Capability Support Wheel

Defining capability development

Capability development is generally defined as developing the knowledge, skills, instincts, abilities and processes required to operate effectively and carry out a task well. Strengthening capability tends to focus on organisational development, and is key to creating enabling conditions for organisations and grantee groups to deliver impact for communities.

Areas of capability development support

In this document, capability development resources are categorised into six broad areas that together encompass the wide scope of business or organisational development activities that grow capability.

These areas of activity are:

- Vision, mission and strategy
- Governance and leadership
- Strategic relationships
- Internal operations and management
- Service delivery and impact
- Resource development

Te Tiriti o Waitangi and climate action are key considerations for all capability-building work in Aotearoa New Zealand. Therefore, while the body of the wheel contains the six overarching areas above, te Tiriti o Waitangi and climate action are foundational elements that run across all areas of capability development. Therefore, they are represented as core structural components of the capability wheel - an inner sphere that cuts through and across the six areas, and an outer rim encircling the wheel.

Brief descriptors of these seven areas in which organisations and grantee groups can access capability development are provided below.

Te Tiriti o Waitangi

In Aotearoa New Zealand, organisations must consider and reflect te Tiriti o Waitangi. Acknowledging and honouring the principles of partnership, participation, and protection is crucial for building authentic relationships with Māori communities and integrating indigenous perspectives into organisational strategies and practices. Te Tiriti o Waitangi is unique to Aotearoa New Zealand, embracing these special principles fosters cultural competency, equity, and inclusion, driving more meaningful and sustainable outcomes for all stakeholders.

Climate Action

Climate Action is inextricably linked to all areas of Capability Development. While the wheel consists of six overarching areas where organisations' and grantee groups can access capability development support, Climate Action sits at the hub of the wheel not because it's more important but because it's integral to all aspects of our organisations'. Climate Change is a driver of Climate Action and Climate capability development removes the artificial separation between climate and business as usual (BAU). Climate action also serves as a halo encircling our wheel. It is a foundational and cross-cutting theme across all areas of capability development. Brief descriptors of these seven areas of capability development are provided below.

Vision, Mission, and Strategy

This area focuses on defining the organisation's purpose, goals, and long-term direction. It involves articulating a compelling vision, mission statement, and strategic objectives that guide decision-making and resource allocation to maximise impact and sustainability.

Governance and Leadership

Governance and leadership address the structures, processes, and practices that facilitate effective oversight, decision-making, and accountability within the organisation. Strong governance ensures ethical conduct, transparency, and compliance with legal and regulatory requirements, while effective leadership inspires, motivates, and empowers stakeholders to achieve the organisation's mission.

Strategic Relationships

Strategic relationships encompass cultivating partnerships, alliances, and networks with stakeholders such as funders, collaborators, community members, and policymakers. Building and nurturing these relationships is essential for resource mobilisation, knowledge sharing, advocacy, and collective action to address complex social challenges.

Internal Operations and Management

This area focuses on optimising the organisation's internal systems, processes, and workflows to enhance efficiency, effectiveness, and organisational resilience. This includes areas such as human resource management, financial administration, technology infrastructure, and risk management practices.

Service Delivery and Impact

Focuses on designing, implementing, and evaluating programs or interventions that address the needs of the target population and achieve measurable outcomes. This includes ensuring quality service delivery, monitoring progress, collecting data for performance measurement, and assessing the organisation's overall impact on communities or beneficiaries.

Resource Development

Resource development encompasses strategies and activities aimed at securing financial, human, and other resources necessary to sustain and expand the organisation's operations and programs. This includes fundraising, donor cultivation, diversifying revenue streams, volunteer recruitment, and in-kind support partnerships.

Modes of capability development

Across these categories of support, resources have been organised in three categories, according to the mode of
access and the degree to which support is tailored to the needs of organisations.

These are as follows:

- **Universal support** is generic resources, generally freely available online including by way of toolkits, guides, or webinars.

- **Targeted support** is more customised to particular groups or contexts and generally takes the form of professional development training.

- **Tailored support** encompasses bespoke, often one-on-one services designed to meet the specific needs of individuals or organisations. This includes support from consultants, such as CSI's associate network, coaching, and mentoring.

Vision, Mission, and Strategy

This area focuses on defining the organisation's purpose, goals, and long-term direction. It involves articulating a compelling vision, mission statement, and strategic objectives that guide decision-making and resource allocation to maximise impact and sustainability.

Capability support resources here are organised across five key categories:
- Te Tiriti o Waitangi
- Climate action
- Operations, technology and information systems
- Financial management and legal
- HR, wellbeing and volunteer development

Te Tiriti o Waitangi

Including consideration of te Tiriti o Waitangi in your organisation or group's mission, vision and strategy enables a stronger strategic direction that promotes equity, social responsibility and reflects modern Aotearoa New Zealand business considerations.

