

UWGA Capacity Building Approach

Definition: Capacity Building supports improvement and internal development work for organizations or collaborative entities to increase operational, programmatic, financial, or organizational effectiveness.

North Star: Improving sustainability and effectiveness in organizations and collaborative entities so that they can provide better direct services and systems change efforts.

Unit of Analysis: Organization/Entity

- The Better Off is evidenced by increases in operational, programmatic, financial, or organizational effectiveness

iCAT™: Impact Capacity Assessment Tool

OVERVIEW



ALGORHYTHM

Impact Capacity Assessment Tool (iCAT)

- Acknowledges that effective organizations are made up of empowered people. The underlying capacity building framework are based on behavioral change models. iCAT seeks to identify the capacity change levers and to provide recommended actions necessary to empower people for organizational development.
- Automated, online organizational capacity assessment tool built on Algorhythm's 15+ years as nonprofit evaluators, researchers and capacity builders; experience developing the Core Capacity Assessment Tool; ongoing user feedback and research on organizational effectiveness.
- Solicits multi-stakeholder (minimum of 3) confidential input on the organization's strengths and areas of need and aggregated for immediate reflections = anonymous, multi-stakeholder conversation starter.

Impact Capacity Assessment Tool (iCAT)

- 6 core capacity building areas and 28 subcapacities that capture known field categories of organizational effectiveness (tailored for smaller orgs* <\$150k or <2FTE, ~20 subcapacities)
- Estimates organizational capacity stage and prioritizes ~ top 10 subcapacity areas of need based on stage and stakeholder reflections.
- Offers recommended capacity building plan based on priority sub-capacity needs.
- Documents recent and proposed (requested) capacity building activities.
- Fully automated administration by the nonprofit (including launch and monitoring progress of iCAT participants)
- Data collected via online survey of 125-150 questions, ~30 minutes/person, plus 15 org background questions for one person.

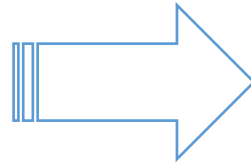
What is the iCAT behavioral change framework?

Capacity Change Levers

Capacity Building Actions



Energy = Improved attitude or motivation toward a behavior and/or development of desire to engage in an activity or carry out a behavior.

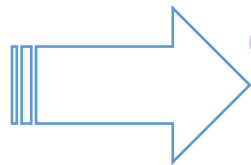


M

Motivating = Interactive or non-interactive activities that increase motivation or change beliefs/attitudes toward a behavior. ?
Coaching, Mentoring, Counseling, Incentivizing



Knowledge = Increased understanding and awareness of concepts/information.

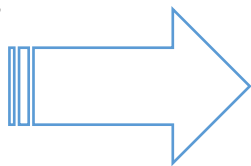


TE

Teaching = Providing information & content about a topic through workshops, trainings, materials, lessons, groups sessions, etc. Training/Educating, such as through workshops, conferences, online learning, train-the-trainer, consulting, etc.



Opportunity = Creation of place, space and/or provision of resources to program participants so that they can effectively practice and learn.

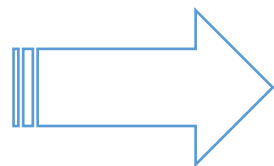


G

Giving = Creating the space and conditions for behavioral changes to happen. Resourcing/Providing, especially equipment, tools, data, and new hires/technical assistance.



Skills = Increased practical ability of how to do something.



P

Practicing = Allowing participants to implement information they learned or to learn to do things.

