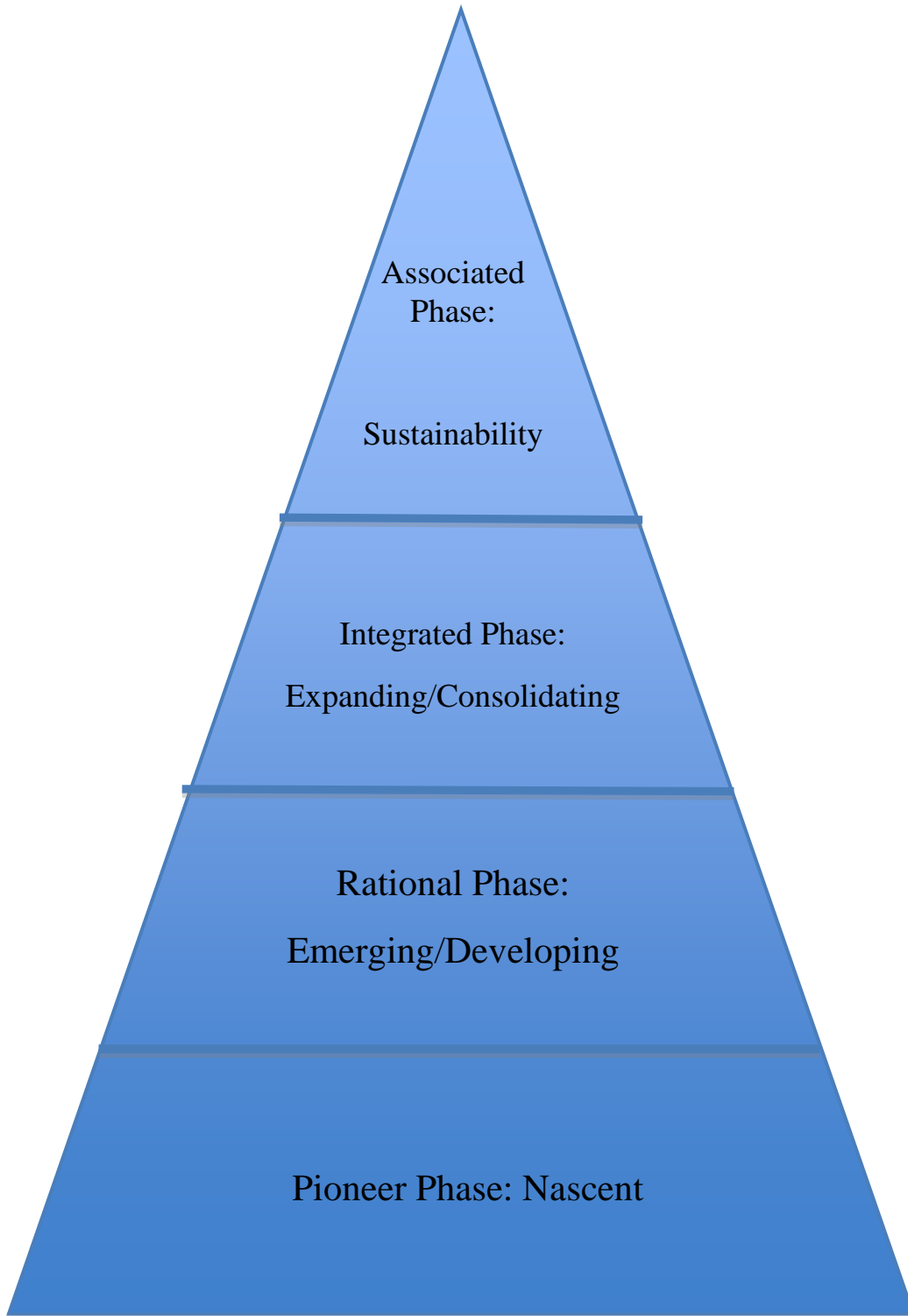


Enhancing Social Profit Performance:
Understanding Capacity Development and How to
Support I with the Capacity Status and
Strengthening Tool (CSST)

