

THE CULTURALLY CONSCIOUS BOARD

BOARD DEPTH SERIES

# Capacity Assessment

SPACE Capacity-Building Framework

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A Tool to Identify the Non-Profit's  
Strategic Planning Priorities



# Non-Profit Capacity Assessment: SPACE Capacity-Building Framework

## Instructions

1. Answer each question using a 1-10 scale.
2. Tally totals, using the color coding provided below.
3. Use the suggested next steps to focus conversations and actions.

## Stakeholders | How well does organization leverage its stakeholders?

1.1 To what extent are voices of the community and target populations represented in decision-making?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.2 How effectively does the organization communicate its mission and impact to stakeholders?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.3 How well does the organization build and sustain donor relationships?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.4 How effective is the recruitment, training, and retention of volunteers?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.5 How inclusive and equitable is the organization's engagement with stakeholders?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.6 How strong and strategic are the organization's partnerships with external collaborators?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.7 How much trust do stakeholders have in organizational leadership?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.8 To what extent does the organization engage with program participants/consumers in shaping its programs?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.9 How responsive is the organization to stakeholder feedback?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
1.10 How active is the board in supporting stakeholder engagement efforts?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

## Programs | How do programs fulfill mission and address needs?

2.1 How effectively do programs address the needs of the community or target populations?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.2 To what extent does the organization adjust programs based on participant feedback?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.3 How consistently does the organization measure and demonstrate positive program outcomes?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.4 How scalable are current programs to reach more people or address additional needs?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.5 How effectively do programs adapt to emerging trends or challenges?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

2.6 How satisfied and engaged are program participants?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.7 To what extent are evidence-based practices used in program design and delivery?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.8 How equipped is the staff to deliver high-quality programs?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.9 How well do programs incorporate principles of identity, diversity, equity, inclusion and belonging?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
2.10 How sustainable are programs from a financial perspective?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

**Alignment | How well do strategy, mission, and operations align?**

3.1 How closely does the strategic plan align with the organization’s mission and vision?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.2 How aligned is the board’s work with organizational priorities or its master plans?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.3 To what extent do board, executives and staff understand and align with strategic goals?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.4 How often does mission-driven decision-making guide operations across the organization?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.5 How effective is collaboration across teams and departments?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.6 How clear are board, staff and volunteers roles and accompanying responsibilities?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.7 How well does the mission guide resource allocation to match its values or stated priorities?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.8 How effectively does the organization communicate its mission and goals to stakeholders?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.9 How accountable is the organization to its mission in evaluation, reporting and redesign based on feedback?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
3.10 How adaptable is the organizational structure to support growth, change or deeper ethical alignments?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

**Capital | Does the organization have resources to sustain and grow?**

4.1 How stable and predictable are the organization’s financial resources?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.2 How effective are fundraising efforts in meeting financial goals?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.3 How successful is the organization in finding, applying and securing grants?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.4 How diverse and sustainable is the donor base?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.5 How adequate is the organization’s technology infrastructure to support its operations?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.6 How well do facilities and physical resources meet organizational needs?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.7 How effectively does the organization recruit, retain, and develop skilled board, executive team and staff?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

4.8 How prepared is the organization for leadership transitions and succession planning?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.9 How effective are volunteer management systems in supporting the mission?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
4.10 How responsive is the organization to changes in the economic, political or social landscape?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

### **Evaluation | How well does the organization learn from its feedback?**

5.1 How regularly and rigorously does the organization evaluate program outcomes?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.2 How effective are the organization's systems for collecting and managing feedback, evidence or data?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.3 How well is evidence-based data integrated into decision-making processes?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.4 How consistently does the organization gather and act on stakeholder feedback?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.5 How transparent are evaluation results shared with stakeholders, internal and external?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.6 How regularly does the organization conduct performance reviews for board, staff and programs?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.7 How engaged is the board in reviewing and interpreting evaluation-related reports?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.8 How well does the organization use benchmarks and standards to measure progress?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.9 How capable is the organization of analyzing trends to inform future strategy?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10
5.10 How strong is the organizational culture of learning and improvement?	1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

## Scoring

1. Calculate the average score for each capacity domain: 7-10 (High) = Strong performance (Green).
2. 4-6 (Middle) = Functioning but room for growth (Yellow).
3. 1-3 (Low) = Significant improvement needed (Red).

1-3 (Low Scores - Red)	4-6 (Middle Scores - Yellow)	7-10 (High Scores - Green)
<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Prioritize a meeting with Board and Executive Team to address gaps.</li> <li><input type="checkbox"/> Create a short-term improvement plan with specific goals.</li> <li><input type="checkbox"/> Engage a Coach/ Consultant for targeted capacity-building support.</li> </ul>	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify areas with high potential for growth and align resources accordingly.</li> <li><input type="checkbox"/> Conduct focus groups or strategy sessions with key stakeholders.</li> <li><input type="checkbox"/> Develop a medium-term capacity-building plan.</li> </ul>	<p><b>Actions:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Share successes with stakeholders to build confidence and strengthen relationships.</li> <li><input type="checkbox"/> Consider scaling successful areas to address other organizational challenges.</li> <li><input type="checkbox"/> Develop a plan to sustain performance and prevent stagnation.</li> </ul>
<p><b>Conversations Checklist:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Board: Address governance and strategic alignment.</li> <li><input type="checkbox"/> Program Participants: Collect deeper insights on unmet needs.</li> <li><input type="checkbox"/> Coach/Consultant: Diagnose organizational weaknesses.</li> </ul>	<p><b>Conversations Checklist:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Volunteers: Understand challenges with engagement and recognition.</li> <li><input type="checkbox"/> Donors: Explore new or increased funding opportunities.</li> <li><input type="checkbox"/> Managers: Improve clarity of roles and responsibilities.</li> </ul>	<p><b>Conversations Checklist:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Board: Plan long-term growth and expansion strategies.</li> <li><input type="checkbox"/> Donors: Highlight organizational strengths to deepen relationships.</li> <li><input type="checkbox"/> Program Participants: Celebrate achievements and gather ideas for future improvements.</li> </ul>