



Grant Management Workshop

January 26-29, 2021

Basic Organizational Capacity Building

For Resilience and Sustainability

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January 28, 2021

In 2020, what was the biggest adjustment your organization made to accomplish your mission?



What we mean by “Capacity” ...

....the organization’s ***potential*** to accomplish its mission and achieve its vision that makes an impact on the community it serves....

the maximum amount of work that an organization is capable of completing in a given period due to constraints such as quality problems, project delays, materials and supply handling and costs, etc.

What is Organizational Capacity Building?

Capacity building is an intervention that strengthens an organization's ability to fulfill its mission.

Organizational Capacities

Core Capacities

Leadership Capacity

The ability of all organizational leaders to create & sustain the vision, inspire, model, prioritize, make decisions, provide direction, & innovate, all in an effort to achieve the organizational mission.

Adaptive Capacity

The ability of a nonprofit organization to monitor, assess, and respond to internal and external changes.

Management Capacity

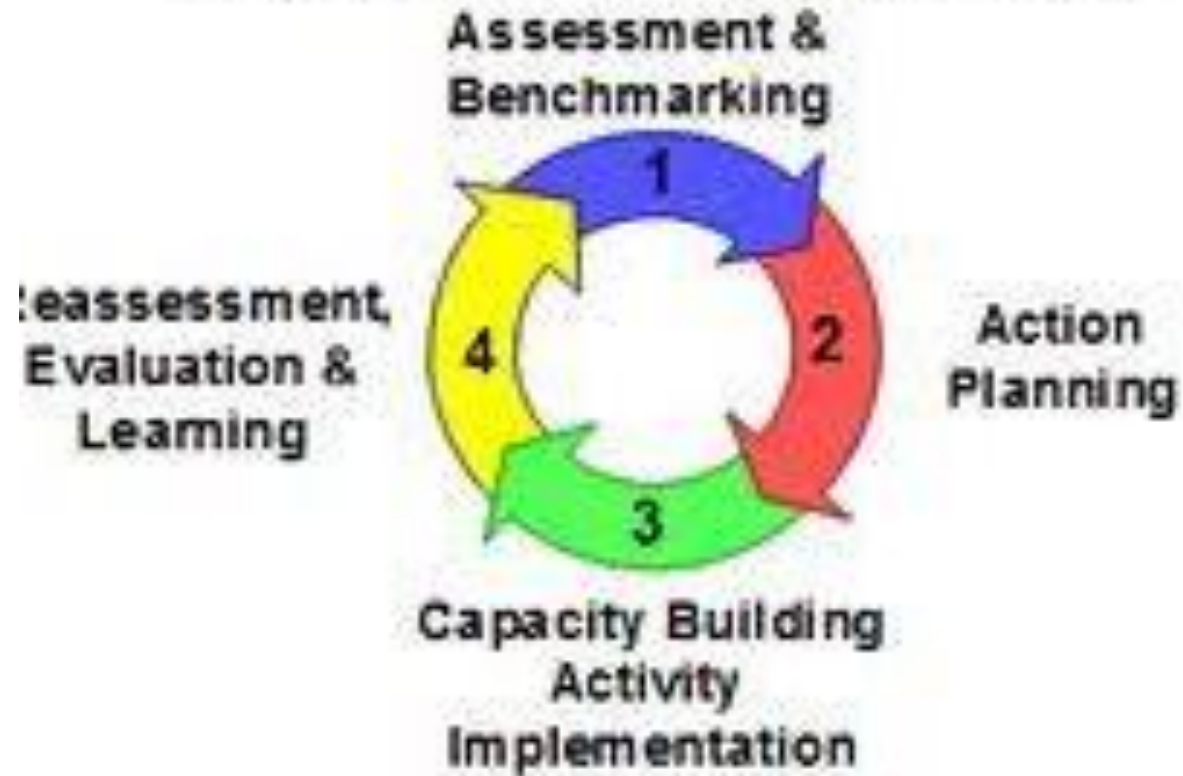
The ability of a nonprofit organization to ensure the effective and efficient use of organizational resources.