January 7, 2010

Training Provided by Christopher Szecsey

Community Capacity Building Initiative
Community Action Partnership *of* Sonoma County



Development Phases of Organizations

WHAT IS CAPACITY? (Small group brainstorming exercise)

- Ability of (staff) organization to do its work (effectively and with quality)
- Technology infrastructure
- Inherent Resources
- Policies and Procedures
- Physical environment
- Staff
- Systems
- Funding
- Community Awareness and Internet Support
- Capacity based on need
- Ability to Respond to changing needs (\$\$ and community)
- Strengthen sustainability of organizations
- Inventory of strengths
- Ability to accomplish goals
- Knowing what's in your "tool box" – recognizing resources
- Ability to grow and sustain and learn
- Potential

CAPACITY:

Organizational capacity is the ability to carry out stated objectives. It also describes the **stock of resources** available to an organization or system, as well as the actions that transform those resources into performance.

WHAT IS CAPACITY DEVELOPMENT? (Small group brainstorming exercise)

- Creating infra-structure
- Identify Resources and current baseline and what is missing.
- Develop ability to achieve potential
- Increasing capability to deliver services
- Sustainable growth
- Training and Education
- Improve social conditions
- Input from all stakeholders
- Succession Planning
- Board training and expansion
- Strategic and Operational Planning

Collaboration w/ external stakeholders

CAPACITY DEVELOPMENT: (CD)

Is the process to enhance organizational and programmatic skills, capacities and sustainability to effectively achieve the mission and serve the constituents (due to improvements in programmatic and organizational effectiveness, performance and accountability).

CD IS A MEANS TO AN END, NOT AN END IN/OF ITSELF!

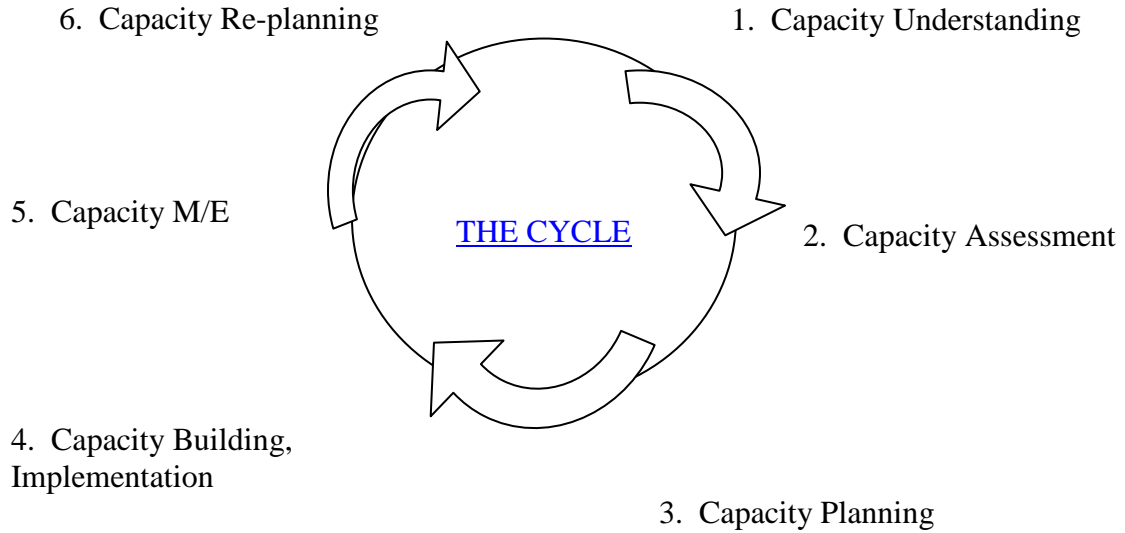
WHY CAPACITY DEVELOPMENT? RATIONALE? (Small group brainstorming exercise)

- To develop sustainability of services
- To create a value-driven community
- To develop a plan/map to achieve goals
- To more effectively utilize resources
- To build/sustain effective/impactful services
- Quick or dead
- Happy, valued and productive staff
- Strengthen services
- Broaden outreach/help more people
- Maintain competitive edge
- Better utilize resources and tools

