**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
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**

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

**Knowledge** = Increased understanding and awareness of concepts/information.

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

**Skills** = Increased practical ability of how to do something.

**Capacity Building Actions**

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

**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.

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

**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:

- Effectively Lead
- Effectively Manage
- Effectively Plan
- Effectively Generate
- Effectively Learn
- Effectively Oversee

Algorhythm
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*

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

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

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

*Not applicable to small orgs (<$150k or <2FTE)
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 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

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
Click Below to check out an interactive sample report

iCAT Sample Report