Universal:	**Human Rights Commission and Te Tiriti o Waitangi** – Summary of high-level information on key legislation dealing with te Tiriti o Waitangi.
	Te Arawhiti Māori Crown Relations Capability Framework – While targeted at the public sector, this framework provides a useful framework to understand and plan for improved organisational capability to embed te Tiriti o Waitangi in your mission, vision and strategy.
	Introduction to Te Tiriti o Waitangi the Treaty of Waitangi workshops - Workshop by Treaty Training.
	Te Tiriti o Waitangi – a Visual History (for non-Māori) - Resource by Ako Aotearoa.
	The Report of Matike Mai Aotearoa - The Independent Working Group on Constitutional Transformation.
	Treaty Resource Centre - He Puna Mātauranga o Te Tiriti – Resource hub for information, education and resources related to te Tiriti o Waitangi.
	Treaty Resource Centre- Ngā Rerenga o Te Tiriti – A community organisation specific resource on engagement with te Tiriti o Waitangi.
Targeted:	**Groundwork** – Workshops for organisations to create their own learning pathways, from self-paced online workshops to facilitated embedding workshops.
	Treaty People – Education programme on te Tiriti o Waitangi.
	The Wall Walk – Self-guided study or workshops providing historical te Tiriti o Waitangi information.
Tailored:	**Centre for Social Impact** – the CSI network can support your organisation or group to embed te Tiriti o Waitangi in your mission, vision and strategy, and to create planning and accountability frameworks.
	Maurea - Maurea provide training, consulting and te reo māori services. Their Te Kaa programme empowers individuals to engage with Te Ao Māori with confidence, including a deeper understanding and appreciation for Te Tiriti o Waitangi.

Climate Action

Strategic including consideration of Climate Action in your organisation or group's mission, vision and strategy enables a stronger strategic direction that promotes the integration of climate action such as reducing carbon through Science Based Targets. Climate change impacts modern Aotearoa New Zealand business considerations so setting the vision, mission and strategy to integrate the targets is paramount.

Universal:	**Build climate action into your strategy | Guide by Business.govt** - A toolbox to learn, measure and act in alignment with your strategy. **Guide to setting a Science Based Target** - Guide that explains that for climate action to be meaningful to strategy, it must be aligned to Science Based Targets.
Targeted:	**Climate materiality in organisations | Sustainable Business Council** - Materiality is the process through which an organisation understands the key impacts of its activities on society and the environment. **Organisational change management for NetZero** - LSE net zero transition planning as a change management process. **Climate Action Aotearoa** - Community Trusts of New Zealand commitment to Climate Action. Includes a **Tika Transition guide**.
Tailored:	**International Standards on environmental management** - provide tools for a strategic approach to environmental issues. The best-known such standard is ISO 14001, setting out the criteria for an environmental management system (EMS). Together with a set of supporting documents it forms the ISO 14000 family of standards. **Toitū Envirocare** - Toitū offers certification and acts as a third party verifier. Carbon management.

Strategic Planning

Strategic planning is the process of setting an organisation's direction and priorities by defining its mission, vision, and goals, and outlining the strategies and actions needed to achieve them.

Universal:	**CSI knowledge hub** - Te Pūaha o te Ako Talks series includes webinars on strategy development, including implications through Covid-19. **Community Arts Toolkit** - This is a best practice guide to community arts projects in Aotearoa New Zealand. **CommunityNet Aotearoa** - From NZ Navigator trust, resources include an introduction to strategic planning and key tools such as PESTLE, SWOT, and stakeholder analysis. **Developing Strategy for your organisation workbook** - This is a PDF from Te Taumata Toi-a-Iwi, Auckland's regional arts trust. **The Impact Initiative** – A toolkit for social enterprise.
Targeted:	**LiiFT Aotearoa** - ANCAD's PD programme includes training in non-profit strategy.
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support in strategy and innovation design including collaborative strategies/planning. **LEAD Centre for NFP Governance and leadership** - LEAD's offering includes facilitation and coaching to support strategic plan development. **Pacific Business Trust** - Tailored support via a business advisor and trusted providers includes a business health check. Membership gains access to workshops, resources and templates, and community forum. The Hatch Pacific programme supports entrepreneurs to transform ideas into viable businesses.

Organisational planning and systems

Organisational planning and systems involve structuring and optimising internal processes, and resources to optimise efficiency and alignment with strategic goals.

Universal:	**NZ Navigator -** This online self-assessment tool enables organisations to assess performance against a wide range of areas. Users have access to a report with scores, feedback, resources and action plan guidance to assist further development. **CommunityNet Aotearoa** - Resources to support system development include guidance around policies and procedures, decision rules and record keeping.
Targeted:	**Pacific Business Trust** - Tailored support via a business advisor and trusted providers includes a business health check. Investment and customised strategic support are available to businesses with significant growth potential.
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support in strategy and innovation design including collaborative strategies/planning. **LEAD Centre for NFP Governance** - LEAD's offering includes facilitation and coaching to support strategic plan development.

Accountability

Accountability involves implementing mechanisms to ensure responsibility and transparency in decision-making and performance evaluation, fostering a culture of integrity and trust within the organisation, as well as among supporters or a culture of integrity and trust within the organisation, as well as among supporters or funders.

Universal:	**NZ Charities Services -** Offer a range of webinars and blog posts around reporting obligations for charities and good practice in grant management and reporting. Each item includes useful resources and links. *The Charities Act Change Hub* is updated with information on the changes happening as a result of amendments to the Charities Act 2005 which came into force in July 2023 **Understanding your impact: A guide by JR McKenzie Trust** - Content includes guidance on how to effectively describe the difference you are making and gathering data for a statement of service performance. **Hui E!** - He Raupapatanga o te Raumati summer webinar series 2022. Accountability reporting webinar covers the purpose of these reports, what to include and perspectives from funders and charities.
Targeted:	**Centre for Social Impact** - The CSI network offer tailored support in measuring impact, evaluation and accountability mechanisms.
Tailored:	

Governance and Leadership

Governance and leadership address the structures, processes, and practices that facilitate effective oversight, decision-making, and accountability within the organisation. Strong governance ensures ethical conduct, transparency, and compliance with legal and regulatory requirements, while effective leadership inspires, motivates, and empowers stakeholders to achieve the organisation's mission.

