

# Organizational Capacity Assessment

Name of Organization:

Date assessment completed:

Names and titles of others involved in assessment:

## PROGRAM

	1	2	3
<b>1. Mission</b>  Score: ____	No mission statement. Group organizes around a champion, putting out "fires", and/or working on general objectives.	Mission is articulated, activities, events and programs are not always consistent with mission.  OR  Mission is in transition.	Mission is clear and there is common understanding (internally and externally) about the purpose of the organization. Activities, events and programs are consistent with mission.

Explanation/Comments:

Priority:

	<b>1</b>	<b>2</b>	<b>3</b>
<b>2. Strategy</b>  Score: ____	Lack of clarity around organizational goals and a strategy to reach them. No or unused strategic plan.	Organizational goals are defined and some work has been done on a strategy to reach them (i.e. a SWOT (strengths, weaknesses, opportunities and threats) analysis), strategic plan). Some link between strategy/strategic plan and day-to-day activities.	Organizational goals are defined and a clear strategy is in place for reaching them (i.e. SWOT analysis, strategic plan). Clear link between strategy/strategic plan and day-to-day activities. Goals and strategy are evaluated and updated as needed.

Explanation/Comments:

Priority:

	<b>1</b>	<b>2</b>	<b>3</b>
<b>3. Facilities and Equipment</b>  Score: ____	Lack of necessary equipment (i.e. computers, software, etc.) and facilities limits program delivery.	Most necessary equipment (i.e. computers, software, etc.) is available and facility meets current needs. Equipment and facility improvements could increase effectiveness.	Equipment (i.e. computers, software, etc.) and facilities meet current and anticipated needs, are well maintained, and staff is trained in their use.

Explanation/Comments:

Priority:

	<b>1</b>	<b>2</b>	<b>3</b>
<b>4. Partnerships and Community Relationships</b>  Score: __	No partnerships or community relationships to enhance work. Lack of coordination between various entities in the area.	A few partnerships and community relationships are being built. Partnerships sometime help leverage resources. Some action around common goals.	Effective partnerships and community relationships in place and maintained. Resources consistently leveraged. Frequent action around common goals.

Explanation/Comments:

Priority:

	<b>1</b>	<b>2</b>	<b>3</b>
<b>5. Communications</b>	No communications and/or outreach strategy. Lack of, or	Some work done on communications and/or outreach strategy. Some link	Communications and/or outreach strategy in place and clearly linked

<p><b>&amp; Outreach</b></p> <p><b>Score: ____</b></p>	<p>outdated communications and/or outreach materials (i.e. website, newsletter, etc.).</p>	<p>between communications and/or outreach strategy and day-to-day activities.</p> <p>Many communications and/or outreach materials (i.e. website, newsletter, etc.) are up-to-date and have consistent look.</p>	<p>to day-to-day activities.</p> <p>Communications and/or outreach materials (i.e. website, newsletter, etc.) are up-to-date, evaluated and revised as necessary, and have consistent look.</p>
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Explanation/Comments:

Priority:

## PEOPLE

	<b>1</b>	<b>2</b>	<b>3</b>
<b>6. Board</b>	Board's function is unclear (i.e. no established by-laws,	Board's function is clear (i.e. operates according to by-laws, etc.) Many, but not all	Board's function is clear and is evaluated and modified as necessary. All key stakeholder

<b>Score: ____</b>	etc.). Lacks stakeholder diversity and/or variety of expertise. Provides little or no strategic direction, evaluation of executive leadership, or fundraising support or financial contributions.	stakeholder interests and/or areas of expertise are represented. Provides some strategic direction, evaluates executive leadership. Provides some fundraising support and financial contributions.	interests and/or areas of expertise are represented. Provides deliberate strategic direction, regularly evaluates executive leadership. Provides consistent fundraising support and financial contributions.
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Explanation/Comments:

Priority:

	<b>1</b>	<b>2</b>	<b>3</b>
<b>7. Leadership</b>  <b>Score: ____</b>	Executive director/group leader holds all power, or leadership roles are unclear. Decision-making processes unclear or not effective.	Executive director/group leader has somewhat defined role, and additional leadership roles may exist. Decision-making processes are somewhat clear, consistent, and effective.	Leadership roles are clearly defined. Decision-making processes are clear, consistent, and effective.

Explanation/Comments:

Priority:

	<b>1</b>	<b>2</b>	<b>3</b>
<b>8. Staff</b>  <b>Score: ____</b>	Staff (paid and/or volunteer) size and composition is not adequate to meet current needs and cover	Some key positions are filled and other staffing needs are roughly defined. Some staff (paid and/or volunteer) multi-task at an unsustainable level.	Staff (paid and/or volunteer) covers the key needs of the organization. There are clear plans to expand or adjust staff to meet unaddressed needs. Reasonable level of staff

	all activity areas. High rates of staff turnover.	Slightly higher than regular rates of staff turnover.	turnover.
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Explanation/Comments:

Priority:

	1	2	3
<b>9. Operational Processes</b>  <b>Score: ___</b>	No or few systems in place to support organizational function (i.e. personnel policies, job descriptions, annual work plans, evaluation	Some systems exist to support organizational function and they are used periodically (i.e. personnel policies, job descriptions, annual work plans, evaluation processes,	All systems needed for smooth organizational function in place, are used regularly and updated as needed (i.e. personnel policies, job descriptions, annual work plans, evaluation processes, leadership

	processes, leadership transition plan).	leadership transition plan).	transition plan).
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Explanation/Comments:

Priority:

## MONEY

	1	2	3
<b>10. Fundraising</b>  <b>Score: ____</b>	Funding is currently not adequate to meet program needs and carry out mission. Funding is from a small	Most needs can be met with current funding. Funding is somewhat diversified. There is a plan for fundraising.	Funding securely covers the current program of work and near-future plans. Funding is diversified (no single source represents more than 40% of funding). There is a well-



	number of sources. No fundraising strategy.		organized plan for fundraising and it is linked to budgeting and strategic planning processes.
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Explanation/Comments:

Priority:

	<b>1</b>	<b>2</b>	<b>3</b>
<b>11. Financial Systems</b>  <b>Score: ___</b>	Lack of budgeting process. No financial controls (i.e. more than one person responsible for receiving, depositing, and reconciling funds, authorizing payments over a certain amount,	Budgeting process in place. Some financial controls (i.e. more than one person responsible for receiving, depositing, and reconciling funds, authorizing payments over a certain amount, annual financial audit completed, etc.)	Budgeting process in place, linked to strategic plan, and updated as necessary. Full suite of financial controls (i.e. more than one person responsible for receiving, depositing, and reconciling funds, authorizing payments over a certain amount, annual financial audit completed,

	etc.) in use.	in use.	etc.) in place.
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Explanation/Comments:

Priority:

## Additional Comments

Is there anything else you'd like to add?

## References

TREC's *Organizational Effectiveness Assessment*, Mary Virtue and Barbara Wyckoff's *Organizational Assessment Matrix: CBOs* (based on "An Integrated Toolkit for Institutional Development" by Mark Renzi in *Public Administration and Development*, Vol. 16, pgs. 469-483, 1996), and the Marguerite Casey Foundation's *Organizational Capacity Assessment Tool* were used in the development of this assessment tool.