Capacities of Strong Organisations

Strong organisations have well-developed Leadership, Mission, Vision, Strategy, Programme Delivery, Financial Management, Fund Development, Communications, Technology, and Strategic Relationships capacities (Grant-makers for Effective Organisations, 2014).

Capacity	Ability to	For Example
1. **Leadership:**	• Build staff and board leadership • Invest in talent development and executive transition planning	• The board is clear about its responsibilities, takes them seriously, and executes well. • The organisation is able to adjust to environmental shifts. • The board has a mix of appropriately skilled governance members, which reflect the community served by the Group. • There are leadership pipelines and development pathways in place for staff and Board members. Regular performance reviews and assessments for both are in place.
2. **Mission & Vision:**	• Communicate vision and mission	• The group has a clear vision and purpose • Work is aligned to vision and purpose and programmes are mission-centric. • The Group has an appropriate set of rules, terms of reference, or constitution.
3. **Strategy & Planning:**	• Conduct organisational planning, assessment and development	• The group can describe the outcomes it is looking to achieve. A thoughtful long-term strategy is developed jointly by board and staff. • The group can show there is need or demand for their services or approach • Appropriate planning, practices, procedures, and policies are in place for the size, scale, and operational activities of the Group. • There are enough staff and volunteers, with appropriate skills, expertise, qualifications, registrations, and general experience to deliver the intended purpose(s).
4. **Program Delivery:**	• Execute programme design, delivery and evaluation	• Programme delivery is safe and effective. • Activities meet the needs of participants or clients.

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		• The group can track, monitor or evaluate its work • Programmes and services are evolved and updated as required.
5. Financial Management & Fund Development:	• Manage day-to-day activities and long range plan to ensure financial health • Develop and implement fundraising strategy and plan for and execute other revenue-generating activities	• The group is able to secure resources appropriate to its needs. Where possible, effort has been made to diversify funding streams. • The group soundly manages and accounts for the resources it already has, suitable processes and systems are in place. It is financially stable. • Funds are spent on activities that advances the group's purpose.
6. Communications & Technology.	• Use marketing, online presence, media relations and social media to raise awareness and attract attention and resources to the organization or issue • Build and use internal IT systems needed to facilitate the work	• The group's vision and purpose is well-understood – internally and externally. • The group has a clear, strong and compelling external presence. This could include a visible, vocal and effective public champion or spokesperson for the organisation. • There are effective internal communications. Staff and board members have the information and systems they need to connect with each other and do their jobs. • The group has suitable IT and communications infrastructure and software to manage its work and finances. Staff are appropriately skilled to use them.
7. Strategic Relationships:	• Establish connections with colleague organisations, stakeholders and decision-makers that can help advance the mission and possibly spark collaboration	• The group has a sound reputation among other organisations and in the community. • The group is willing to partner with others to address shared issues or achieve wider impact. • The group can engage, inspire and connect with stakeholders and volunteers and tap into networks to help fill gaps in knowledge, expertise or resourcing. • The group is open-minded, able to share power and responsibility, adaptable and flexible.

Eastern and Central Community Trust

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