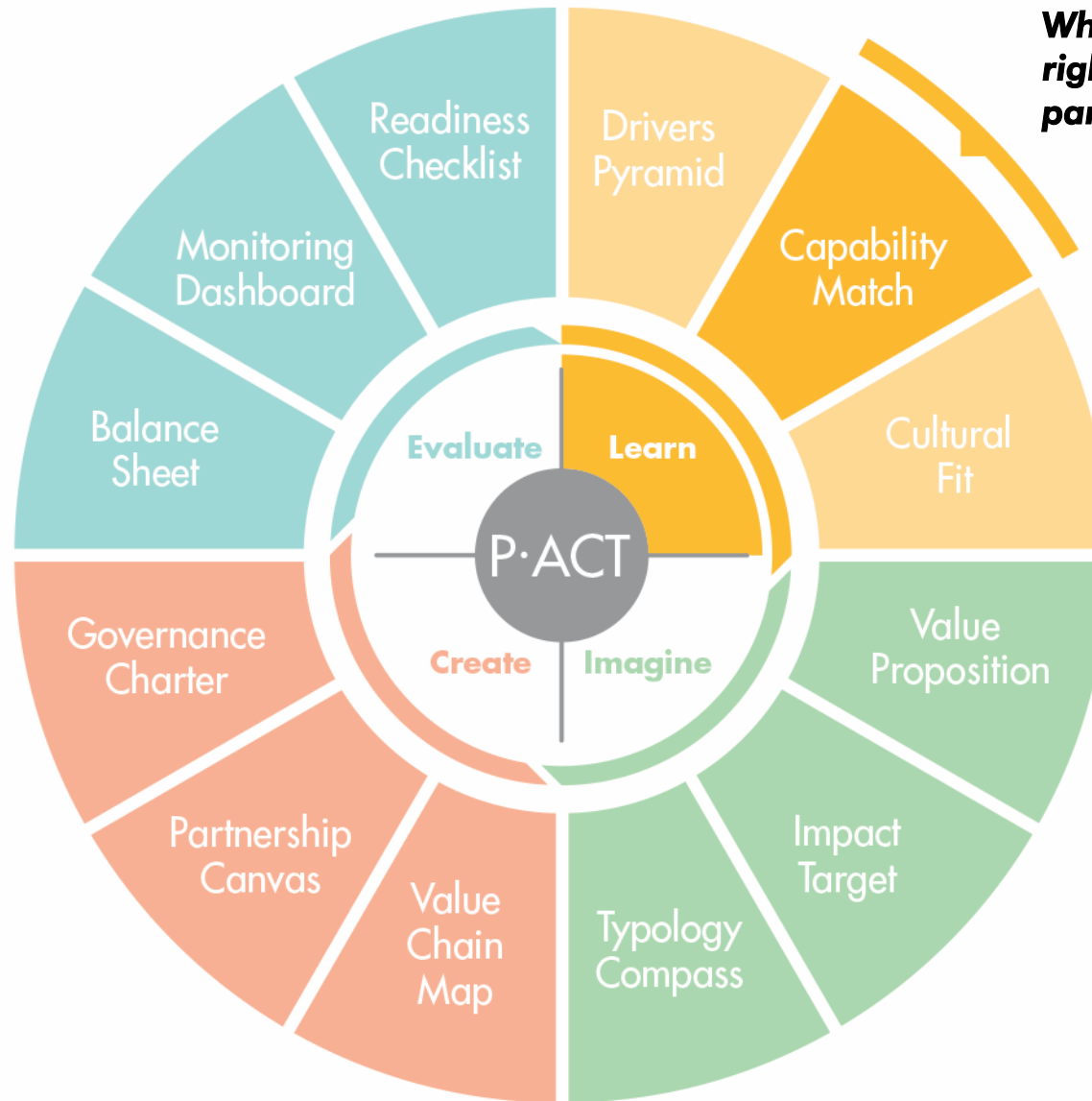


Capability Match

**Why are we the
right group of
partners?**

P·ACT





Why are we the right group of partners?

Pre-requisite tools:

- Drivers Pyramid

Next tools:

- Cultural Fit
- Value Proposition

Capability Match

Why are we the right group of partners?