Empowered People = Effective Organizations

Identify the Capacity
Change Levers

Energy

Knowledge

Opportunity

Skills

+

Match with Tailored
Capacity Building Actions

Motivating

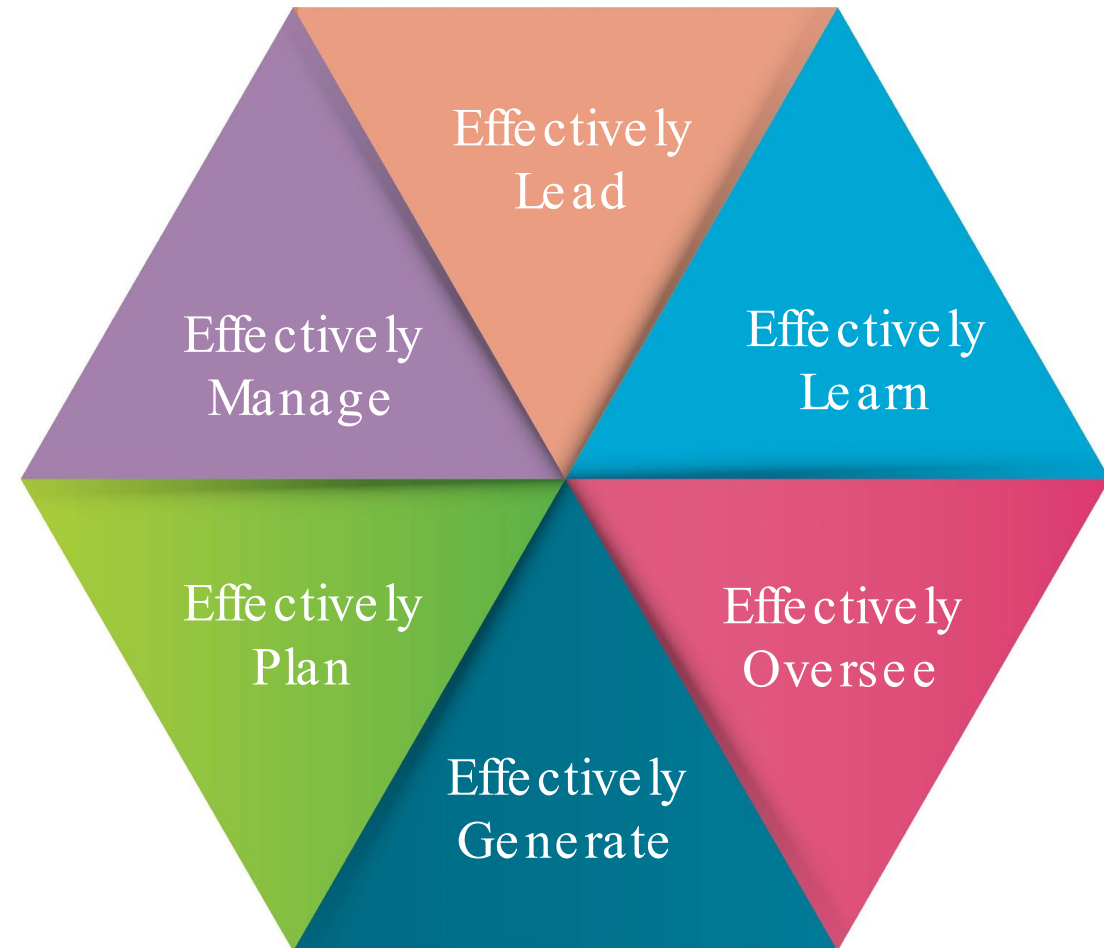
Teaching

Giving

Practicing

=

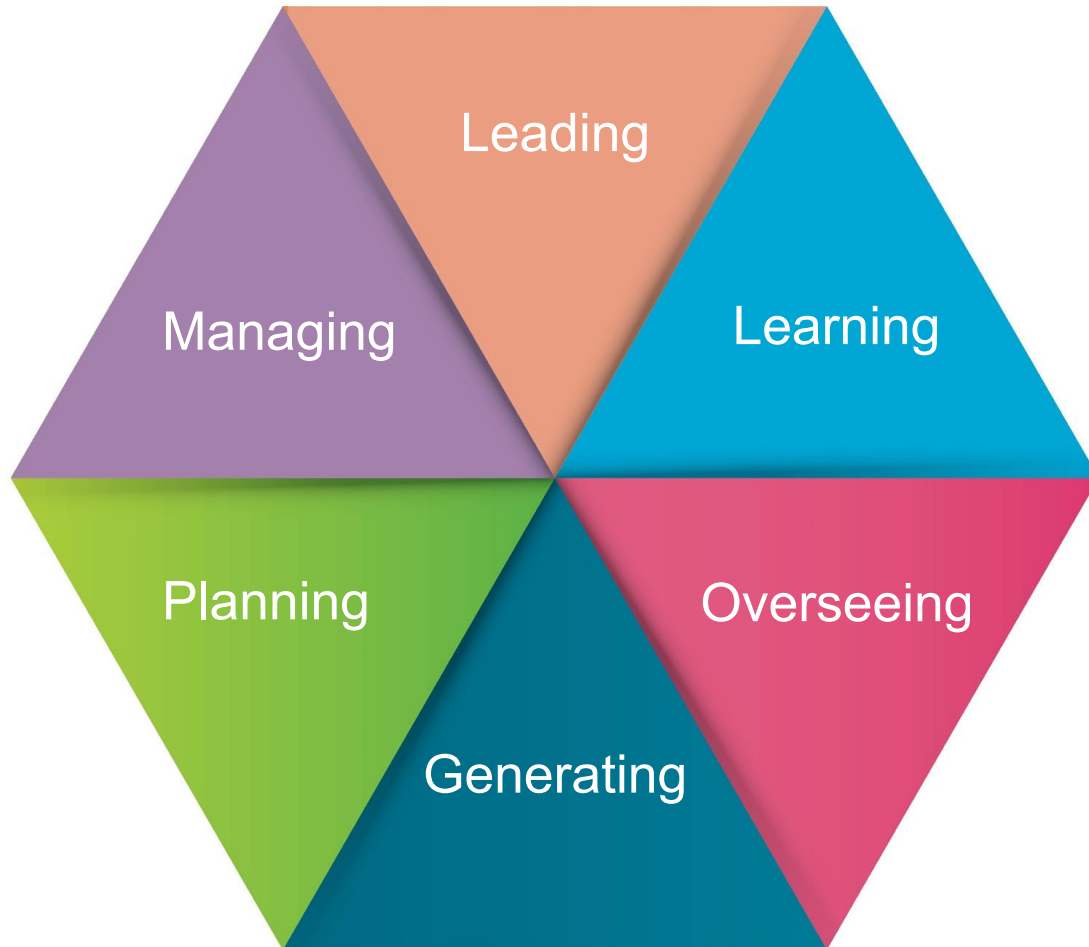
Empower People to More:



What does the iCAT measure?

Organizational Effectiveness Core Capacities

6 Core Capacities



Leading: The capacity of an organization's leaders to engage and inspire all internal and external stakeholders to work towards a common vision and mission.

Managing: The capacity of an organization to manage the development, use and retention of its human and other resources in an efficient and cost-effective manner.

Planning: The capacity of an organization to effectively plan for the future, and make decisions along the way.

Generating: The capacity of an organization to raise the funds and other resources that it needs to operate, including partnering with others to support the organization.

Overseeing: The capacity of an organization's board and leaders to ensure their nonprofit's financial health, mission progress and community impact.

Learning: The capacity of an organization to gather and use information and data about the community it serves, its programs and strategies, and the cost-effectiveness of its operations.

6 Core Capacities and 28 Subcapacities

Leading

- Mission Leadership
- Community Leadership*

Generating