Capability support resources here are organised across five key categories:
- Te Tiriti o Waitangi
- Climate action
- Cultural competence and co-governance
- Leadership development
- Board development

Te Tiriti o Waitangi

Māori representation in governance and leadership structures enables better, te Tiriti o Waitangi-aligned decision making.

Universal:	**Getting on board with diversity** – Institute of Directors guidance to fostering diverse talent on boards.
Targeted:	**Te Whare Hukahuka** – governance training designed for Māori organisations. **Tick for Governance** - online course module 1: Te Tiriti o Waitangi and relationship with Māori. Online course to help community organisations learn and be recognised for good governance skills and practices. **The Treaty People** - The aim of tangata tiriti is to build relationships between tangata tiriti, and tangata whenua. Includes downloadable workbooks and activities, training and other bespoke support. **Network Waitangi Whangarei** - Activity-based learning to create a safe, full and free discussion following workshop, along with resource material and further study guide.
Tailored:	**Centre for Social Impact** – the CSI network can offer tailored support to enable your organisation to strengthen bicultural programmes and pathways to support Māori leadership in your organisation.

Climate action

Many not-for-profit's (NFPs) will face higher demand for their services due to climate change triggering more extreme weather events and major economic change in communities. Board Chairs and Trustees of NFPs will play a critical role in shaping and leading their organisation's response to climate change. This is an emerging sector which requires professional development for most board members.

Universal:	**Weaving Te Ao Maori into climate action** - GHD A useful blog to set the scene on what we can learn from te ao Māori as we face the challenges and opportunities of climate change. **Utilising Māori Wisdom to Address Climate Change** - This article provides links to numerous helpful websites. **The Philanthropic Landscape Volume II - Centre for Social Impact** The practices required of philanthropic organisations – to decolonise their practices and more effectively enable the wellbeing of Indigenous communities. **Top ESG risks for boards and management in 2023 - Chapman Tripp** - Understand Climate Governance Leadership.

	Climate, sustainability & ESG: what's in store for 2024? - Get ahead of the curve by knowing what's in store.
	Climate Governance and the Circular Economy: A Primer for Boards. World Economic Forum, White Paper offering guidance to boards.
	The Chairperson's Guide to Climate Integrity - World Economic Forum -Advice specific to risks and opportunities.
	Climate Governance Handbook - A supportive guide for non-executive directors to better understand their role in supporting their organisations to effectively manage and mitigate climate risk. Published by Deloitte.
Targeted:	**Climate Action Aotearoa** - Community Trusts of New Zealand commitment to Climate Action. Includes a Tika Transition guide.
Tailored:	

Cultural competence and co-governance

Actively engaging with Māori communities and fostering an inclusive environment that respects and values diverse perspectives are key elements of cultural competence and co-governance. This includes promoting collaborative decision-making processes that involve stakeholders from different backgrounds in governance structures and decision-making processes.

Universal:	**Community Governance** - Board resources include guidance on applying te Tiriti principles in governance and decision-making and the importance of diversity in high-performing boards.
	Community Research- Treaty Voyages, how is your organisation fairing? Webinar recording sharing research and practical guidance for organisations who are applying Treaty of Waitangi principles.
	Governance Hub, Parry Field lawyers - Curated by Steven Moe, this site hosts resources and information on the essentials of governance including recorded webinars 'Governance - what is it?' And 'Chairing meetings well'.
Targeted:	**Tutiramai cultural competence training** - Grounded in te reo Māori and tikanga, learn how to understand, identify and develop key cultural values important to the growth and success of organisations.
	Leadership New Zealand - PD programme includes Governing for Inclusion.
	Te Kaa - Cultural competence training courses for leadership responsible for driving change through organisations and those regularly engaged with Māori.
	Tira Tu Kotahi - Leading cultural change in Aotearoa, assisting organisations and groups to connect with te ao Māori. Providing training and programmes.
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support to strengthen governance.
	LEAD Centre for NFP Governance - Leadership development offerings include courses on supervision skills, leaders as coaches, and facilitation and training skills.
	Tūmanako Consultants – Work with Māori organisations to rethink how funding and other resources can best support whanau aspirations. Also work with non-Māori organisations who want to better support Māori aspirations. Providing one on one supervision and programmes.

Leadership development

Leadership development involves nurturing and enhancing the skills of individuals to effectively lead and inspire others towards achieving the organisation's mission, often through training, mentorship, and experiential learning opportunities.

