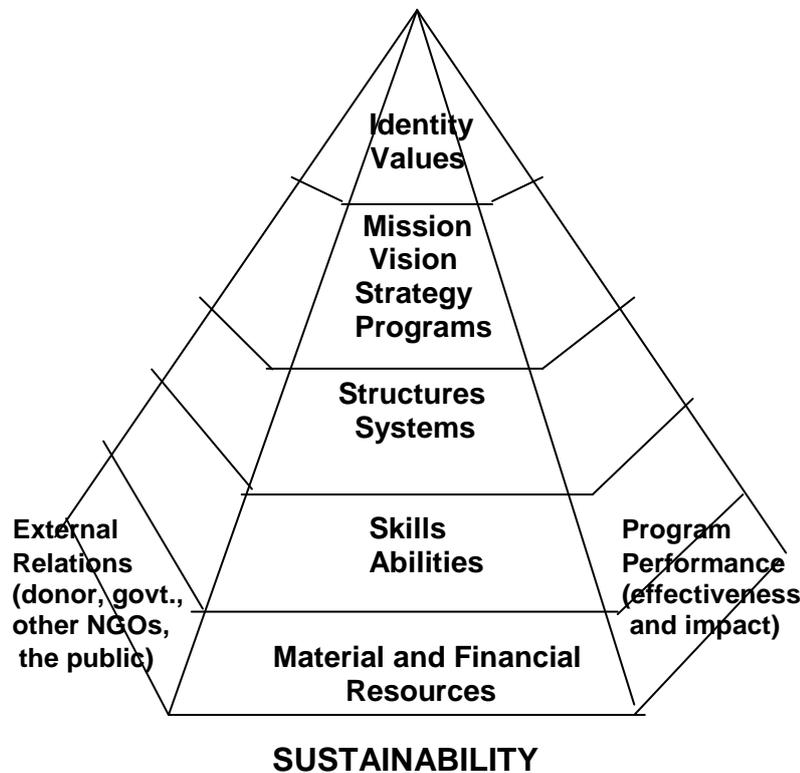


The Capacities Needed for a Sustainable CSO.

If your CSO wants to continue to exist and be effective into the development process - and not collapse because it cannot attract any more emergency money - then the following diagram may be useful. It shows capacities in order of importance (top to bottom) and suggests that you need to build capacities in the upper levels first before you try and build capacities in the lower levels



Please look at the different levels of capacity. It is no use providing capacities lower down the pyramid until the capacities higher up the pyramid are functioning well, because the upper ones have to be in place to make the lower ones effective.

- It is no use providing an CSO with Material and Financial Resources before the CSO has the skills and abilities to use those resources.
- It is no use building the CSO's Skills and Abilities if the CSO does not have the structures and systems to make use of those new skills and abilities.
- It is no use having Systems and Structures in place unless the CSO is clear about its Vision, Mission, Strategy and Programs.
- It is no use having a Vision, Mission, Strategy and Programs in place if there are problems with the CSO's Identity and Values
- Identity and Values are the most important feature of any CSO.

Identity and Values means that an CSO knows what kind of organization it is, why it exists, who it serves, and that it operates with clear values.

Vision, Mission, Strategy and Program means that an CSO has worked out what it wants to do, why it wants to do it, and what results it wants to achieve, and what impact it wants to have.

Structures and Systems means that an CSO understands how an organization works and what it requires to function well. It means that we are talking about an organization not just a particular leader's personality.

Skills and Abilities means that the CSO staff have the knowledge and the training to do the things that it needs to do, both in program and in administration

Material and Financial Resources means that the CSO has the resources it needs to carry out its work and knows how to use them.