

ORGANIZATIONAL CAPACITY

Multi-dimensional factors considered essential to an organization's ability to achieve its mission.

FACTORS	PURPOSE	DESCRIPTION	SUCCESSFUL ORG'S HAVE...	KEY CHALLENGES
Human Resources	To be able to effectively manage, support, and utilize staff in the delivery of programs.	The quantity and quality of an organization's paid staff and volunteers.	An adequate number of staff with: <ul style="list-style-type: none"> • Appropriate skill sets. • Subject matter knowledge. • Personal philosophy that aligns with organizational values. 	<ul style="list-style-type: none"> • Staff training. • Inadequate staff supports (e.g., burn out). • Salary & Benefits. • Rapid turnover.
Financial	To be able to generate revenue, build assets, manage expenses and liabilities, and maintain financial accountability.	Three types of financial capital: <ul style="list-style-type: none"> • Facilities capital (offices & facilities), • Working capital (covers expenses during low cash flow & funds strategic investments), • Permanent capital (endowments & capital reserves). 	Financial capital which is... <ul style="list-style-type: none"> • substantive, • flexible, • long-term. As well as, <ul style="list-style-type: none"> • Sizeable source of working capital funds. 	<ul style="list-style-type: none"> • Not enough working capital funding (most scarce & needed form of capital). • Onerous, time-consuming and multiple funding reporting mechanisms.
Relationship & Network	To be able to develop and draw on valuable social networks to share resources, knowledge and experiences for the mutual benefit of all.	Important partners include: <ul style="list-style-type: none"> • key stakeholders, • funders, • government agencies, • businesses, and • community members. 	<ul style="list-style-type: none"> • Visible presence in the community. • Good working relationship with funders and government agencies. • Diverse and strong community networks. 	<ul style="list-style-type: none"> • Staff with media relations and community skills. • Lack resources and time to engage in relationship building activities.
Infrastructure & Process	To be able to successfully manage day-to-day organizational operations and administrative issues.	Operations such as: <ul style="list-style-type: none"> • facilities and resources, • organizational policies and procedures, and • operational infrastructure (e.g., computers and databases). 	<ul style="list-style-type: none"> • Adequate office and program facilities. • Clear & easy to understand policies • Newer computers and adequate software/databases, plus staff who can utilize such resources. 	<ul style="list-style-type: none"> • Inadequate facilities. • Staff who are computer & technologically skilled. • Liability issues.
Planning & Development	To be able to create a viable and user-friendly vision and plan for all facets of operations.	For example: <ul style="list-style-type: none"> • Strategic plan, • Funding proposals, and • Program plans and policies. 	<ul style="list-style-type: none"> • Advisory Committee/Board. • Programs reflect organizational mission and values. • Useful and staff-friendly evaluation protocols and processes. 	<ul style="list-style-type: none"> • Lack of core, stable & long-term funding creates uncertainty for planning effectively. • Expertise and experience of board members and staff.

Source: Misener, K., & Doherty, A. (2009). A Case Study of Organizational Capacity in Nonprofit Community Sport. *Journal of Sport Management*, 23, 457-482.