- Board & Staff Fundraising
- Individual Donor & Grantmakers Support
- Marketing*
- Partnerships*

Managing

- Staff (Deployment, PD*, Recruitment & Retention)
- Volunteer (Engagement, Recruitment & Retention)
- Program Implementation
- Technology
- Facilities (if applicable)
- Community Collaborations*

Overseeing

- Financial
- Implementation Accountability
- Impact Accountability

Planning

- Strategic Planning (if applicable)
- Decision Making

Learning

- Advocacy Success (if applicable)
- Environmental Context*
- Organizational Capacity*
- Population Needs
- Program Success
- Staff Performance Assessment

What are the key iCAT insights?

iCAT Insights

- Calculates overall **Capacity Score** and **individual capacity and subcapacity scores** based on equal weighting of iCAT participants who respond (“I don’t know” is an option or skipping the question)
- Estimates **Organizational Capacity Stage**
- Prioritizes a maximum of **10 Capacity Building Recommendations** based on stage and stakeholder reflections and briefly explains challenge(s) and recommendation(s)
- Summarizes capacity building history (recently implemented and requested) in comparison to recommendations for a tailored **Capacity Building Plan**

What does the iCAT process look like?

iCAT Assessment: Roles



United Way of
Greater Atlanta

Intermediary
Account
Manager

- UWGA is the main contact for Algorhythm
- UWGA will launch your iCAT assessment
- UWGA will review your iCAT report with you



