

The Capacity Development Analysis Tool

This resource is designed for any community-based organisation providing community services in the Puketapapa Local Board area.

It aims to support organisations to develop a snapshot of their organisational capability development priorities to support generating organisational projects for the Puketapapa Local Board Strategic Relationship Grant.

This assessment tool identifies the 6 key capabilities that are characteristic of community organisations working to develop their capacity to create social value.

The resource assesses an organisation's;

1. Strategic Governance
2. Financial viability and sustainability
3. Human resources
4. Innovation – creating new ideas
5. Collaboration
 - a. with other community organisations
 - b. with Puketapapa Local Board
6. Organisational responsiveness to diversity
 - a. to Māori

Terms used in this tool:

This tool distinguishes ‘**capacity**’ as the overall ability of an organisation to create value for others. The model below outlines the 6 core **capabilities** which, by themselves, do not necessarily contribute to social change. **Capabilities** are the collective ability of a group to do something either inside or outside their organisation. **Capabilities** include knowledge, skillsets and tools, and also access to resources, including people and funding. The proposed model for capacity development is presented below.



How to use the tool:

The tool may be completed as an individual organisation or as a collaborative group or partnership. It is entirely up to each organisation how the assessment is completed, and who is involved. We recommend;

- Information from a range of sources, perspectives and experiences within the organisation using the organisations Board, management leaders, staff and volunteers – and/or people using your service
- Use tangible evidence such as plans, policies, evaluation data and performance development plans when considering each domain of capacity development
- Work through the assessment in a way that makes sense to your organisation

Each section includes a brief description about a capability and a set of good practice elements specifically related the capability to guide your process of assessment.

We recommend considering each section in turn, read across each row and select the rating that best describes where your organisation currently sits. Make notes about what guides your decision for reference.

Self-Assessment Process

Capability 1

Capability to deliver

This concerns the organisations skill to ensure that it is producing what it is established to do. To deliver on its objectives it is important that organisations;

- Have effective financial systems and processes to maintain the financial viability and sustainability required to deliver high quality services for communities.
- Have access to current and future financial resources, and the ability to generate its own financial resources
- Have passionate, motivated and competent staff
- Have an outcomes focus – making sure the skills, knowledge and abilities of staff and well as the organisation’s systems and processes achieve results for people and communities.

What good practice looks like in community organisations	Aspirational We want to be able to do this well Rating - 1	Emerging / Building We’re developing but need to do this better and need more capability Rating - 2	Transformative We do this really well and are open to sharing with others Rating - 3
Financial Resources and Sustainability			
• We have robust financial policies, systems and procedures that are regularly reviewed to ensure efficient and accountable financial management			
• We record, manage and monitor our organisation’s financial liabilities, we monitor our finances as a regular part of financial reporting			
• We have identified and measured our organisation’s areas of financial risk and have contingency plans in place should there be changes to our income and funding streams			
Human Resources			
• We have a well-informed plan for workforce			

development and performance appraisal that addresses our present and future human resource needs			
<ul style="list-style-type: none"> Our plan for workforce development is focused on achieving outcomes for people and communities and includes improving cultural competence 			
Outcomes Focus – achieving results			
<ul style="list-style-type: none"> We know and understand the changing needs of our communities and draw on this information in setting our organisations outcomes and performance measures 			
<ul style="list-style-type: none"> We collect qualitative and quantitative information in order to measure our progress and achieving community outcomes. 			
<ul style="list-style-type: none"> We use our outcomes information and stories of change to demonstrate the positive difference our organisation is making with communities 			

Capability 2

Capability to relate to external stakeholders

This core capability is about building and maintaining networks with external actors. This capability focusses on two areas;

- collaboration with community organisations and networks,
- an organisation’s strategic relationship with the Puketapapa Local Board

Many community organisations have been working formally and informally together for many years. This section of the self-assessment tool focusses on formal and intentional collaboration, along with an assessment of working with the Puketapapa Local Board based on a continuum of working together.

What good practice looks like	Aspirational We want to be able to do this well Rating - 1	Emerging / Building We’re developing but need to do this better and need more capability Rating - 2	Transformative We do this really well and are open to sharing with others Rating - 3
Collaboration			
• We focus on building and maintaining trusting relationships and work collaboratively with a range of organisations to improve outcomes for communities			
• We collaborate with well-respected organisations that share our values and we share our services, skills and resources to enhance collective impact			
• We participate in community networks and forums, we share the learning and outcomes of our work to encourage organisations to build on our experiences			
Strategic Relationship with Puketapapa Local Board			
Networking			
• Our organisation has informal discussions and regularly shares information with the			