Technical Capacity

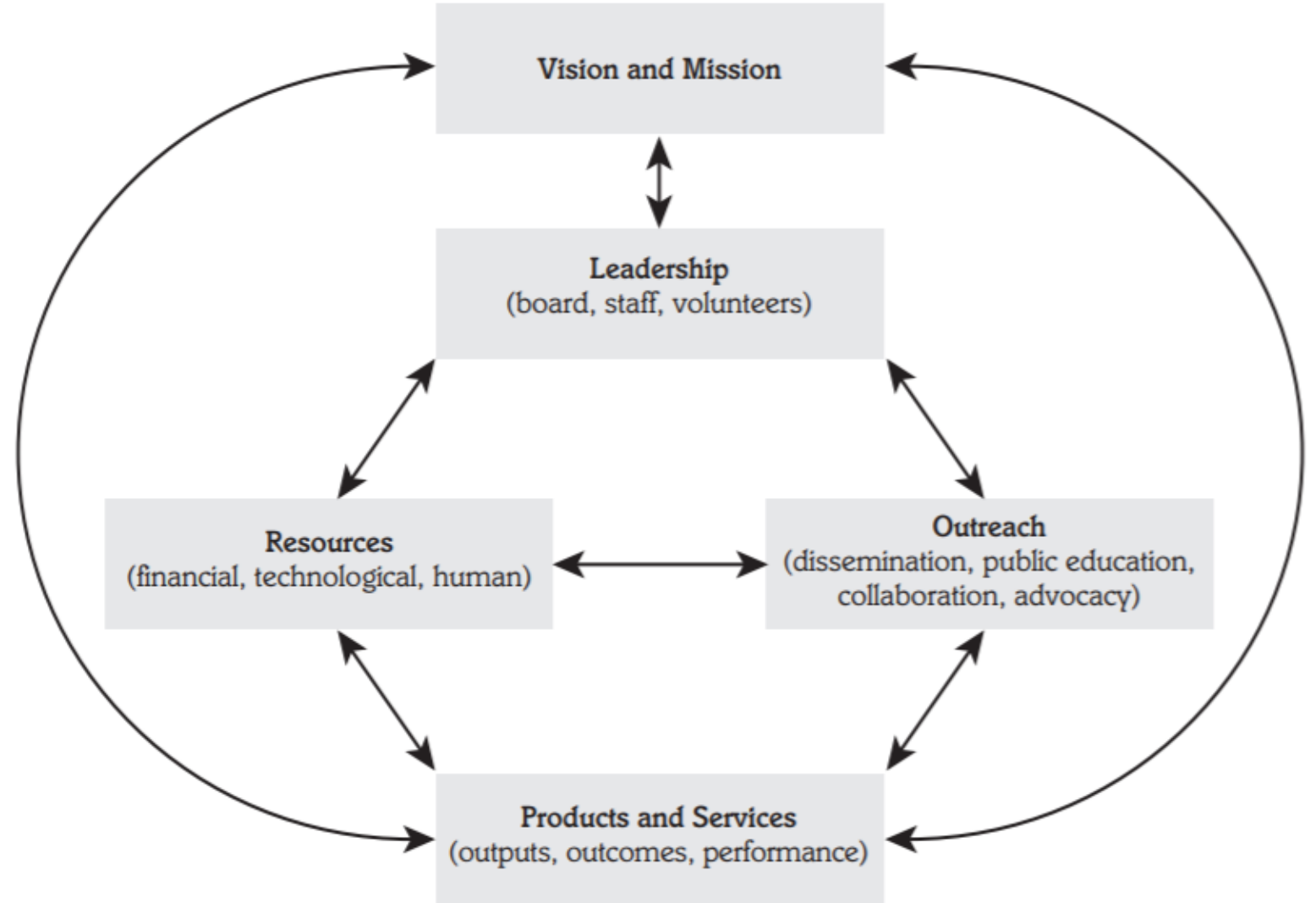
The ability of a nonprofit organization to implement all of the key organizational and programmatic functions.

Process

Capacity Building Process



Framework



Outcomes

Development

Transitional

Transformational

Why Important?

- Financial Stability
- Key staff retention
- Develop strong internal and external leadership
- Build strong relationships with all stakeholders
- Be able to rapidly adapt to external changes
- Create a culture of critical analysis and planning
- Create a focus on mission fulfillment through the ability to measure performance

Where to target your Capacity Building Efforts

Mission, Vision and Strategy <ul style="list-style-type: none">• Strategic Planning• Organizational Planning• Accountability Systems	Strategic Relationships <ul style="list-style-type: none">• Collaboration and strategic restructuring• Marketing and Communications
Governance and Leadership <ul style="list-style-type: none">• Leadership development• Board development• Succession planning	Resource Development <ul style="list-style-type: none">• Fund development• Business planning for revenue generation
Service Delivery and Impact <ul style="list-style-type: none">• Program design and development• Outcomes measurement• Program analysis and evaluation	Internal Operations and Management <ul style="list-style-type: none">• Human resources management• Financial management• Operations• Technology and IS• Facility planning• Legal/ Risk Assessment• Volunteer development

Why Do We Not Do Capacity Building?

- Low level of readiness
- Reluctance to share CB needs w/funders
- Budget size/underestimating cost of overhead and operations
- Insufficient staffing
- Lack leadership
- High cost of CB services
- Lack of diverse resources
- Inability to navigate bureaucratic complexities
- Reputation/public stigma

Attributes

&

Impacts



Since the start of the COVID-Pandemic, which *least-used* Capacity Building attribute has your organization had to switch and *use the most, in order* to accomplish your mission?



Partnerships



Capacity Building & Leadership



Policy & Advocacy



Research & Evaluation



Training & Technical Assistance



Leveraging Technologies



Coalition Building & Convening



Outreach & Dissemination

Which of these Barriers is getting in the way of your agency receiving the DHCD award for Best Practices in Organizational Capacity Building?...

What will you do different in 2021 to receive the award??





Organizational Resilience

Resilience

- Continuity of Operations
- Crisis Management
- Critical Environments
- Financial Health and Viability
- Human Resource Management
- Incident Response

Frameworks

- Information & Communication Technology Continuity
- Information Security
- Legal, Audit & Compliance
- Organizational Behavior
- Risk Management
- Supply Chain Management



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Why Funders like Capacity Building



Organizational Practices for Highly Effective Rehab *Project Managers*

Effective Habits

- Align rehab resources with the community needs
- Infuse your Program/project with your local Community Development Mission
- Assess and build your project team capacity
- Establish reasonable timelines

Effective Habits

- Establish & meet quantifiable objectives
- Establish Policies & Standard Operating Procedures for all project activities/operations
- Don't take on too many projects
- Keep information organized with good recordkeeping

Organizational CB Practices for Highly Effective Project Management *Teams*

Effective Habits

- Attends meetings regularly
- Carries out assignments between meetings
- Comes prepared to report back on the progress of assigned tasks

Effective Habits

- Fully participates in discussions
- Have a Mission & Vision for each project
- Follow the Management Plan closely
- High capacity members' dedication ensures successful projects that are on-time, in budget, delivers expected benefits and has high community impact

Know Your Teams DISC Behaviors



References

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