

# Overview: DANA Accelerator Program

# DANA Accelerator Program

In 2023, DANA supported eight organizations in assessing their organizational capacity by administering **TCC Group's Core Capacity Assessment Tool (CCAT)** and inviting them to participate in **CCAT interpretation sessions**, during which each organization had the opportunity to discuss its CCAT results and identify ways in which it might focus its capacity building efforts. This report illustrates the **quantitative aggregate results** of the CCAT results from DANA's first Cohort of its Accelerator Program.

# Why Assess Capacity?

- Capacity Assessment allows nonprofit organizations to **use statistically validated data to prioritize and target** areas in which they most need to build organizational strength.
- Helps answer the question: **Where can nonprofit leaders invest resources** to achieve **meaningful organizational change** that enhances their ability to achieve their missions?

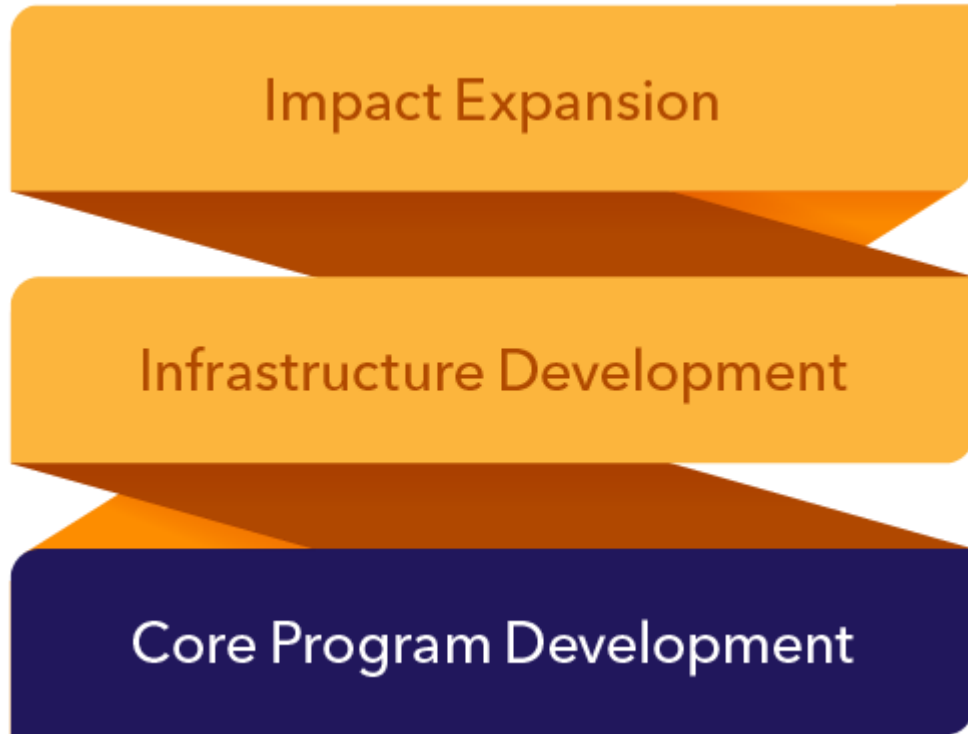
# What is the CCAT?

## The CCAT is a survey-based organizational assessment tool.

It evaluates:

- Organizational effectiveness
- Nonprofit lifecycle stage
- Four Core Capacities, and their sub-capacities
  - Adaptive Capacity
  - Leadership Capacity
  - Management Capacity
  - Technical Capacity
- Organizational culture

# The Nonprofit Lifecycle



**Impact Expansion** means a nonprofit is broadening its approach to achieving mission impact beyond its core programs. This may include strategic alliances, partnerships, policy/advocacy work or further outreach in its community.

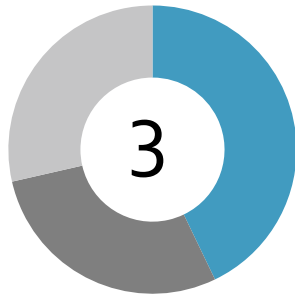
**Infrastructure Development** means a focus on the systems needed for an organization to operate smoothly, including having policies in place, good communication between staff, and initial evaluation efforts in order to improve programs.

