

Main Capacity Area Needs	Specific Capacity Area Needs
Governance, Strategy and Risk Management	Legal and regulatory compliance
	Board (or equivalent body charged with oversight) engagement
	Board (or equivalent body charged with oversight) support & challenge
	Management Role and Oversight
	Strategic and Operational Planning
	Risk Management
	Leadership communication (includes internal communication strategy)
	Documentation, Reporting and visibility (includes external communication strategy)
	Organizational Culture
Financial Management, Systems and Sustainability	Finance Team & Non-finance staff
	Financial Processes & Systems
	Internal Controls
	Budget
	Financial Monitoring & Reporting
	Procurement – planning, procuring & contract management
	Fundraising income, solvency and financial sustainability
	Audit
	Other Systems including IT
Programmes, Monitoring and Evaluation	Programmatic staff and operational workplan
	Programmatic delivery and reporting
	Programmatic learning and evaluation
	Community Involvement
	Sub-Grantee management
	Partnership and Collaboration
	Advocacy and Policy Influence
	Social Impact
People and Performance	Organisational Structure & Job Descriptions
	Recruitment
	Performance Management and Personnel Development
	Succession Planning
	Identification & engagement of Stakeholders
	Volunteers and Interns identification and management
	Diversity, Equity, and Inclusion
Learning & Research	Teaching and learning
	Networking
	Academic Excellence
	Research & Innovation Excellence
	Community Engagement Excellence
	Catholic Identity