Organizations engaging in partnerships for social impact often make broad assumptions about their partner's capabilities or their willingness to mobilize certain assets for the partnership. This tool enables partners to verify their assumptions about their respective capabilities, and to identify any tension or gaps that may require further negotiation or engagement of other partners in order to fulfil the partnership goals.

Capability Match [Mural template](#)



Why should we use it?

To assess whether the group of partners collectively have the critical capabilities needed to fulfill the partnership goals.



What will we accomplish?

Define the capabilities required to fulfill the partnership goals.

Assess the group of partners against the required capabilities.

Establish a plan to address any tensions and gaps in capability fit.

Step-By-Step

Step 1

Define
capability
requirements



Step 2

Assess
partners'
capabilities



Step 3

Address
tensions
and gaps

Step 1:

Define capability requirements

- 1.1** Together, use the Drivers Pyramid tool to identify your **partnership goals**.
- 1.2** For each of the partnership goals individually, ask yourself: **What capabilities does our partner(s) need to absolutely have in order to achieve success around this particular goal?** ALL partners can contribute criteria to ALL partnership goals.
- 1.3** For each goal, share your brainstormed criteria and align on a final list. Start with the criteria for your common drivers then move to discuss those for your individual must-have drivers.

Example:

Partner 1
EcoAct: Recycled plastic timber products

Partner 2
FixChap: Online marketplace for handyman services

Partnership Goal	Criteria: What capabilities do we need to achieve success?
Increase service quality	Partner can cross advertise
Increase service quality	Partner needs to fulfill requests in less than 48 hours
Increase service quality	Partner average service quality rating needs to be > 4 stars
Reduce installation cost	Partner price per installation needs to stay below \$30
Access new customers	Partner needs to serve customers within target profile

Step 2:

Assess partners' capabilities

2.1 Self-assess your organization against the list of criteria. Ask yourself:

- Can our organization fulfill this criteria? And, to what extent?
- What competencies or resources can we contribute?
- How unique is our contribution compared to other potential market actors?


Use color coded stickers or other markers to record your assessment against each criteria.

Example:


Partner 1
EcoAct: Recycled plastic timber products

Partner 2
FixChap: Online marketplace for handyman services

Partnership Goal	Criteria: What capabilities do we need to achieve success?	Partner 1	Partner 2
Increase product awareness	Partner can cross-advertise	Red	Green
Improve service quality	Partner needs to fulfill requests in less than 48 hours	Yellow	
	Partner average service quality rating needs to be > 4 stars	Green	
Reduce installation cost	Partner price per installation needs to stay below \$30	Yellow	
Access new customers	Partner needs to serve customers within target profile		Green

 = Cannot meet criteria

 = Meets partially or developing capability to meet criteria

 = Meets criteria

Worksheet 1:

Capability Match Table



= Cannot meet criteria



= Meets partially or developing capability to meet criteria



= Meets criteria

Drivers

Criteria: What capabilities do we need to achieve success?

Capability Assessments

Who can contribute to what?

		Partner 1	Partner 2	Partner 3	Partner 4

Step 3:

Address tensions and gaps

3.1 Reflect together on the resulting collective self-assessment map. Not all criteria need to be fulfilled by all partners, but ALL partners need to feel that ALL criteria are sufficiently fulfilled.

- ?** What criteria are under-fulfilled? Why?
- ?** Can we negotiate on certain criteria to reach a better fit?
- ?** Can we develop the missing capabilities within our group?
- ?** Do we need to engage other actors? Who might they be?

3.2 Identify and record any agreed upon next steps and establish a plan and timeline to execute on them.

Next Steps	Timeline

Facilitation tips

Step 1 Collective brainstorming

- Make sure that all participants are contributing ideas and opinions to each driver.
- Align on the criteria for each driver before moving to the next.

Step 2 Individual self- assessment

- Sometimes partners may have the capability but not be able or willing to use it for the partnership. The self-assessment should reflect and capture this.

Step 3 Collective reflection

- Ensure the group assigns responsibility and a timeline for each item on their action plan.