Universal:	**CSI knowledge hub** - Kia Whiti Tonu Talks series includes 'Governance: what is keeping you awake at night' where board members discuss governance issues and learn from the experience of their peers. **Community Governance** - The go-to place for relevant community governance knowledge in Aotearoa. **Boma** – offer transformational learning experiences for current and emerging leaders through leadership programmes. **Hui E!** - Finding Support as a NFP CEO part of the summer webinar series 2021. Delivered in partnership with LEAD and Leadership and Mentoring Foundation of New Zealand. **Inspiring Communities** – Promote community-led development (CLD) across the motu, they provide a diverse range of CLD learning and connecting opportunities. **Leadership Lab** – Cultivating networks of leaders – providing Leadership development, facilitation as well as coaching and mentoring. **Sport NZ sector guidance** - Resources, guides, and practical advice to assist organisations in strengthening leadership capability.
Targeted:	**Atlantic Fellowship** – Empowering catalytic communities of emerging leaders to advance fairer, healthier , more inclusive societies. **Centre for Vision and Leadership** - Developing leaders and supporting organisations across Aotearoa to thrive. Provide workshops, courses and programmes. **Creative Leadership Programme** - The Creative Leadership Programme aims to foster a powerful movement of wāhine and irawhiti activators within the creative sector, bringing together extraordinary practitioners from across theatre, film, visual arts, literature and community arts. The rōpū participate in a series of intensive wānanga and one-on-one mentorship especially crafted to support them in their mahi. **Hāpai Hapori Community Advisors** - Advisors live and work in their local communities and are able to point you to local capability builders in your area and advise you of potential funding available. **Hoa Kaiwhakahaere** - Leadership programme by HuiE! **First Nations Futures Programme** - The First Nations' Futures Program was initiated by Kamehameha Schools, a not-for-profit institution dedicated to educating children of Hawaiian ancestry. Kamehameha Schools is working in partnership with another First Nations institution in Te Rūnanga o Ngāi Tahu (Aotearoa – New Zealand) to establish a world class fellowship program focused on building First Nations' capacity through developing values based leadership and more integrated solutions for managing First Nation's assets / resources. **Indigenous Leadership Programme** - help organisations develop the leadership capability of their existing staff using Indigenous values. **Leadership New Zealand** - Offerings include short programmes in areas such as dealing with disruption, events, NZ leadership programme, Organisational Leadership Programme, and The Mana Moana Experience for Pacific Leaders. **LiiFT Aotearoa** - ANCAD's PD Programme includes regular meet-ups via zoom with PD for leaders. **LEAD Centre for NFP Governance** - PD courses include supervision skills, leaders as coaches, facilitation, and training skills. **The Be. Leadership** - Deliver innovative and creative social change programmes to support businesses and communities to become fully accessible, enabling all citizens to participate and thrive. Including the Leading accessibility: The strategic why of accessibility. **Tū Māia** - exists to grow people: to nurture heartiness, to build skills, to broaden insight, to foster relationships that will support people to make their visions for the future real. Deliver Te Pāpori o Whakatere / Incubator programme to help improve the sustainability of social initiatives.
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support to strengthen governance. **LEAD Centre for NFP Governance** – Centre for NFP Governance Leadership development offerings include courses on supervision skills, leaders as coaches, and facilitation and training skills.

Board development

Board development entails enhancing the skills and effectiveness of a not-for-profit's governing body to fulfil its responsibilities and guide the organisation towards its mission and goals.

Universal:	**CommunityNet Aotearoa** - Resources to support understanding of governance include: Introduction to governance, Roles and function of a governing body, Governing body processes, and Extra dimensions to governing Māori organisations.
	Community Governance - The go-to place for relevant community governance knowledge in Aotearoa. Board resources offer useful resources to help you on your governance journey. Practical guides and templates include preparing for an AGM, creating an agenda and taking board minutes.
	Creative Governance – future models of governance for the creative sector
	Institute of Directors New Zealand - NFP governance hub. Other resources include more general webcasts, newsletters and training.
	Sport NZ sector guidance - Resources to assist organisations with strengthening their governance practices.
	Charities Services - The new Trusts Act – What does it mean for registered charities?
Targeted:	**Good Governance Principals and Guidance for NFP Organisations** - Developed by The Australian Institute of Company Directors, this guidebook is designed to facilitate the conversations and activities NFP organisations undertake regularly to achieve good governance.
	LEAD Centre for NFP Governance - Offerings include a regular Chairs' forum (online), Governance Bytes, and other governance training events.
	Community Governance - Bi-monthly Board Talks connect board members to panel discussions, think tanks, and co-design workshops with thought leaders from not-for-profits across the country.
Tailored:	**Community Governance Tuakana Teina Chair Mentoring Programme** -In partnership the IoD, works with new chairs of not-for-profits to strengthen and support the community governance sector with best-practice expertise of the IoD. The Governance Mentoring Programme - was initiated to help develop the governance ability of our community board members with guided one-to-one mentoring.
	LEAD Centre for NFP Governance - Board development activities include coaching and mentoring.

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Strategic Relationships

Strategic relationships encompass cultivating partnerships, alliances, and networks with stakeholders such as funders, collaborators, community members, and policymakers. Building and nurturing these relationships is essential for resource mobilisation, knowledge sharing, advocacy, and collective action to address complex social challenges.

Capability support resources here are organised across five key categories:
- Te Tiriti o Waitangi
- Climate action
- Collaboration and stakeholder engagement
- Marketing and communications, and cultural
- Community responsiveness

Te Tiriti o Waitangi

Partnerships, relationships and engagement with Māori are key enablers of good te Tiriti o Waitangi outcomes. There are a number of resources and supports available to assist you to develop good relationships with iwi, hapū and Māori communities.