Nonprofit
Organization
(YOU)

Nonprofit
Account
Manager

- Main contact for UWGA
- Provides Basic Org Info (FTE/Budget)
- Provides iCAT Organizational Participant Info

Organizational
Administrator

- Provide Detailed Organizational Background & Capacity Building Info
- Completes Assessment

Organizational
Participant

- Completes Assessment
- 3 minimum participants
 - Executive Director
 - Board Member
 - Staff Member

Please Note! The same person can act as the nonprofit account manager, the organizational administrator, and serve as an organizational participant, or these roles can be separated out depending on an organization's needs. The iCAT does require three separate people to act as organizational participants to complete the assessment.

iCAT Assessment: Multi-stakeholder Participation



How would you rate the **Board's capacity to raise funds** for the organization?

Board members...

	Low	Medium	High	I don't know
Motivate and incentivize each other to raise money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Know how to raise money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have the data and information they need to raise money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have the time and resources they need to raise money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have a lot of experience successfully raising money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leaders & Managers
Independently Spend ~30 Minutes
Completing a Confidential, Online
Set of Questions About their
Organization's Capacity.

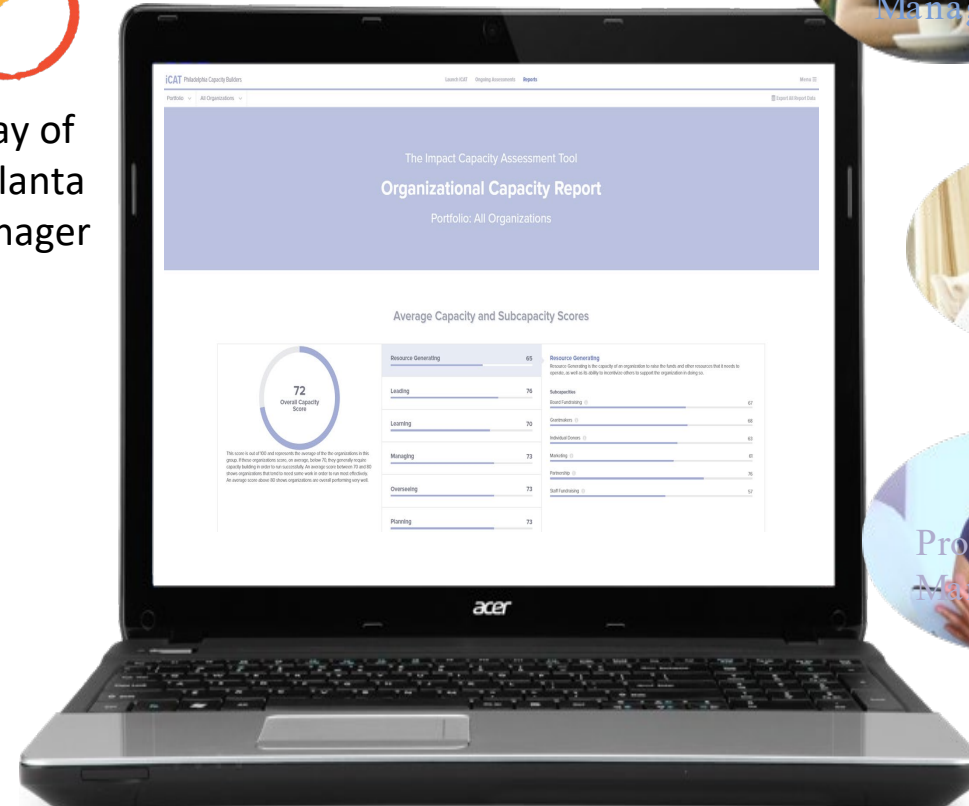
Minimum of 3 – Maximum of 25

iCAT Report & Interpretation

- United Way of Greater Atlanta will meet with your organization to review the iCAT assessment report together
- We will review the findings and identify your priority capacity building needs
- We will work with you to find the right resources to help implement recommendations from the iCAT report
- Your organization will have full access to your report for your use



United Way of
Greater Atlanta
Grants Manager



Click Below to check out an
interactive sample report

[iCAT Sample Report](#)