Puketapapa Local Board.			
<ul style="list-style-type: none"> We are establishing and maintaining our relationship and know and understand what the Puketapapa Local Board priorities are. 			
Co-operation			
<ul style="list-style-type: none"> Our organisation works with the Puketapapa Local Board on common interests and agendas 			
<ul style="list-style-type: none"> We have an ongoing commitment to support the Puketapapa Local Board Plan 			
Collaboration			
<ul style="list-style-type: none"> Our organisation has a strong sense of trust from the Puketapapa Local Board to deliver initiatives that align to their priorities 			
<ul style="list-style-type: none"> Our organisation has agreed, clear, realistic and well understood shared goals with the Puketapapa Local Board 			
<ul style="list-style-type: none"> When we work with the Puketapapa Local Board our organisation is clear about and committed to our roles and responsibilities and the resources we can invest to support success 			
<ul style="list-style-type: none"> Our organisation participates in shared planning and decision making with the Puketapapa Local Board. 			
<ul style="list-style-type: none"> Our organisation works with the Puketapapa Local Board and shares resources, accountability, visions and ideas and decision making 			

Capability 3

Capability to adapt and learn

This capability is about innovation – creating value by implementing new ideas. Community organisations have always been innovative and in today’s climate of limited resources and rapid change, innovation continues to be important. While there are no hard and fast rules for creating innovation, being innovative might mean that your organisation may be able to:

- introduce new ways of delivering services, or enhance or extend existing services to communities
- work with new client groups
- extend or create new strategic partnerships to deliver different services, or
- change work practices within your organisation

Community organisations that are successful at being innovative tend to:

- find new ways to achieve their results
- build new types of relationship with other organisations, businesses, and communities
- embrace new technologies to tell their stories

What good practice looks like for community organisations	Aspirational We want to be able to do this well Rating - 1	Emerging / Building We’re developing but need to do this better and need more capability Rating - 2	Transformative We do this really well and are open to sharing with others Rating - 3
Innovation			
• We create a culture where new ideas and inspiration can flourish by dedicating time and resources to explore new approaches to delivering services			
• We have the resources to develop and improve our core services and the way we work			
• We can sustain our innovations through investing time and resources and collaborating with others			

Capability 4 & 5

Capability to commit and maintain coherence

Good strategic governance is a foundational factor of building sustainable organisations that are robust and clear about the contribution they make to people and communities. A strategic governance Board is focussed on the future while operating in the present, it operates to:

- Monitor and ensure the organisations mission, values and resources are developed for purpose
- Understand the environmental factors that drive change, opportunity and risk
- Comply with legal requirements
- Drive the organisations future direction to meet changing needs

What good practice looks like for community organisations	Aspirational We want to be able to do this well Rating - 1	Emerging / Building We're developing but need to do this better and need more capability Rating - 2	Transformative We do this really well and are open to sharing with others Rating - 3
Strategic Governance			
<ul style="list-style-type: none"> • Our Board has a strategic plan which defines results for our services and the communities we serve 			
<ul style="list-style-type: none"> • Our vision, mission and values are communicated by the Board so that they are well understood by staff, funders and stakeholders 			
<ul style="list-style-type: none"> • We develop and implement clear policies to guide our operational leadership and services 			
<ul style="list-style-type: none"> • Our Board regularly reviews our organisations progress towards our strategic goals, monitors risk and adjusts the organisation's strategy and plans where required to reflect our changing environments 			

Capability 6

Capability to respond to Māori aspirations

Māori are New Zealand's tangata whenua. All community organisations, whether they identify as a Māori organisation, should understand the value of Māori culture, values and responding to the aspirations of local Māori communities.

What good practice looks like for community organisations	Aspirational We want to be able to do this well Rating - 1	Emerging / Building We're developing but need to do this better and need more capability Rating - 2	Transformative We do this really well and are open to sharing with others Rating - 3
1. Responsive to Māori aspirations			
<ul style="list-style-type: none"> Māori staff and Māori communities are involved in setting our organisations strategic direction and the design and delivery of all services to Māori communities 			
<ul style="list-style-type: none"> Our organisation demonstrates commitment to valuing and affirming whānau connections by building and maintaining robust relationships with Māori communities and whānau 			
<ul style="list-style-type: none"> Our organisation demonstrates hospitality through being warm and welcoming, responsive, affirming and respectful of all people and their whānau 			

Capacity Development Priorities

Collate the scores you have used against each section and add them below. This score should give you a snapshot of where some areas for organisational growth could be developed.

To determine whether the capability is a priority, think about:

- How important is this for the people using our services
- How important is this capability for the future of our organisation
- What development might we need to grow this area

It is important to note that this tool is to support your application and proposed activities for multi-year funding for the Puketapapa Strategic Relationship Grant.

Capability	Score	Low priority for our organisation	Medium priority for our organisation	High priority for our organisation
Financial resources and sustainability				
Human Resources				
Outcomes Focus				
Collaboration				
Strategic relationship with the Puketapapa Local Board				
• Networking				
• Co-operation				
• Collaboration				
Innovation				
Strategic Governance				
Responsive to Māori Aspirations				