Universal:	**Te Arawhiti – Guidelines for engagement with Māori** – provides foundational and step-by-step guidance for engaging appropriately with Māori. **Auckland Council Lessons for successful Mana Whenua engagement** – provides a starting point and tips for engaging with iwi and mana whenua. **Inspiring Communities – Working with tāngata whenua** – three tools to support communities to engage and develop relationships with mana whenua.
Targeted:	
Tailored:	

Climate Action

The key stakeholders in climate change are exposed to and sensitive to the potential impacts of extreme weather events, sea level rises, and temperature increases. In Aotearoa New Zealand, these include Mana Whenua and those identified as most vulnerable in Aotearoa's transition to a low-carbon society.

Universal:	**Community-led retreat Ministry for the Environment** - Guidance around adaptation planning and community responsiveness. **Guidelines for engagement with Māori** - Build Relationships Tool from Te Arawhiti specific to Māori. **How to avoid greenwashing in your communications** - This article provides clear do's and don'ts to climate-related marketing plus useful links to other resources. **Marketing Climate Change Action Guide	Project Drawdown** - One of many Job Function Action Guides, this resource provides guidance on how marketers can use their storytelling skills to move people to action.
Targeted:	**Climate Action Aotearoa** - Community Trusts of New Zealand commitment to Climate Action. Includes a Tika Transition guide.
Tailored:	

Collaboration and stakeholder engagement

Actively involving relevant parties in decision-making processes and fostering cooperative relationships to achieve common goals and enhance the effectiveness of initiatives is at the heart of collaboration and stakeholder engagement.

Universal:	**CSI knowledge hub Te Pūaha o te Ako** - Talks series includes 'Collaboration - A Journey of Mastery'. Recording of a 2021 webinar, providing tools and skills to help those leading or participating in collaborations to enhance their success. **Guidelines for engagement with Māori - Build Relationships** - Tool from Te Arawhiti specific to Māori. **Guidelines of ethical approaches to engage in relationships with Māori** - Foundation North G.I.F.T of the Gulf fund **Ki te Hoe** - A Philanthropy New Zealand capability building framework for funders supporting Māori aspirations. **Tanck not-for-profit stakeholder management** - Support for developing a stakeholder management tool. **Weave collaboration and partnership resource** - Developed to help support organisations wanting to partner with others. Series of tools and resources.
Targeted:	
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support in collaborative strategies, and community and stakeholder engagement. **Pacific Business Trust** - Tailored support via a business advisor and trusted providers includes a business health check. Membership gains access to newsletters, training, resources, templates, and a community forum.

Marketing and communications

Strategically conveying messages and information to target audiences through various channels to promote awareness, engagement, and support for mission and activities.

Universal:	**Community Comms Collective** - Resources and tools to help with communications activities including webinars, templates and contact lists. **CSI knowledge hub Te Pūaha o te Ako** - Te Puaha Talks 2022 programme includes 'Social media for social impact'. Kia Whiti Tonu 2020/21 talks series include 'Creating content that counts in a changing world', and 'Working with the news media'. Includes kete of useful links, resources and worksheets. **CommunityNet Aotearoa Community Resource Kit** - Resources to support effective community group communications, include developing a communications plan, communicating via the media and with central and local government.
Targeted:	**Community Comms Collective** - Targeted support includes Matchmaking service connecting community organisations with communications volunteers. Website usability assessments provide practical feedback to help plan improvements. **LiiFT Aotearoa** - ANCAD's Professional development programme includes training includes digital marketing.
Tailored:	**Pacific Business Trust** - Membership benefits include tailored support from business advisor and trusted providers. Newsletters, training workshops, resources and templates, and an online community forum.

Cultural and community responsiveness

Adapting strategies, services, and interactions to effectively address the diverse needs and values within communities served fosters inclusivity, trust, and impact.

See also resources listed under cultural competence and co-governance.

Universal:	**Community Research** - Recorded webinars include 'Te Tiriti – Take action' - take you and your organisation forward in actioning Te Tiriti o Waitangi and 'Identity and its role in cross-cultural communication'. Diversity Works - Diversity Works (formally the Equal Employment Opportunities Trust) have assembled and curated some great content, tips and templates to help employers better understand and integrate diversity into the workplace. **The Philanthropic Landscape Volume II - Centre for Social Impact** - This resources outlines practices required of philanthropic organisations – to decolonise their practices and enable the wellbeing of Indigenous communities.
Targeted:	**Diversity Works** - Workshops and training include 'Introduction to Diversity and Inclusion' and 'Improving Cultural Intelligence'. Workshops are available both online and face-to-face. 'The e-Diversity programme' aims to boost the impact of diversity and inclusion conversations throughout NZ business and organisations. The first module, available now, covers unconscious bias.
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support in community and stakeholder engagement, including co-design processes.

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Internal Operations and Management

This area focuses on optimising the organisation's internal systems, processes, and workflows to enhance efficiency, effectiveness, and organisational resilience. This includes areas such as human resources management, financial administration, technology infrastructure, and risk management practices.

Capability support resources here are organised across five key categories:
- **Te Tiriti o Waitangi**
- **Climate action**
- **Operations, technology and information systems**
- **Financial management and legal**
- **HR, wellbeing and volunteer development**

Te Tiriti o Waitangi

Focusing on wellbeing, learning and development for kaimahi Māori is an important way for organisations seeking to be good te Tiriti o Waitangi.