**Core Program Development** means closely aligning a nonprofit's programs with its mission and vision – and clarifying within the organization how these elements relate to each other.

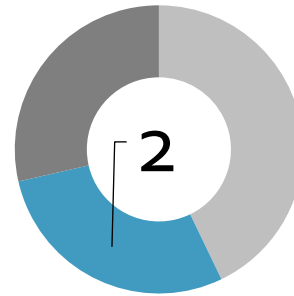
**Effective organizations are constantly moving through these lifecycle stages** as they grow, scale, and respond to changing environments.

# Lifecycle Placement of Cohort 1

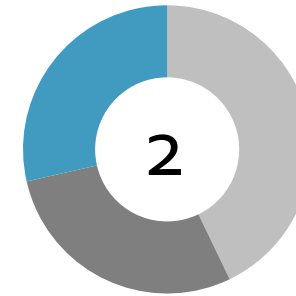
Core Program  
Development



Infrastructure  
Development

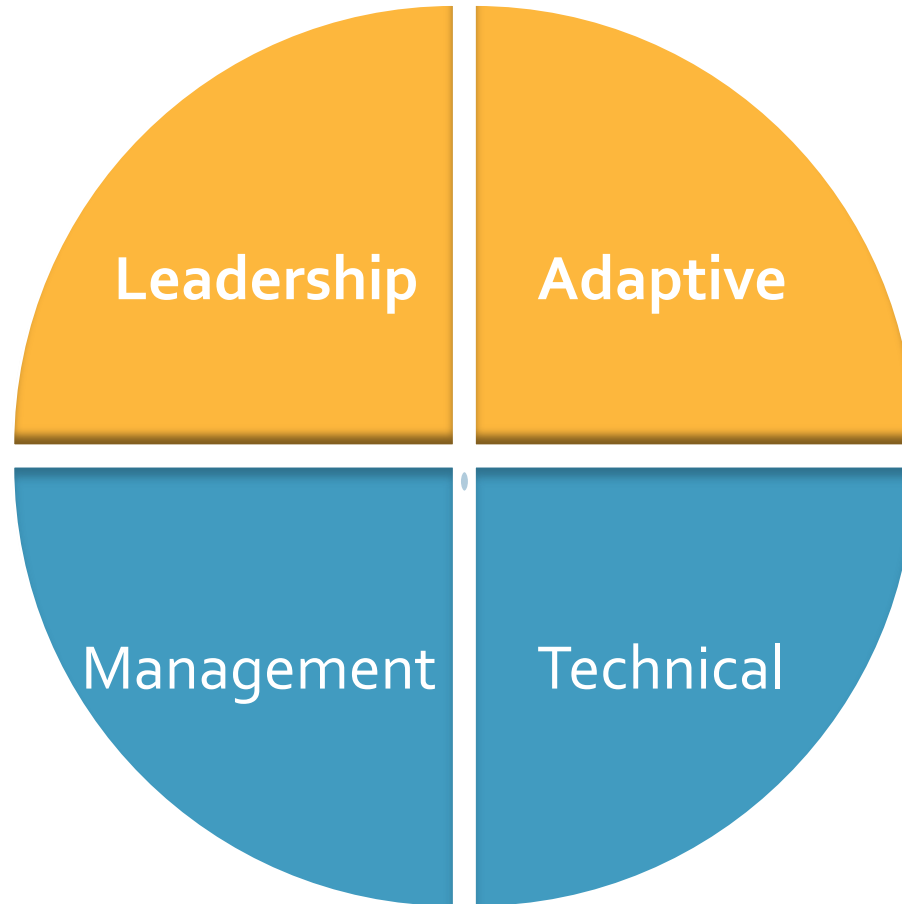


Impact  
Expansion



- The cohort was distributed across the three lifecycle stages. Two organizations placed themselves in Impact Expansion; two placed themselves in Infrastructure Development; and three placed themselves in Core Program development. (*Note that one organization did not have a formal lifecycle placement due to a critical mass of skipped questions.*)
- The lifecycle stage of each organization is based on the **level of capacity it has built in various areas of organizational development**. Lifecycle stage determines how organizations should **prioritize capacity building resources**.

