**Capacity Building – 5 Steps to Success**

**Indicators**

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| **Stage 1:** **Our organisation is formally established and constituted** |
| 1.1 The organisation is constituted according to Government guidelines  1.2  There are a clear number of users  1.3 The organisation has a plan of action agreed at Board/Trustee level  1.4 There is in place a Board of three of more Trustees/Directors with a Chair and a Treasurer. The organisation has a bank account (or an account managed by another 3rd Sector organisation)  1.5 The organisation has in place budgeting/accounting processes. |
| Evidence: can the organisation evidence these indicators? |

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| **Stage 2: This organisation has effective Governance, that focuses on what is to be achieved in the future as well as the present** |
| 2.1  The Board meets 4 or more times a year  2.2 The Board has a clear structure in terms of Chair, financial oversight (treasurer) and Board members are clear about their collective decision-making.  2.3 Board meetings are minuted  2.4 The Board has an agreed strategy/plan for the organisation and is clear about what is planned for the next 12 months. There is a process to review and evaluate the strategy and risks to the organisation are understood with steps being taken to manage those risks.  2.5. The Board decides on strategic issues and drives the organisation forward through its decision making  2.6 Policies have been agreed in terms of financial management; data protection; safeguarding of users, and is aware of other policies that may need to be agreed as the organisation progresses.  2.7. Policies are assigned for review at specific times  2.8 Board members are appropriately inducted and have a clear understanding of role  2.9 The board has a process for resolving conflicts of interest |
| Evidence: can the organisation evidence these indicators? A policy does not necessarily mean there is stand-alone statement. But that, there is clarity of policy that is recorded, as a minimum, in the Board’s minutes, and is used. |

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| **Stage 3:**  **The organisation is well networked and recognised locally** |
| 3.1 The organisation is known by other 3rd Sector organisations in the area of operation  3.2 Statutory bodies know of the organisation  3.3 The organisation can reach out to others for support/advice  3.4 The organisation is a member of an infrastructure organisation (e,g. Sobus)  3.5 Communication tools such as social media, websites are used and are up to date |
| Evidence: can the organisation evidence these indicators? |

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| **Stage 4:**   **This organisation manages its finances effectively and understands its funding plans for it to progress further** |
| 4.1 The organisation manages its monies according to funders requirements  4.2 The organisation is clear about how it uses restricted and unrestricted income  4.3 There is clear financial management understood by its Board/Trustees  4.4 There are diverse methods used in the way monies are brought in to the organisation. (Grants, Contracts, Sales Sponsorship, Donations etc).  4.5 The organisation and its Board/trustees have a clear understanding of how to achieve its objectives efficiently, and clearly ties its funding plans in with its business plan/strategy  4.6 The organisation is creating sufficient reserves to enable it to develop  4.7 The organisation evaluates itself in order to develop and grow |
| Evidence: can the organisation evidence these indicators? |

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| **Stage 5:** **The organisation is managing resources effectively and efficiently and is adapting to change through continuous development** |
| 5.1 The organisation is adapting to the environment in which it operates and uses its resources in such a way that the organisation continues to develop further.  5.2 Strategic planning beyond 12 months is carried out whereby there is vision, clear organisational values and clarity about how the organisation will progress and develop.  5.3 Effective measures are in place to evaluate the organisation’s performance  5.4 The Board is clearly aware of its skill set and how it should improve for the benefit of driving the organisation forward  5.5 The organisation uses volunteers to enable it to add clear value  5.6 The organisation has policies, structures and processes in place for effective people management  5.7 The people of the organisation can provide flexibility to enable the organisation to meet varying priorities  5.8 The organisation develops its people in such a way that they contribute to the organisation’s own plans and development  5.9 The organisation evaluates its position and is taking steps to continuously improve |
| Evidence: can the organisation evidence these indicators? |