Universal:	**Mental Health Foundation** – Creating mentally healthy workplace environments for Māori – practical tools to guide workplaces to create an inclusive and support environment for kaimahi Māori. **Waitemata District Health Board Māori Workforce Recruitment** – designed with DHBs in mind but this toolkit provides step by step guidance to recruiting kaimahi Māori.
Targeted:	
Tailored:	**Why Ora Māori Career and Employment Aspirations** – works with individuals and organisations to enable Māori career pathways. **Centre for Social Impact** – CSI associates can work with you to develop workforce and learning and development strategies to support kaimahi Māori.

Climate Action

Internal operations should reflect the direction of the board. Climate Action will begin to be integrated into business as usual (BAU) and become a part of the organisational structures and committees, the regular reporting and reflect recruitment and PLD of staff.

Universal:	**Technology in the Just (Tika) Transition** - How new technologies can help solve the climate crisis. This resource from World Economic Forum focuses on high level energy transition. **Meeting the climate challenge through digital technology | Spark** - This resource has some good case studies for technology reducing emissions. **Managing climate-related risks - Reserve Bank of New Zealand** - Legal implications specific to Aotearoa New Zealand. **Writing a volunteering strategy - NCVO** - Resource provides generalised support for volunteer strategy. **The contribution of volunteering to climate action and community** - Research paper by the United Nations Volunteers (UNV) programme provides evidence of how volunteers are engaging in actions that help their communities adapt to climate change.
Targeted:	**Climate Action Aotearoa** - Community Trusts of New Zealand commitment to Climate Action. Includes a Tika Transition guide.
Tailored:	

Operations, technology and information systems

Operations entail the logistical and administrative aspects of an organisation, ensuring its smooth functioning. Technology and information systems refer to the tools and platforms utilised to streamline operations, manage data, and enhance communication and efficiency within the organisation.

Universal:	**CSI knowledge hub Te Pūaha o te Ako** - Talks series includes 'Think and Act Digital' a big picture view of digital technology is, and an overview of trends and insights across New Zealand and a kete of practical resources. **Digital Boost** - A free learning hub by the Ministry of Business, Employment and Innovation. **Digital Transformation hub (Australia)** - Resources to support NFPs increase digital capability. Guides include: Tech foundations, Information systems, Digital marketing, IT management, Cyber security. **Planning and collaboration on Digital Stuff We Love** - links to a range of tools to assist with planning, organising, bundling, teams, projects and collaboration. **Sport NZ Sector Guidance** - Resource designed to support business capability and assist organisations with developing their technology solutions. **Techsoup** - Non-profit international network providing technical support and tools to other NFPs. Includes a large range of webinars on ICT, digital marketing and other topics. **NZ Navigator Trust** - Offering digital tools and resources to amplify the impact of hard-working community groups
Targeted:	
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support to strengthen operations and the use of technology by organisations. **Pacific Business Trust** - Tailored support via a business advisor and trusted providers includes a business health check. Membership gains access to workshops, resources and templates, and community forum.

Financial management and legal

Financial management involves the strategic planning, monitoring, and control of an organisation's finances to ensure fiscal health and sustainability. Legal encompasses compliance with laws and regulations, as well as legal strategies to protect the organisation's interests and assets.

Universal:	**Charities Services** - A wide range of webinars and blog posts in to support financial reporting, including guidance around audits and statements of cash flow. Other support includes 'Trust Law Changes and Charities' hosted by Chartered Accountants Australia and New Zealand, resources on Charities' obligations under the law and Detecting and Preventing fraud. **Charities in New Zealand – A legal handbook, Parry Field Lawyers** - A look at the key legal decisions and considerations that need to be made when starting a charity, consider relevant aspects in the day-to-day operation of an established charity, look at contentious issues and consider the future.
Targeted:	**ACAND Auckland Community Accounting** - Free service offering support, advice or assistance on financial matters. Support includes: understanding the treasurer's role, completing annual returns and performance reports, understanding the financial responsibilities of a Governance Board or Committee, advice on financial and non-financial resources available, and guidance on the use of accounting software.
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support to strengthen operations and the use of technology by organisations. **Pacific Business Trust** - Tailored support via a business advisor and trusted providers includes a business health check. Membership gains access to workshops, resources and templates, and community forum.

Human resources, wellbeing and volunteer development

Human resources involves the recruitment, management and development of personnel management. Wellbeing initiatives promote the health of employees and volunteers. Volunteer development focuses on attracting, retaining, and empowering volunteers to contribute effectively to the organisation.

Universal:	**Mana Mahi Resource: employment in community sector organisations** - Best practice guides relating to wide ranging employment relations issues. **CSI knowledge hub Te Pūaha o te Ako** - Te Pūaha Talks series includes recorded and upcoming webinars focusing on self-awareness and self-care. 2022 wellbeing offerings include Hauora Unu ora, and Tatou Tatou, in partnership with Hui E! **Volunteering Best Practice Toolkit**: Volunteering New Zealand - Best Practice Guidelines for Volunteer Involving Organisations. Includes practical tools including a time analyser and team performance indicator. **Sport NZ Sector Guidance** - Human resource policies, guidance and templates to support organsations including in the area of health and safety. **CommunityNet Aotearoa** - An online hub of resources designed to strengthen community organisations.
Targeted:	**Volunteer Management Handbook: Creative NZ** - Support for boards, managers, and teams to develop a volunteer management system to use as they attract, manage and retain volunteers. **Charities Services: Health and Safety for Charities** – Blog post explaining how the Health and Safety Act 2015 (HSWA) applies to charities. **Te Ora Auaha: Creative Wellbeing Alliance** - Links to a wealth of resources supporting good practice, including toolkits, publications, online evidence and research, and national and international examples of good practice.
Tailored:	**Centre for Social Impact** - CSI associates can provide expertise in the field of wellbeing.