# The Core Capacity Model



**Leadership.** The ability of all organizational leaders to create and sustain the vision; inspire; model; prioritize; make decisions; provide direction; and innovate, in an effort to achieve the mission.

**Management.** The ability of a nonprofit to ensure the effective and efficient use of organizational resources.

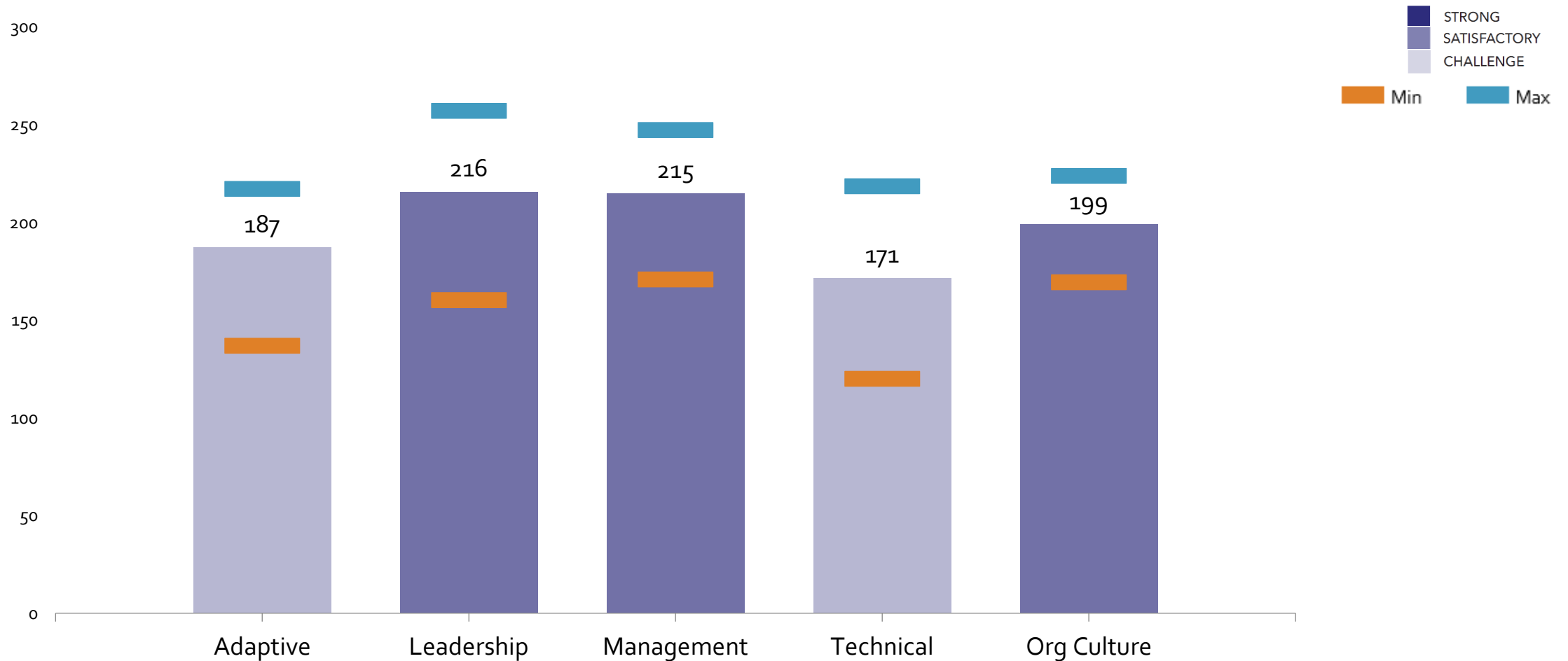
**Adaptive.** The ability of a nonprofit to monitor, assess, respond to, and create internal and external changes.

**Technical.** The ability of a nonprofit to implement all of the key organizational and programmatic functions.

**Organizational Culture.** A nonprofit organization's context – unique history, language, structures, and values – that will affect its ability to achieve its mission.

