



PLF's Approach to Capacity Building

"Capacity first, \$\$ secondary"

Selection for Participation – What are we looking for in an Organizations?

1. Application
 - a. What are we looking for in applicants
 - i. Certain level of sophistication to show they have the capacity to implement services we will offer to them.
 - ii. Description of programs, organization structure, budget size, staff size, 501c3, etc.
 - iii. Ask for proof of statements
2. Assessment – design?
 - a. Three Staff/Board
 - b. Consultant
 - i. Through a two hour face-to face interview with the three individuals (board member, executive director and staff person) to establish ownership through consensus of what the top three capabilities that need work within each capacity building area are and
 - ii. Further assess group dynamics (Organizational Assessment Assessor Checklist) to obtain indicators of what the dynamics may be in coaching if selected and
 - iii. Complete the Organizational Executive Summary.
 - c. Consensus Report
 - d. Executive Summary
3. Selection of Organizations
 - a. Panel Review
 - i. Consultant tells panel about visit– Refer to assessor's checklist answers and panel review form
 - ii. Team decides on group and places in one of 3 categories: yes, no or alternate
 - iii. Alternates are ranked based on best to worst alternates
 - b. MOU and Standards

Project Contains

1. Coaching – Is an relationship that builds on the strengths of the executive director to better develop his or her personal and organizational capacities while being accountable
2. Large Group/Small Group Training – Panel discussion has proven to be the most effective method (no cost and topic covered from multiple perspectives) to train a large group of participants and case study has proven to be most effective in increasing participants critical thinking capacity in a safe environment and better equip each participant to practice new insights gained from hearing others in a safe environment
3. Individual Develop Plan – Establishes which felt needs of the organization will be developed and to what degree
4. Reporting
5. Financial Assistance

Project Begins

1. Coaching

- a. Development plans chosen – with the executive director input to maximize his or her ownership and increase the likelihood of him or her remaining committed to all the capacity building work
- b. Example Coaching Sheet – is a monthly check-in to assure work with consultant is progressing on schedule; that executive director is making progress in developing his or her personal capacities; assist in problem solving as needed/wanted; while be flexible enough to allow the unexpected to be addressed as it occurs – example Teen Challenge' transition in response to the resignation/retirement of the executive director of 22 years of service with Teen Challenge.

2. The Consultant Puzzle

- a. Example MOU
- b. Example assignment sheet – assuring the consultant remains focused only on the scope of services requested – a lesson being learned is that the best consultants are great at partnering with the executive director and there will inherently be issues with consultants wanting to fix the organization and or who allows personal values to enter the relationship – examples Alpha House and A Hand Up for Women

3. Training

- a. Set Calendar of training
 - i. Example Calendar
- b. Large Group Panel Discussions
 - i. Business professionals
 - ii. NPO representatives
 - iii. Consultants
- b. Small Group Case Studies
 - i. Examples
 - ii. Divide Group
 - iii. Run Case Study

4. Reporting/Evaluation—evaluation form packet

- a. Federal Outcomes
 - i. Increase in persons served
 - ii. Expansion of services
 - iii. Improved success rate
 - iv. Interagency collaboration
 - v. Increase in dollars raised
 - vi. Combined impact of all capacity building activities
- b. FA/Capacity Building Outcomes
 - i. Application
 - ii. 4 person panel reviews applications and give independent score of applications
 - iii. Consensus meetings where final score is determined
 - iv. Based on score a percentage of funds is awarded (see FA scoring matrix and final award sheet)
 - v. Two disbursements
 - vi. Report monthly on money spent and progress of capacity building activities