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Service Delivery and Impact

The focus of this work is on designing, implementing, and evaluating programs or interventions that address the needs of the target population and achieve measurable outcomes. This includes ensuring quality service delivery, monitoring progress, collecting data for performance measurement, and assessing the organisation's overall impact on communities or beneficiaries.

Capability support resources here are organised across five key categories:
- **Te Tiriti o Waitangi**
- **Climate action**
- **Programme design and development**
- **Evaluation**
- **Research and needs analysis**

Te Tiriti o Waitangi

Consideration of Māori communities and service users supports effective service design and delivery. Additionally, monitoring and evaluation is an essential tool to enable us to understand the impacts our services make for Māori and how they are enabling te Tiriti o Waitangi/Treaty of Waitangi outcomes.

Universal:	**What works - Kaupapa Māori** – Guidance on research and evaluation using a kaupapa Māori framework. **Community Research - Indigenous Evaluation** – Webinar on using Traditional Knowledge to Guide Evaluation Theory and Practice. **Te Puni Kōkiri Case Studies** – Case studies illustrating how government agencies are working effectively with Māori. **Auckland Co-Design Lab – Whānau Centred-Design** (video) – resources that help organisations design services from whānau-centred perspectives.
Targeted:	**Auckland Co-Design Lab** – Equity focused courses, webinars and workshops focused on co-design.
Tailored:	

Climate Action

The aim is to improve the organisation's approach to monitoring, evaluation and learning (MEL) by doing more than just monitoring progress and evaluating solely based on completion status: whether it was finished, on schedule, or delayed. Impact frameworks enable improved and measurable outcomes.

Universal:	**Sector research- The Aotearoa Circle** - This provides an overview of sector level adaptation to climate change. The content can be helpful to understand complexities within each sector. **Monitoring and Evaluation for climate impact** - Developing your MEL approach by Climate Adapt. **FutureFit.nz - Business Tools & Actions to Reduce Carbon Emissions** - Examples of NZ Programmes and tools to measure your own carbon footprint.
Targeted:	**Climate Action Aotearoa** - Community Trusts of New Zealand commitment to Climate Action. Includes a Tika Transition guide.
Tailored:	

Research and needs analysis

Research and needs analysis involve the systematic study and evaluation of data and information to identify gaps, challenges, and opportunities, informing decision-making and resource allocation within an organisation.

Universal:	**Community Research** - A comprehensive, diverse and easily accessible free collection of lived experience, research, knowledge and resources. A hub for researchers, iwi and community organisations to share their ideas, and practice including recorded past webinars, as well as upcoming sessions. **Bonterra - A crash course in conducting a nonprofit needs assessment** - This is a helpful blog to smaller nonprofits to support needs analysis.
Targeted:	
Tailored:	**Centre for Social Impact** - Bespoke support via the CSI associate network offers wide-ranging expertise to support organisations and grantees identify the needs of the communities they serve.

Evaluation

Evaluation entails the systematic assessment and analysis of programs, initiatives, or projects to determine their effectiveness, impact, and outcomes, informing future planning and decision-making.

Universal:	**Pro Bono Australia - Demonstrating your impact: the pathway to secure untied grant funds** - This content shows smaller organisations how to capture data for evaluating impact **CSI knowledge hub Te Pūaha o te Ako** - Resources include 'Frameworks for understanding and demonstrating social impact' (PowerPoint resource) and 'Embedding evaluation in your mahi' (recorded webinar). **Understanding your impact: A guide - JR McKenzie Trust** - Content includes guidance on describing the difference you are making and gathering data for a statement of service performance. **Community Research** - Site includes a wide range of past webinars in aspects of evaluation, including Indigenous Evaluation and outcomes harvesting. **Superu Making sense of evaluation – a handbook for everyone** - This is an evaluation guide for busy people. It points you to where you can get more detailed information if you need it. Created for the social services sector. **Auckland Council - Showing Impact** - Simple step by step social impact measurement process from Auckland Council to: create a impact statement, assess impact, collect data and report on changes and learning.
Targeted:	**What Works!** - Guidance for groups who can struggle to show the value of their work. Guidance for gathering robust data and information to tell a real story about impact. Includes tools and webinars, including 'How To Amaze Your Funders'. **The Aotearoa New Zealand Evaluation Association (ANZEA)** - ANZEA supports building evaluation capability and influence to further strengthen and share the insightful knowledge that exists within the people, whānau, families and communities of New Zealand.
Tailored:	**Centre for Social Impact** - The CSI network provides tailored evaluation support to help organisations grow their impact. **Impact Lab - GoodMeasure** - A tool to help service providers demonstrate social value created, improve outcomes and share reporting about what works.

