

## 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
<b>1. Leadership:</b>	<ul style="list-style-type: none"> <li>• Build staff and board leadership</li> <li>• Invest in talent development and executive transition planning</li> </ul>	<ul style="list-style-type: none"> <li>• The board is clear about its responsibilities, takes them seriously, and executes well.</li> <li>• The organisation is able to adjust to environmental shifts.</li> <li>• The board has a mix of appropriately skilled governance members, which reflect the community served by the Group.</li> <li>• There are leadership pipelines and development pathways in place for staff and Board members. Regular performance reviews and assessments for both are in place.</li> </ul>
<b>2. Mission &amp; Vision:</b>	<ul style="list-style-type: none"> <li>• Communicate vision and mission</li> </ul>	<ul style="list-style-type: none"> <li>• The group has a clear vision and purpose</li> <li>• Work is aligned to vision and purpose and programmes are mission-centric.</li> <li>• The Group has an appropriate set of rules, terms of reference, or constitution.</li> </ul>
<b>3. Strategy &amp; Planning:</b>	<ul style="list-style-type: none"> <li>• Conduct organisational planning, assessment and development</li> </ul>	<ul style="list-style-type: none"> <li>• The group can describe the outcomes it is looking to achieve. A thoughtful long-term strategy is developed jointly by board and staff.</li> <li>• The group can show there is need or demand for their services or approach</li> <li>• Appropriate planning, practices, procedures, and policies are in place for the size, scale, and operational activities of the Group.</li> <li>• There are enough staff and volunteers, with appropriate skills, expertise, qualifications, registrations, and general experience to deliver the intended purpose(s).</li> </ul>
<b>4. Program Delivery:</b>	<ul style="list-style-type: none"> <li>• Execute programme design, delivery and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Programme delivery is safe and effective.</li> <li>• Activities meet the needs of participants or clients.</li> </ul>

Capacity	Ability to	For Example
		<ul style="list-style-type: none"> <li>• The group can track, monitor or evaluate its work</li> <li>• Programmes and services are evolved and updated as required.</li> </ul>
<p><b>5. Financial Management &amp; Fund Development:</b></p>	<ul style="list-style-type: none"> <li>• Manage day-to-day activities and long range plan to ensure financial health</li> <li>• Develop and implement fundraising strategy and plan for and execute other revenue-generating activities</li> </ul>	<ul style="list-style-type: none"> <li>• The group is able to secure resources appropriate to its needs. Where possible, effort has been made to diversify funding streams.</li> <li>• The group soundly manages and accounts for the resources it already has, suitable processes and systems are in place. It is financially stable.</li> <li>• Funds are spent on activities that advances the group's purpose.</li> </ul>
<p><b>6. Communications &amp; Technology.</b></p>	<ul style="list-style-type: none"> <li>• Use marketing, online presence, media relations and social media to raise awareness and attract attention and resources to the organization or issue</li> <li>• Build and use internal IT systems needed to facilitate the work</li> </ul>	<ul style="list-style-type: none"> <li>• The group's vision and purpose is well-understood - internally and externally.</li> <li>• 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.</li> <li>• 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.</li> <li>• The group has suitable IT and communications infrastructure and software to manage its work and finances. Staff are appropriately skilled to use them.</li> </ul>
<p><b>7. Strategic Relationships:</b></p>	<ul style="list-style-type: none"> <li>• Establish connections with colleague organisations, stakeholders and decision-makers that can help advance the mission and possibly spark collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• The group has a sound reputation among other organisations and in the community.</li> <li>• The group is willing to partner with others to address shared issues or achieve wider impact.</li> <li>• The group can engage, inspire and connect with stakeholders and volunteers and tap into networks to help fill gaps in knowledge, expertise or resourcing.</li> <li>• The group is open-minded, able to share power and responsibility, adaptable and flexible.</li> </ul>