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**The People of Color Led Capacity Building Opportunity**

Nonprofit Capacity Building Assessment

**The People of Color Led Capacity Building Opportunity** is focused on strengthening the infrastructure and organizational effectiveness of people of color led organizations working in the areas of **racial equity, economic mobility, and educational attainment.** Capacity building focus areas include, but are not limited to, board governance, financial management, fundraising, partnering & collaboration, strategic communications, succession planning and evaluation.

**What is Capacity Building?**

Capacity Building (used interchangeably with organizational development) is the process through which an organization develops the internal capacity to be the most effective it can be and sustain itself over the long term. The connection between capacity building work, organizational health and the achievement of organizational mission is the reason for pursuing capacity building goals. Capacity building strengthens organizations to survive context and internal changes, improve the quality of the organization’s work, raise resources, create an environment where people feel valued and many other reasons.

* Washington, G. (2020).  *Capacity Building* [White Paper]. Retrieved February 5, 2021 from Richmond Memorial Health Foundation: <https://files.constantcontact.com/409c6616601/b82a9d3d-9073-4a7a-ad70-39d63773eb13.pdf>

**Capacity Building Assessment**

Organizations seekingto apply for funding from the People of Color Led Capacity Building Opportunity should **first complete a capacity building assessment. Grant applicants are encouraged to use the findings of their assessment to shape their grant request.** *The below**Capacity Assessment was adapted from Together SC’s Guiding Principles & Best Practices for SC Nonprofit Organizations.*

**Directions:** This checklist is designed to be completed by the Executive Director and Chairperson of the Board. Please discuss each topic and rate the degree to which your organization has achieved the stated core element. If you do not know whether the goal has been achieved, please check “Don't Know.” Some elements may not be applicable to all organizations or the organization may not be at the level where implementing this element makes sense, and if this is the case, please check “Not Applicable.”

Following completion of the assessment, consider your organization’s overall rating as you develop your grant request to The Spartanburg County Foundation.

**Governance: Guiding Principle** – Nonprofits excel at achieving mission when their board provides high-level vision, leadership and oversight, and ensures adequate resources and sound stewardship.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. Our board operates as one body, keeping its discussions at the strategic level and holding itself accountable for organizational results and board functionality. |  |  |  |  |  |  |
| 1. Our board appoints and empowers a CEO through whom it connects to the organization and directs its achievements and its conduct. |  |  |  |  |  |  |
| 1. Our board members are recruited and engaged through a deliberate process that ensures skills, knowledge and performance. |  |  |  |  |  |  |
| 1. Our board chair provides leadership to assure our board governs effectively, with integrity and efficient processes. |  |  |  |  |  |  |

**Strategic Direction & Partnerships: Guiding Principle** – Nonprofits engage in strategic thinking as a continuous process that steers the organization in a mission-focused direction and provides a framework

for working with others.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. Our organization clearly defines its mission, vision and values and uses these statements to guide planning and action. |  |  |  |  |  |  |
| 1. We engage in strategic planning to establish a rigorous process for setting and monitoring clearly defined multi-year goals and objectives. |  |  |  |  |  |  |
| 1. We create strategic partnerships with community nonprofits, businesses and public entities to increase individual and collective effectiveness. |  |  |  |  |  |  |

**Leadership & Organizational Culture: Guiding Principle** – Nonprofits recognize that people are their most important asset and utilize effective leadership and fair practices to attract and retain employees and volunteers.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. Our organization deliberately designs and fosters an environment that recognizes, affirms and values diversity, equity and inclusion. |  |  |  |  |  |  |
| 1. We recognize that volunteers provide a critical connection between our organization and our communities, serving as valuable advocates and public relations ambassadors. |  |  |  |  |  |  |
| 1. Our organization complies with all local, state and federal employment laws and regulations. |  |  |  |  |  |  |

**Communications & Advocacy: Guiding Principle** – Nonprofits engage their community through communications and advocacy efforts that advance the organization’s mission and vision and protect the organization’s brand by adhering to ethical, trustworthy and professional standards.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. Our organization communicates why we do our work and how our mission-related activities produce desired change in our communities, and thus inspire others to help us affect that change. |  |  |  |  |  |  |
| 1. We use social media to engage our community, including participants in our programs and services, supporters such as donors and volunteers, opinion leaders, the media and elected officials. |  |  |  |  |  |  |

**Legal Accountability & Transparency: Guiding Principle** – Nonprofits, by nature, exist to serve the public good and are obligated to their constituents and the public to ethically conduct their activities with accountability, transparency and compliance with the law.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. Our organization diligently educates ourselves about and complies with all applicable laws and legal obligations. |  |  |  |  |  |  |
| 1. Our organization openly and honestly communicates with stakeholders and the public about our mission, activities, finances and decision-making. |  |  |  |  |  |  |

**Financial Management & Stewardship: Guiding Principle** – Nonprofits comply with all legal and financial requirements, adhere to sound accounting principles, and responsibly manage financial resources to produce reliable and timely financial information and build public trust.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. Our organization adopts and employs effective internal financial controls. |  |  |  |  |  |  |
| 1. We adhere to sound accounting principles, demonstrate fiscal responsibility worthy of the public trust, and comply with all finance-related legal and regulatory requirements. |  |  |  |  |  |  |
| 1. We regularly monitor sources and uses of funds, ensuring they are deployed to further our charitable mission. |  |  |  |  |  |  |

**Fundraising: Guiding Principle** – Nonprofits conduct fundraising according to the highest ethical standards with regard to solicitation, acceptance, recording, reporting and use of funds.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. We develop and implement a comprehensive, annual fundraising plan that aligns with board approved fundraising policies and complies with all laws concerning fundraising practices. |  |  |  |  |  |  |
| 1. We implement and maintain a donor stewardship program that values and regularly communicates with donors in an ethical and transparent way. |  |  |  |  |  |  |

**Operations & Planning: Guiding Principle** – Nonprofits develop, implement and monitor written operations and contingency planning documents.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. Our organization has an operational plan that is developed annually by our staff, based on the board-approved strategic plan, and used as a management tool for tracking and evaluating our activities and outcomes. |  |  |  |  |  |  |
| 1. We anticipate and plan for disasters and other organizational disruptions, including how to communicate with key stakeholders in the event of unforeseen events. |  |  |  |  |  |  |

**Evaluation: Guiding Principle** – Nonprofits incorporate evaluation and monitoring best practices to measure the impact and outcomes of their processes, programs and strategic plan. Data are used for the purposes of continuous quality improvement, accountability, and reflection.

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| **Core Elements** | **Need to Better Understand** | **Not Applicable** | **Inadequately Achieved** | **Partially Achieved** | **Fully Achieved** | **Comments** |
| 1. The organization has a defined, ongoing, and systematic process for evaluating our internal processes and operations. |  |  |  |  |  |  |
| 1. We dedicate the time and resources necessary to measure the impact of our actions and assess how those actions align with our mission. |  |  |  |  |  |  |
| 1. We regularly communicate our progress and evaluation findings with stakeholders. |  |  |  |  |  |  |

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| Overall Rating and Comments: |
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