Programme design and development

Programme design and development involves the planning, conceptualisation, and creation of initiatives or projects. This process involves not only aligning with the organisation's mission and priorities but also includes considerations such as community engagement, stakeholder involvement, and incorporation feedback to ensure responsiveness to the needs and aspirations of the communities served. A focus on sustainability and scalability is also essential for maximising the long-term impact of programmes and projects.

Universal:	**Inspiring communities** - Supporting Community-Led Development (CLD) practices and outcomes across Aotearoa. Website includes a resource kete including frameworks, tools and principals. **Foundation North and Rāta Foundation Good Practice guidelines** - Developed by the CSI, these guidelines support the learning and development of community and non-profit organisations in the areas of youth development, volunteering, CLD older people, environment, disability and diversity.
Targeted:	**Inspiring Communities** - Inspiring communities Community-led development training opportunities provide a diverse range of CLD learning and connecting opportunities, including in-person workshops, interactive online groups, coaching, webinars and mentoring with an experienced CLD practitioner.
Tailored:	**Centre for Social Impact** - The CSI network offer tailored support in strategy and innovation design including collaborative strategies/planning. **Innovation unit** - The Innovation unit work with organisations and services to grow and scale the boldest and best innovations that deliver long-term impact for people, address persistent inequalities, and transform the systems that surround them. **Powerdigm via Inspiring communities** - Powerdigm are a collective of associates experienced in community innovation and change, including in the areas of community and stakeholder engagement and capability building and development.

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Resource Development

Resource development encompasses strategies and activities aimed at securing financial, human, and other resources necessary to sustain and expand the organisation's operations and programs. This includes fundraising, donor cultivation, diversifying revenue streams, volunteer recruitment, and in-kind support partnerships.

Capability support resources here are organised across five key categories:
- Climate action
- Impact investment
- Revenue generation/enterprise
- Funding strategy/development

Climate Action

Investment that values social, environmental and financial returns is an emerging space in Aotearoa New Zealand, known more broadly as impact investment. This is about developing capability and resources in new ways to generate revenue or investing in impact and how to integrate into the organisation's strategy.

Universal:	**NZ Green Investment Finance New Zealand** - Green Investment Finance is a green investment bank. This website has excellent case studies of green investment.
Targeted:	**Climate Action Aotearoa** - Community Trusts of New Zealand commitment to Climate Action. Includes a Tika Transition guide.
Tailored:	

Impact investment

Impact investment refers to the practice of making investments to generate positive social or environmental impact alongside financial returns.

Universal:	**Impact Investing NZ resources** - This peak body connects, educates and advocates to grow the impact investing sector in NZ. **Impact Investment | Impact Law | Parry Field Lawyers** - This is a concise and helpful legal opinion on Impact Investing. **Overview of Impact Investment on CSI's Te Te Pūaha o te Ako** - Produced with Steven Moe, this overview covers the essential ingredients that set impact investment apart and provides an overview of international and local activity.
Targeted:	**Ākina Foundation** - Ākina's invest programme includes advisory services to help organisations understand and transition to impact investing, and growing impact investment readiness though their Impact Investment Readiness programme.
Tailored:	**Centre for Social Impact** - The CSI associate network can offer tailored guidance in impact investment.

Revenue generation/enterprise

Involves the creation and management of income-generating activities or businesses with the dual purpose of achieving financial sustainability and advancing the organisation's social or environmental mission.

Universal:	**The Impact Initiative Toolkit for Social Enterprise.** The Social Enterprise Sector Development Programme. A partnership between the Department of Internal Affairs, on behalf of the New Zealand Government, and the Ākina Foundation. A range of guides, checklists and other helpful resources to help social enterprises start and grow their impact.

	Social enterprises in NZ: A legal handbook, Parry Field Lawyers - Advice and informed guidance for people finding their way in social enterprise as doers, supporters, or customers. **Startups and Capital Raising Hub, Parry Field Lawyers** - Information Hub full of guides and articles related to Start-ups and Capital Raising.
Targeted:	**Ākina Foundation** - Ākina offers navigation, workshops and coaching using a range of social enterprise and impact focused tools. Impact certification enables social enterprises to access new market opportunities for your products and services through Ākina's social procurement programme.
Tailored:	**Ākina Foundation** - Funded by Foundation North, Ākina offers tailored capability support services for enterprises focused on creating social inclusion. **Pacific Business Trust** - Tailored support via a business advisor and trusted providers includes a business health check. Investment and customised strategic support are available to businesses with significant growth potential.

Funding strategy/development

Funding strategy or development involves the strategic pursuit and acquisition of financial resources through avenues like grant-seeking, donations and sponsorships to sustain and grow the organisation's mission-driven initiatives and operations.

Universal:	**CommunityNet Aotearoa** - Includes resources to support the development of a fundraising plan and guidance on online fundraising. **Generosity NZ** - Website has databases to access information about funding opportunities.
Targeted:	**Hui E! Hoa Pūtea / Grant Writing Support** - The grant writing support project pairs small and medium-sized community groups with skilled volunteer grant writers. Support includes phone and email support from Hui E!'s Kaiwhakahaere Kaupapa (Project Manager) about funding applications. **Hāpai Hapori Community Advisors** - Advisors live and work in their local communities and are able to point you to local capability builders in your area and advise you of potential funding available.
Tailored:	**Centre for Social Impact** - Bespoke support via the CSI associate network offer expertise to support funding strategy/ development.

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