# Cohort 1 Snapshot: Core Capacity Scores

## Average Scores and Score Ranges





The background of the slide features a series of concentric circles in various shades of blue, creating a ripple effect that radiates from the center. The circles are semi-transparent and overlap each other, giving a sense of depth and movement.

# Core Capacity & Subcapacity Definitions

# Adaptive Capacity & Subcapacities

**Adaptive Capacity:** The ability of a nonprofit to monitor, assess, respond to, and create internal and external changes.

## Environmental Learning

Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field

## Decision-making Tools

Using important tools, resources and inputs to make decisions (i.e., Outside technical assistance, in-house data, staff input, client input, a written strategic plan)

## Programmatic Learning

Assessing the needs of clients and using program evaluation as a learning tool

## Resource Sustainability

Maintaining financial stability in order to adapt to changing environments

## Organizational Learning

Self-assessing, using assessment data/findings to conduct strategic planning, and following through on strategic plans

## Program Resource Adaptability

Easily adapting to changes in program resources, including funding and staff

# Leadership Capacity & Subcapacities

**Leadership Capacity:** The ability of all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction, and innovate in an effort to achieve the mission.

## Leader Vision

Organizational leaders formulate a clear vision and motivate others to pursue it.

## Internal Leadership

Organizational leaders apply a mission centered and inclusive approach to making decisions, and inspire and motivate others in support of the mission.

## Board Leadership

The board provides fiduciary oversight, holds organizational leaders accountable for progress toward achieving the mission, and conducts outreach to garner resources and connect people with the mission.

## Leader Influence

Organizational leaders can persuade their board, staff, and community leaders to take action.

## Leadership Sustainability

The organization cultivates leaders, plans for leader succession, and avoids an over-reliance on one leader.

# Management Capacity & Subcapacities

**Management Capacity:** The ability of a nonprofit to ensure the effective and efficient use of organizational resources.

Assessing Performance	Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities	Manager Communication	Opening channels of communication between managers and staff
Volunteer Management	Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers	Resourcing Staff	Providing the technical resources, tools, systems, and skills people need to carry out their work
Problem Solving	Effectively, judiciously and consistently resolving human resource problems and interpersonal conflict in an inclusive manner	Managing Program Staff	Ensuring that program staff have the knowledge, skills, and cultural sensitivity to effectively deliver services.
Staff Development	Coaching, mentoring, training, and empowering staff to improve their skills and innovate.	Setting Role Expectations	Establishing clear and realistic expectations for staff
Managing Finances	Ability to ensure efficient financial operations	Conveying Staff Value	Providing positive feedback, rewards, and time for reflection
Program Staffing	Implementing staffing changes as needed to increase or improve programs and service delivery. (Please note that this sub-capacity score may be empty if no recent staff changes have occurred.)		

# Technical Capacity & Subcapacities

**Technical Capacity:** The ability of a nonprofit to implement all of the key organizational and programmatic functions.

Outreach	Ability to do outreach, organizing and advocacy	Program Evaluation Skills	Ability to design and implement an effective evaluation
Facilities	The proper facilities (space, equipment, amenities, etc.) to run efficient operations	Facility Management	Ability to operate an efficient facility
Technology	Equipment, systems, and software, etc. to run efficient operations	Technology Skills	Ability to fully utilize technology to run efficient operations
Fundraising Skills	Ability to develop resources for efficient operations, including management of donor relations.	Legal Skills	Ability to engage proper legal counsel
Service Delivery	Ability to deliver efficient and quality services	Financial Management Skills	Ability to ensure efficient financial operations
Marketing Skills	Ability to communicate effectively with internal and external stakeholders		

# Organizational Culture & Subcapacities

**Organizational Culture:** A nonprofit organization's context – unique history, language, structures, and values – that will affect its ability to achieve its mission.

## Re-energizing

Supporting time for staff to reflect on their work, socialize, and reconnect with why they are doing the work

## Empowering

Promoting a culture of learning, sharing, mutual respect, and a belief in the value and agency of staff and clients.

## Unifying

Nurturing open and honest communication across all levels in the organization, leading to a sense of a cohesive group identity

# Thank you!

TCC Group

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