WHAT ARE THE 6 CS OF CAPACITY DEVELOPMENT? DIFFERENT PHASES? (Small group brainstorming exercise)

| | |
|-------------------------|---------------|
| Chaos | Competency |
| Consciousness | Connections |
| Continuity | Creativity |
| Collaboration | Coalition |
| Cooperation | Communication |
| Community | Creation |
| Change(ing) | Capability |
| Curiosity | Clarity |
| Coalition-building | Consistency |
| Conflict | Coherency |
| Construction of systems | Caring |
| Cash | |

THE 6 C'S OF CD



USING THE CSST

(CAPACITY STATUS AND STRENGTHENING TOOL)

- CCB'S PURPOSE FOR CSST
- INTERNAL USE
- CAPACITY AREAS AND COMPONENTS
- INDICATORS
- RATING/LEVEL OF PRESENT CAPACITY

CAPACITY AREAS

1. GOVERNANCE
2. MANAGEMENT/OPERATIONS
3. INFORMATIONL TECHNOLOGY
4. RESOURCE MANAGEMENT
5. PROGRAM SERVICES/PRODUCTS
6. EXTERNAL RELATIONS/LINKAGES
7. MARKETING AND COMMUNITY OUTREACH

WHAT AREA IS OF MOST IMPORTANCE TO YOUR ORGANIZATION TODAY? Work groups were formed according to interest.

HOW DID THE WORK GO IN USING THE CSST?
WHAT WORKED WELL?

Experiential exercise on CSST/Customized action plan – comments from participants:

- Overlap in categories and getting clarity, interpretation of definitions/indicators
- Necessity of having diverse people participating in the discussion and completing the assessment more rich experience and more complete...
- May have different people completing different sections
- Helpful to experience, tool to find out what you know and what you don't know...areas that was guesswork, unsure in some areas
- Useful: to have diverse perspectives, discover similarities of issues even if organizations are of different sizes
- Helpful to have group mind/think. Experience at the table helped. More description is helpful
- Tool was amazing. Understood what area the organization needs to go into, training of the board/roles and responsibilities. Need more training and use of strategic plan...Pointed out the need for follow through, especially with board.
- Comment: different kinds of boards – passive vs. active. Recruitment, orientation and training, working...

WHAT COULD BE IMPROVED? WHAT NEEDS TO BE BETTER CLARIFIED?

Improvements for CSST/Action plans

- Richer description is needed
- Single page - line up
- Follow- up training that might focus on each component....**learning communities**
- Will other key leaders/funders be embracing this? CAP will advocate, but also needs CBOs to advocate.

WHAT CD APPROACHES/TOOLS DO YOU USE IN YOUR ORGANIZATION? WHAT ARE HELPFUL WAYS?

What are approaches or tools that are different to improve capacity development in your organization?

- Strategic plan with three implementation plans
 - Infrastructure, Operations, Future State
- Annual market analysis w/ SWOT completed by each department
- Board retreat
- Social media to increase collaborative work space, use of wiki to keep your board together.

ORGANIZATIONAL LEARNING AND DEVELOPMENT

WHAT IS ORGANIZATIONAL SELF-LEARNING?

WHAT IS CO-LEARNING?

- REFLECT
- ANALYZE
- LEARN
- ADAPT

Organizational learning – what does it mean?

- Need to have motivation, group motivation
- Time money and resources
- Organization is willing to look in-depth and introspection. Internal and co-learning
- Acknowledgement that there is more to learn
- Having structure and tools to enable the learning, making space and time
- Culture from the top needs to be created, no blaming, permission to go forward
- Alive and passion about impact with a culture of love and respect that allows
- Organizational ethic to keep the organization learning, evolving,
- Co-learning...permission from the upper levels of management for staff to interact and share. Cross organizational learning.

HOMEWORK ASSIGNMENT:

WHAT IS YOUR FOLLOW-UP PLAN FOR CD IN YOUR ORGANIZATION?

RIGHT NOW, JOT DOWN 3-4 KEY IDEAS TO REMEMBER LATER!